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Approved Budget
City of Franklin, Tennessee

FY 2014





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City of Franklin, Tennessee

Approved

**Fiscal Year 2013-2014
Operating & Capital Equipment
Budget**

City of Franklin, Tennessee

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

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

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

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

Today, Franklin has a robust and diversified economy. The City is known as a retail and banking center, with a large commercial area on its east side which includes retail outlets, a regional mall, and several corporate headquarters, including Jackson National Life, Ford Motor Credit, Clarcor, Big Idea Productions, Community Health Systems Healthways, Verizon Wireless, Mars Petcare and Nissan North America. The area is also home to a regional conference centers and several major hotel chains, including Drury Plaza Hotel, Hyatt Place, Hilton, Aloft, Marriott, and Embassy Suites.

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



Board of Mayor & Aldermen

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Brandy Blanton

Pearl Bransford

Beverly Burger

Margaret Martin

Dana McLendon

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Catherine Powers, Planning & Sustainability Director

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Lisa Clayton, Parks Director

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Rocky Garzarek, Fire Chief

Brian Wilcox, Purchasing Manager

Shirley Harmon, Human Resources Director

Brad Wilson, Project and Facilities Manager

Mark Hilty, Water Director

Joe York, Streets Director

Paul Holzen, Engineering Director

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May 10, 2013

Mayor Moore, Aldermen, and citizens of Franklin,

Each year, the budget process provides an opportunity to take stock of where we are as a community. Through this process, we can assess our strengths, opportunities, and challenges. Like communities across the country, the City of Franklin has been impacted by the national recession. Our City team has focused its efforts on maintaining and enhancing service levels with reduced resources (both human and fiscal). The City organization has emerged leaner and sharper than before.

Today, the local economy is showing clear signs of improved strength, with the pace of development increasing. Over the past two years, the community has added more than 4,300 jobs, most coming from the expansion of existing local businesses. New development projects and some “placed on hold” during the recession are gaining momentum. The City of Franklin has dedicated much time and effort in recent years preparing for growth with initiatives such as the integrated water resource plan, sanitary sewer basin study updates, extensive transportation planning, and development process improvements. The City of Franklin strives to make its planning a competitive advantage in attracting jobs, residents, and investments. We expect the pace of development to continue to increase in Fiscal Year 2014 and for our growth planning efforts to again be put into action.

While we are rightfully proud of our accomplishments, we will not rest on our past achievements. All of our best efforts will be required to meet the challenges before us. Through the budget process, we assess our opportunities and needs while working within our financial means to allocate resources. Given the financial constraints at the state and national level, local governments must realize that now, more than ever, the ability to respond to community needs rests largely in our own hands. The City of Franklin continues to move forward maintaining service levels, investing in our future, and enhancing our community’s competitive position.

Budget Overview

The proposed general fund budget is \$57,901,958, which represents an increase of 4.6% compared to the current \$55.3 million budget for 2012-13. This modest increase in our budget is primarily due to cost increases in the services we purchase, funding some previously unfunded positions, and expanding our services to the roadways and parkland that have been developed or improved since the last budget cycle. The proposed 2013-14 budget remains below funding levels in the budget adopted five years ago for fiscal year 2008-09.

The 2013-14 proposed budget for all funds is \$87,049,146, which represents an increase of 6.2% compared to 2012-13. The primary reasons for this \$5,108,085 increase across funds are increases

in the General, Street Aid, Road Impact, Facilities Tax, Stormwater, Hotel/Motel, Transit, and Debt Service funds and decreases within a few funds (Solid Waste, Drug, and CDBG).

Highlights of the Proposed 2013-14 Budget

- The budget is balanced, with current revenues equaling expenditures. For the second year since the onset of the “Great Recession,” there is no planned draw on fund balance. In addition, projections show that general fund reserves will grow in FY2012-13.
- The budget is in compliance with the Board of Mayor and Aldermen’s debt and fund reserve policy and significantly exceeds the reserve requirements.
- A targeted group of positions in several departments that were held vacant in prior budgets will be filled, and some new positions are added in the budget. These positions are in areas such as Street Maintenance, Parks, and Building and Neighborhood Services which have been impacted by growth.
- A general salary increase of 2.0% effective July 5, 2013, is provided for employees, plus \$125,000 for funding of the merit pay program for a second year.
- A new classification and compensation study will be implemented over a two-year period, with the first adjustments —raising pay for employees currently below the new minimum salary— occurring approximately in the first quarter of the fiscal year.
- The City property tax rate will remain unchanged, marking the 27th year without a property tax rate increase. (The last increase was in fiscal year 1987).
- The proposed budget includes funding to conduct a special census during the year to document the City’s growth and capture population-based State shared revenue.
- The proposed budget incorporates performance measures and sustainability initiatives for every department.

General Fund Overview and Issues

Revenues. In total, general fund revenues for 2013-14 are projected at \$57.9 million, up 4.9% from the 2012-13 estimated actual of \$55.2 million and up 4.6% from the 2012-13 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. Local sales tax collections account for 47.5% of total general fund revenue. The proposed 2013-14 budget projects local sales tax at \$27.5 million, an increase of 8.2% compared to the 2012-13 budget. It also represents a growth of 5.8%, or \$1.5 million, compared to the estimate of \$26.0 million for the current year. The State of Tennessee Funding Board identified a range of 3.40% to 4.03% for statewide sales tax growth in 2013-14.

Intergovernmental Revenue. The second-largest category of revenue is intergovernmental revenue (24.7% of total general fund revenue) and is projected to reach \$14.3 million, an

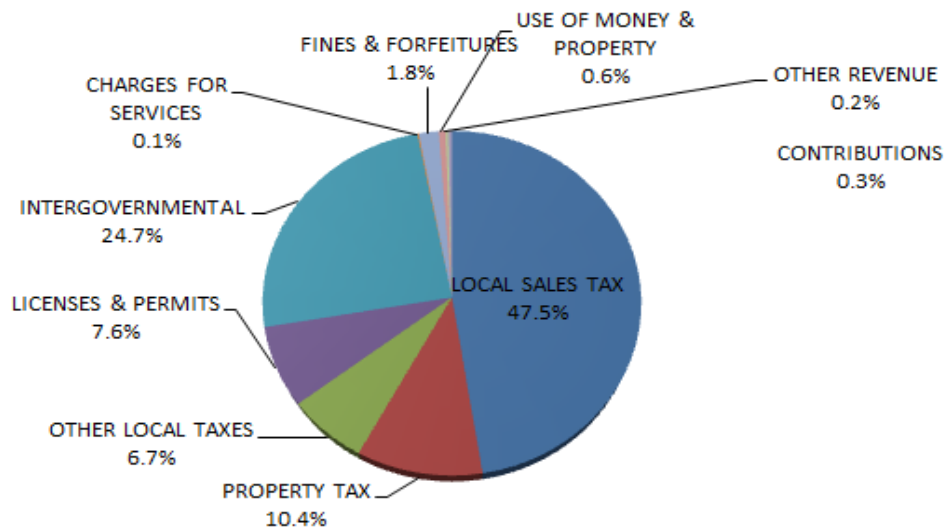
increase of 6.0% compared to the 2012-13 budget. This increase is due primarily to anticipated grant revenues for the traffic operations center.

Property Tax. The third-largest revenue source for the City is property tax, which accounts for 10.4% of general fund resources. The 2013-14 budget for property tax revenue is estimated at \$12.3 million, approximately the same as the 2012-13 budget. Of this amount, \$6.05 million is proposed for the general fund, \$5.45 million for the debt service fund, and \$825,000 due to the City’s Industrial Development Board. Compared to the 2012-13 budget, the amount of property tax dedicated to debt service has increased by more than \$450,000 or 9%. This increase is primarily due to the refunding of a \$25 million variable rate bond issue to a fixed interest rate to be paid back over a shorter number of years. The City of Franklin’s property tax rate is one of the lowest in the state among cities over 25,000 in population. At the rate of \$0.3765 per hundred of assessed value, Franklin’s property tax rate is the second-lowest among Tennessee cities.

License and Permit Revenue. The City’s fourth-largest source of revenue is license and permit fees, which accounts for 7.6% of total general fund revenue. In total, this revenue category is projected at \$4.4 million, up 1.1% from last year’s budget. The largest factor in this increase is an anticipated increase in building permits and electrical inspections due to estimated results for 2012-13. Building permit revenue is projected at \$935,000, an increase from the 2012-13 budget of 1.8%.

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

General Fund Revenue by Category – FY 2014



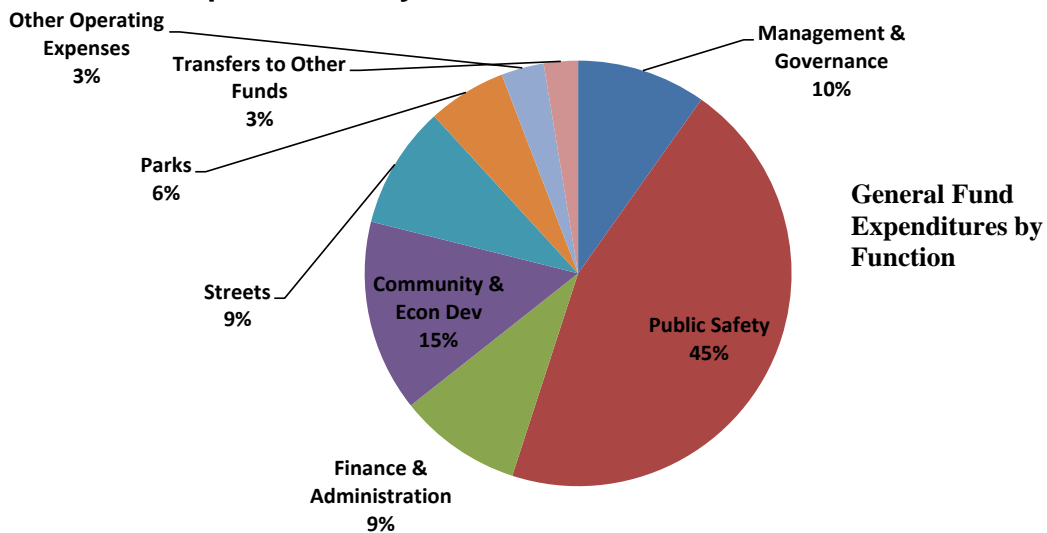
Long-term revenue diversification. As the City of Franklin moves forward, we will need to examine the extent to which the City is dependent upon one revenue source, the local sales tax. By its nature, sales tax is a revenue source that can fluctuate significantly due to changing economic conditions and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

financial planning, this issue should be considered. The chart above shows the current distribution of general fund revenues.

Departmental name changes. The proposed budget includes revised names for two City departments. It is proposed that the Municipal Information Technologies Department change its name to the Information Technologies Department and that the Solid Waste Department become the Sanitation and Environmental Services Department.

Expenditures. Total general fund expenditures for the proposed budget are \$57.9 million, an increase of 5.1% from the budget for fiscal year 2012-13. The following chart displays a summary of expenditure activities within the proposed budget by service area. Consistent with previous years, public safety functions account for 45% of the total proposed general fund budget.

General Fund Expenditures by Service Area – FY 2014

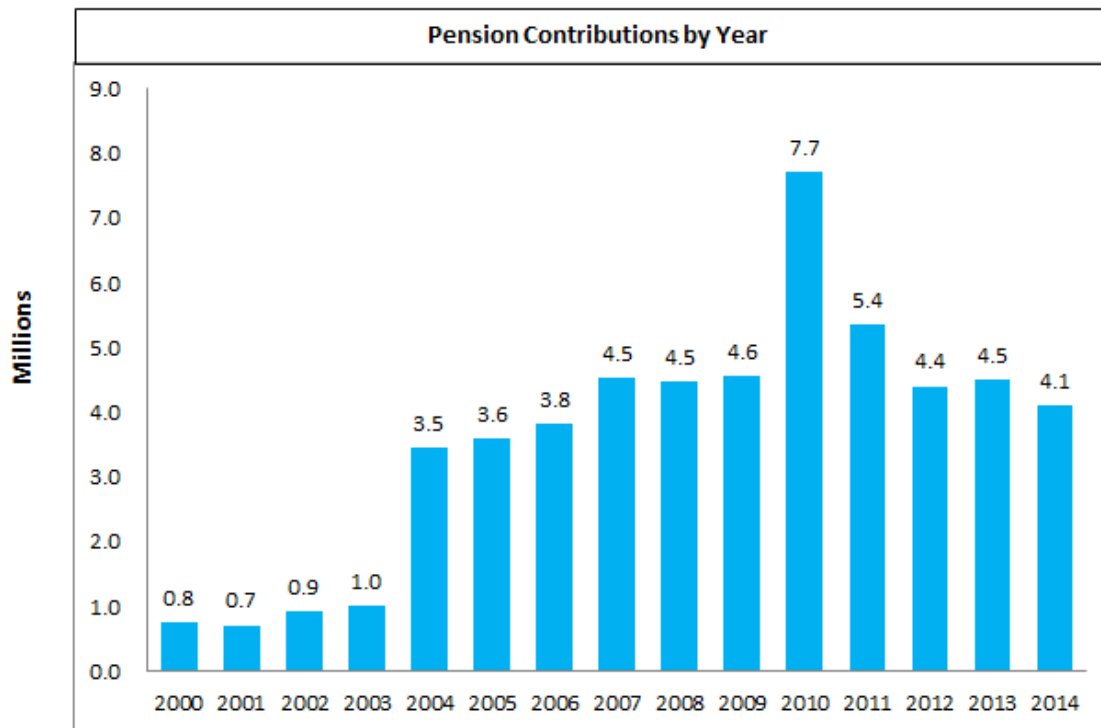


Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 66.7% of the City’s general fund budget. Overall employment-related costs are projected at \$38.6 million, slightly higher than the current budget of \$38.1 million.

Pension expense. Over the past several years the Board of Mayor and Aldermen have acted decisively to address the condition of our City’s pension program. First, the Board acted in 2009 to provide an additional contribution of \$2 million to bolster the pension fund. This investment coupled with recovery in many of our investments overall has greatly strengthened the pension fund. Second, after careful consideration, the Board adopted changes to the pension system for employees hired after February 15, 2010. These changes provided a more sustainable structure for the City, while still maintaining a highly competitive benefit that included greater choice for employees. Collectively these improvements to the City’s pension program resulted in a reduction in the required actuarial contribution amount from \$5.4 million in 2010-11 to \$4.5 million in 2012-13. The City’s actuary has determined a pension contribution for 2013-14 of \$4.1 million. The general fund’s portion of the pension contribution is \$3.3 million, or 5.6%, of the total general fund budget. This compares with 12% of the general fund in fiscal year 2010.

New pension rules from the Government Accounting Standards Board and statements about bond ratings from Moody's Investment Services will require us to review our pension funding strategy.

The chart below depicts the expenditure level in the employee pension category since 2000. It includes the 2009-10 additional one-time contribution of \$2 million from reserves to assist in managing these growth costs and to lessen the impact on operating budgets going forward.



Position Vacancies. In an effort to control staffing costs, the City has continued to closely monitor vacant positions. This change in staffing levels has required departments to adjust roles and responsibilities of existing staff to compensate for positions that are being held vacant. The proposed budget identifies 30 full-time positions across the organization that will be held vacant during all or part of the upcoming fiscal year. In various departments across the City, part-time or seasonal employees have been used in place of full-time employees to help manage costs.

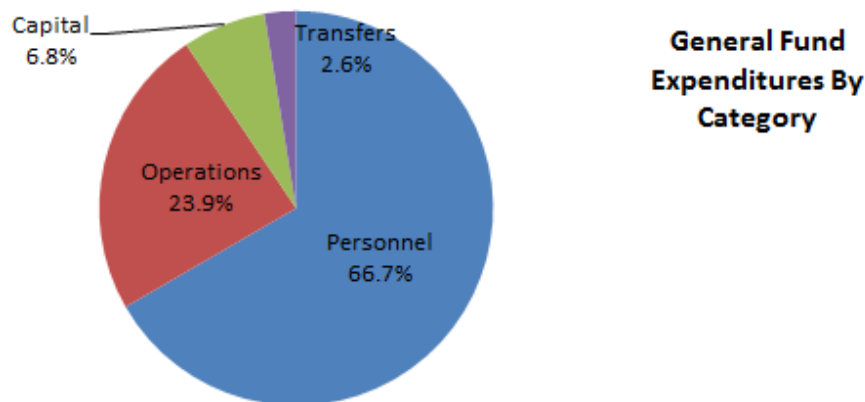
In addition to identifying unfilled positions, a turnover factor of 3.5% is applied again in the proposed budget to wages and salaries. This method anticipates that there will be some turnover that occurs during the year that will result in savings. By conservatively estimating this amount, we are able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

Salary Adjustment. The proposed budget includes a 2.0% cost-of-living increase for all employees effective July 5, 2013 (the beginning of the first bi-weekly pay period of the fiscal year). Over the past several years, many public and private organizations have laid-

off employees, cut wages and benefits, and/or implemented unpaid furloughs to respond to difficult economic times. The City of Franklin has not had to take such measures and has been able to keep dedicated employee team members in place. Also, the proposed budget includes an additional \$125,000 to fund for a second year a merit pay program. This merit pay will consist of one-time pay supplements based on the performance of team members related to their major work objectives.

Employee Benefits. One major change from the last several budgets is an increase in the costs of health insurance. Fortunately, the City has not seen significant upward pressure on our insurance premiums since 2008. That changed in the last fiscal year as the combination of health care inflation and employee utilization caught up with us. Our health care administrator recommended a double digit increase in rates for our plan. Instead, we have chosen to make some modifications to the coverage to reduce the impact of potentially dramatic premium increases. There will still be an increase proposed in the amount employees pay toward their coverage, but the change will be relatively mild except for those early retirees who have chosen to continue coverage through the City's health plan. To better manage these costs in the future, I am proposing that we institute a policy establishing a percentage share that the City pays toward employee health insurance and maintain that level of support going forward. Specifically, I am proposing that the City pay 85% of single coverage for active employees and 80% for employee family coverage. By doing so, we will better communicate to our team the importance of controlling healthcare expense to the extent possible and share in managing this cost together.

Tuition Reimbursement. Included in the proposed budget is \$130, 000 for the City's tuition reimbursement program. The program was updated in 2012 to make the program a true reimbursement program for employees pursuing degrees from accredited institutions for degrees related to their career path with the City of Franklin.



Operations. The operations expenditure category is a broadly defined category that encompasses non-personnel and non-capital activities. It includes utilities, supplies, contractual services, repairs and maintenance, and vehicle fuel. In total, operational expenses account for 23.9% of general fund expenditures. The proposed budget amount of \$13.8 million for operations is an increase of 6.1% from the revised 2012-13 budget, primarily due to continued cost containment measures, including use of lease/purchase in

lieu of outright capital purchases for items such as vehicles and dispatch/emergency communications equipment.

Transfers to other funds. Within the general fund budget are transfers to various other funds for operating subsidies. These transfers are to Street Aid (\$490,135), Solid Waste (\$508,148), and Transit (\$499,400). Although not sufficient to maintain the 12-year resurfacing program that would require annual funding of between \$2.7 and \$3.1 million to support, the transfer to Street Aid is included to provide funds for as many streets as possible and reduce the cycle from an anticipated 20 years or more. With the reduced funding level, our program will prioritize resurfacing of major arterial roads first. Board direction and expectations in terms of service level are needed on this issue.

Capital expenditures. Capital expenditures are defined as the purchase of equipment, vehicles, machinery, and computer hardware/software that has a multiyear useful life and a cost in excess of \$25,000. This category does not include the Capital Investment Program (CIP), which is the plan for implementation of large-scale public infrastructure and building projects. For the proposed 2013-14 general fund budget, capital expenditures are projected at \$4.0 million, an increase of \$1.5 million compared to the 2012-13 budget, primarily due to capital in the traffic operations center budget. There is no planned use of general fund reserves to support capital equipment expenditures in 2013-14. Previous budgets used general fund reserves for this purpose. To maintain this level of capital equipment expenditures, the City organization is extending the useful life of many of our vehicles and equipment. This will likely require more investment in maintenance associated with equipment and careful assessment in terms of the cost-benefit for replacement. In some cases, equipment from one department is being utilized in another department. Additionally, the use of bank leasing arrangements is being leveraged to replace certain vehicles and equipment that have a high benefit to cost replacement ratio while take advantage of low interest rates. Purchase of four large trucks for our Sanitation and Environmental Services department is an example of this leasing program.

Outside agency funding. The City funds various government, human service, non-profit, and community service organizations through its budget each year. In total, the 2013-14 budget funds these organizations at \$421,375. Except for an increase in costs for the City's portion of the Regional Transit Authority for commuter bus service between Franklin and Nashville (downtown and Vanderbilt University areas), other appropriations are at the same level as 2012-13. The one exception is elimination of funding for Gap Fair Housing services. This service is funded through Community Development Block Grant funds. City funding for the new, unified Chamber of Commerce is the same as in the last budget (\$25,000). Also included in the proposed budget is \$20,000 for continued funding of the business retention program being conducted by the Economic Development Office within the new Chamber of Commerce.

Cash Reserves and Bond Rating. Two key measures of a city's financial health are its reserves and its bond rating. The City has adopted a reserve policy that identifies a 33% general fund reserve as an important benchmark. The City of Franklin is currently projected to end the current fiscal year with a general fund reserve of at least \$28 million (53% of annual expenditures). As no draw from general fund reserves is planned, this same fund balance is projected for fiscal year 2013-14. Twenty-eight million represents 49% of annual revenue and expenditures at the end of fiscal year 2013-14. Clearly, the

City is maintaining significant reserves to comply with Board policy and to protect against future economic downturns. The Board-adopted debt and fund reserve policy provides a needed framework for maintaining the City's triple-A bond rating by both Moody's Investors Services and Standard & Poor's. Bond ratings generally reflect on both the overall financial strength of the governmental entity and the health of the jurisdiction's local economy. Franklin's rating from two bond-rating agencies is the highest possible and places it in a select group of approximately 100 cities across the United States.

Other Operating Funds

Street Aid and Transportation Fund. The City receives state gasoline tax funds to provide for the maintenance of streets. The proposed 2013-14 budget for this fund is \$2.3 million, an increase of 5.3% from the 2012-13 revised budget. This increase is driven by \$2 million budgeted for repaving to try to reduce the anticipated cycle from 20 or more years. Also, \$100,000 is budgeted for sidewalks. Included in this funding is a \$490,000 transfer from the general fund. It is unlikely that the general fund can continue to contribute to street resurfacing efforts each year at current revenue levels.

Sanitation and Environmental Services Fund. The proposed 2013-14 budget for the City's Sanitation and Environmental Services Fund (formerly Solid Waste) of \$7.9 million represents a decrease of 7.1% compared to the 2012-13 budget. Although the proposed budget again includes a general fund subsidy (\$508,148), it is substantially lower than the general fund transfer used in prior fiscal years. In FY2008, the City had a general fund subsidy to Solid Waste Operation of \$4.47 million. The estimate for general fund subsidy in FY2013 is approximately \$670,000, a reduction of 85% or \$3.8 million per year compared to FY2008.

One of the important factors in reducing this subsidy is increased diversion of waste from the landfill. The Blue Bag residential curbside recycling program has contributed to this with an average of 50% of Franklin households participating and approximately 15% of waste by weight being recycled. We will continue to evaluate the effectiveness of the Blue Bag program and seek to increase the overall amount of diversion. Also, the Disposal Division budget reflects, for a second year, landfill and hauling services provided through an interlocal agreement with Bi-County Solid Waste.

The proposed budget holds the current residential customer rate (\$15 per month) at the same level for a fourth consecutive year. On the commercial side, a modest increase in rates this year resulted in a reduction in customers and volume. In 2013-14, the proposed budget holds those rates at current levels.

Road Impact Fund. The impact of the economy has been seen in the road impact fund as slowed development has resulted in decreased contributions to the fund. The proposed budget anticipates \$3.5 million in expenditures, mostly in the form of a transfer to the debt service fund. After completion of updating its major thoroughfare plan, the Board re-examined the structure of road impact fees to explore if other elements of the roadway system should be incorporated into the process and approved changes in April 2011. The change in fee structure was completed as part of a "phased-in" approach in July 2012. It is anticipated that these changes and an upswing in new development will provide sufficient funds to maintain this fund at least at a break-even level.

Facilities Tax Fund. The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. The budget is proposed with \$1.1 million in new Solid Waste and Fire expenditures for 2013-14. Estimates included in the 2013-14 budget project a year-end balance of \$2.2 million within the facilities tax fund. The facilities tax rates have not been updated since 2007, and a review of the City's future capital needs is overdue. An amount of \$30,000 has been included in the general fund to accommodate a rate study by an outside consulting firm. Funding for construction and equipping of a new fire station from the facilities tax fund will be considered by the Board as a part of the Capital Investment Plan process.

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 \$4.0 million for fiscal year 2013-14, an increase of \$241,000 from the 2012-13 budget. The majority of this increase is continuation of drainage projects included in the capital expenditure category. The Board has also adopted a Capital Investment Plan for the stormwater utility.

Drug Fund. The drug fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are used to support drug investigations. The proposed budget includes expenditures of \$138,098, a decrease of \$7,402, which is primarily due to vehicle purchases that were budgeted in 2012-13.

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 has historically paid debt service on the Conference Center, purchase of land for park expansions (Harlinsdale and Eastern Flank), capital improvements to those parks, and certain streetscape elements of road improvements that beautify the city and encourage tourism. 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 2013-14 budget provides for \$2.4 million in expenditures, which is an increase of 9.7% compared to the 2012-13 budget.

Transit Fund. The City maintains a special revenue fund to account for the operations of the Franklin transit system. The system is funded primarily by a general fund transfer, State and Federal grants, and rider fares. The general fund subsidy is \$499,400, a slight increase from fiscal year 2012-13. In total, the transit budget is recommended at \$1.5 million, slightly more than 2013-14 due to budgeted capital purchases.

Community Development Block Grant Fund. The City segregates funds received through the Federally-funded Community Development Block Grant (CDBG) program. For 2013-14, funding is expected to reach \$203,240. Recently, Congress passed HR 1473 that addresses cuts to the CDBG program. If those cuts affect our fund, appropriate reductions will be made.

Debt Service Fund. In 2009-10 the City created a separate debt service fund. The fund is used to account for resources set aside to fund debt service and the actual principal and interest payments made. The proposed 2013-14 budget for the debt service fund is \$11.6 million. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed 2013-14 budget includes \$5.45 million of property tax for payment of debt service. This is more than 2012-13, which utilized \$5.0 million of property tax for debt service obligations, and is primarily due to the refinancing of a \$25 million variable rate issue and the advent of sequestration by the federal government. The refinancing was done at an extremely

low fixed rate, but the combination of rates much higher than the near-zero variable rates and shortening the final maturity added almost \$500,000 in debt service. Sequestration in Washington has resulted in an \$80,000 reduction in interest rebates (roughly 8% of total) from the Internal Revenue Service on Build America Bonds that were issued in 2009 and 2010. Other than property tax, the fund receives transfers from various operating and special revenue funds to cover debt obligations related to those funds. In late 2009, the City issued \$44 million in bonds to support its Capital Investment Program and Funding Plan. For the first time, two years ago, the Board adopted a multiyear Capital Funding Plan that merges Board project priorities with funding capacity. This funding capacity is driven by the Board's debt policy which was developed and adopted in 2009. Franklin's debt policy is comprehensive and includes an array of benchmarks for assessing our debt capacity.

Summary

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

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

Respectfully submitted,

Eric S. Stuckey
City Administrator

City of Franklin

Budget Document

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

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

The appendices include a complete list of capital expenditures (acquisitions that include land or easements; buildings acquired, constructed, or improved; parks and recreation facilities; infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights; and equipment over \$25,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software) in Appendix A. A list of priority City projects is included as Appendix B. Appendix C describes the impact of capital improvements on the 2014 operating budget.

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

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

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

The budget gives some history of expenditures by providing actual data from fiscal years 2011 and 2012. For fiscal year 2013, budget numbers and an estimate of the final results are provided.

Budget Ordinance

ORDINANCE NO. 2013-22

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN
ADOPTING A BUDGET FOR THE FISCAL YEAR 2013-2014;
PROVIDING AN EFFECTIVE DATE"

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

WHEREAS, an annual budget process appropriating funds to the various departments and divisions of the City government for the fiscal year beginning July 1, 2013 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 2013-2014 shall be, and is hereby established as set forth in the document attached hereto as Exhibit "A", and entitled:

City of Franklin, Tennessee
Annual Operating & Capital Equipment Budget
July 1, 2013 - June 30, 2014

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

SECTION III: That this Ordinance shall take effect on July 1, 2013, from and after its passage on Third and Final Reading; the health, safety and welfare of the citizens of the City of Franklin requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By: _____

By: _____

ERIC S. STUCKEY
City Administrator

DR. KEN MOORE
Mayor

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

Property Tax Ordinance

ORDINANCE NO. 2013-23

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2013-2014; 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 2013-2014 pay a tax of 37.65 Cents (\$.3765) to and for the use of the City of Franklin on each One Hundred Dollars (\$100.00) of assessed valuation of such property, and pay a proportional amount of tax for each amount of assessed valuation under One Hundred Dollars (\$100.00) all of said taxes to be collected by the proper officers of the City of Franklin for use in funding in whole or in part the budget as adopted by this ordinance.

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

General Fund	19.79 cents (\$0.1979) or percentage approximate to 53% based on the certified tax rate.
Debt Service Fund	17.86 cents (\$0.1786) or percentage approximate to 47% based on the certified tax rate.

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

ATTEST: CITY OF FRANKLIN, TENNESSEE

BY: _____
ERIC S. STUCKEY
City Administrator

BY: _____
DR. KEN MOORE
Mayor

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

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.

After reviewing the current fiscal year 2012-13 budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. The requests were analyzed with a focus on maintaining or enhancing service levels within the City's fiscal capabilities, identifying opportunities for community development, and avoiding employee layoffs and related negative service impacts.

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

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

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

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

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

- Aaa (Triple A) Bond Rating by both Moody's Investors Services and Standard & Poor's
- GFOA Award for Excellence and Financial Reporting (21st year)
- GFOA Distinguished Budget Presentation Award (5th year)
- Tennessee 3-Star Award for Community Economic Preparedness (9th year)
- Tree City USA (9th year)
- Hold Fire ISO Rating of 2 (Highest rating in the state)

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

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

City of Franklin

2013-14 Budget Goals

Financial Goals

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

Non-Financial Goals

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

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

Specific Fiscal Year 2014 Initiatives

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

City of Franklin

Budgeted Funds

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

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

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

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

Sanitation and Environmental Services Fund – Special Revenue fund for the accounting of fees collected in the disposal and collection of residential and commercial garbage.

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

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

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

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

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

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

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

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

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

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

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

City of Franklin
Budget Calendar

Department Budget/Information Meetings	To begin Thursday, January 24, 2013
Department Requests Due	Due same month as budget presentation
Initial Meetings – with Finance	3 weeks before budget presentation
Initial Meetings – with City Administrator	2 weeks before budget presentation
Proposed Department Budgets Distributed to Committee and Board for Budget Presentations	1 week before budget presentation
Budget Presentations to Finance Committee	Each Finance Committee Meeting in January, February, March, and April
Budget Notice	Thursday, May 9, 2013
Proposed Budget Compiled for Board of Mayor and Aldermen	Friday, May 10, 2013
Budget Hearings (as needed)	Monday-Thursday, May 13-16, 2013
First Reading of Budget & Tax Rate Ordinances (Sanitation + Water Rates Ordinances, if necessary)	Tuesday, May 28, 2013
Second Reading (Public Hearing)	Tuesday, June 11, 2013
Third & Final Reading	Tuesday, June 25, 2013
New Fiscal Year	Monday, July 1, 2013

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

City of Franklin

Budget Amendments

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

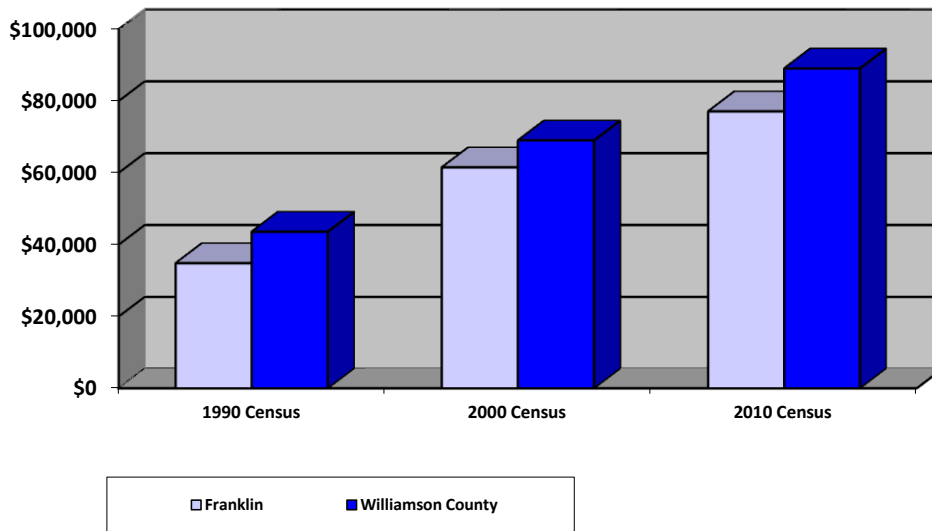
No amendments were made to the City's proposed budget.

Note: The transmittal letter (on pages 7 through 16) is shown as it was originally submitted for the proposed budget.

City of Franklin Demographic Information

<u>Income</u>	<u>Franklin</u>	<u>Williamson County</u>
Median Household Income	\$77,118	\$89,063
Average Household Income	\$96,695	\$116,355
Per Capita Income	\$37,519	\$41,558

Median Household Income



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,540	6.3%	6,456	5.5%
High School	6,812	16.8%	20,913	18%
Some College	7,395	18.3%	22,236	19.1%
Associate Degree	2,293	5.7%	6,885	5.9%
Bachelor's Degree	14,084	34.8%	39,950	34.3%
Graduate Degree	7,350	18.2%	20,038	17.2%
Total	40,474		116,478	

Data provided by United States Census Bureau.

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 an area of approximately 41 square miles, and serves a population of 62,487 according to the 2010 Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population increasing almost 70 percent between 2000 and 2010.

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

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

and hiring the City Administrator. The City Administrator is responsible for carrying out the policies and ordinances of the governing board, for preparing an annual budget, for overseeing the day-to-day operations of the government, and for hiring the heads of the various departments. The Board is elected on a non-partisan basis. Board members serve four-year staggered terms, with four Aldermen elected at large and the remaining four elected by ward two years later. The Aldermen elected by wards must live within the ward in which they represent. The Mayor also serves a term of four years.



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

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



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

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

Awards & Recognitions

Best Places to Live

Money Magazine 2012

Top 10 Tennessee's Most Business-Friendly Cities (#2)

Beacon Research 2012

Top 10 for Historic Preservation

Preservation Network

Top 10 Community for Job Growth

Money Magazine

Best in the U.S. - Franklin Police Department Traffic Unit

National Child Passenger Safety Program

Top 100 Places to Live

Relocate America

One of the Best Cities for Startups

Zoom Prospector.com-Bloomberg Businessweek

Field of Excellence Award – Parks Department

Pioneer Athletics

Award of Excellence – Communications Division

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

Top 5 Most Romantic Main Streets

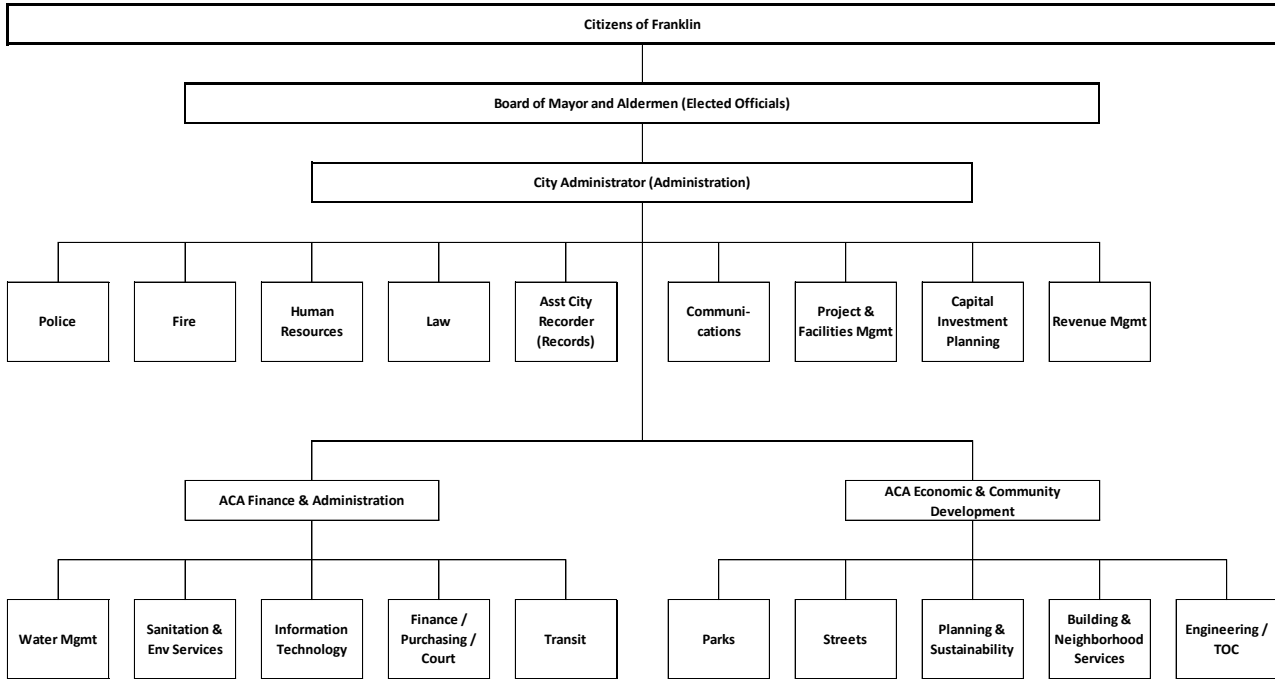
National Trust for Historic Preservation

MOST BEAUTIFUL TOWN TOP 5 FINALIST

RAND McNALLY/USA TODAY POLL

City of Franklin

Organizational Chart



City of Franklin

Structure of City Government

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

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

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

2. Finance & Administration
 - a. Finance (General Fund)
 - b. Information Technology (General Fund)
 - c. Purchasing (General Fund)
 - d. Court (General Fund)
 - e. Sanitation & Environmental Services (Sanitation & Environmental Services Fund)
 - f. Transit (Transit System Fund)
 - g. Water Management (Water/Wastewater/Reclaimed Fund)

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

City of Franklin

Pay and Classification Plan

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

The approved budget includes a 2.0% cost-of-living increase for all employees effective July 5, 2013 (the beginning of the first bi-weekly pay period). In addition, funds are budgeted for a second year of a merit pay program. During the past years, the City has made a number of adjustments in the classification plan due to the restructuring of the organizational chart, reclassification of positions, and recommendations of the Centre Group (the Compensation Plan Advisor). One adjustment recommendation was to review specific jobs in the City and compare to the equal positions in a precisely targeted market area; upon completion of this analysis, the City modified the compensation of a number of below-market groups within the City compensation structure.

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

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

City of Franklin

Authorized Full-Time Positions

As of July 1, 2013, total authorized employment for the municipal government's General and Special Funds is 630 full-time employees. In addition, the Water & Wastewater Fund (included in a separate budget document) has 84 full time employees. Authorized part-time positions are shown within the individual departments that have these positions.

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

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Administration	10	11	9	9	9	5	5	6	5	6
Building & Neighborhood Services	20	23	25	27	27	28	28	28	30	31
Capital Investment Planning	*	*	*	*	*	2	2	2	1	2
Communications	1	1	1	1	1	3	3	3	3	3
Court	3	3	3	3	3	3	2	2	2	2
Engineering	8	6	9	11	9	8	8	8	10	10
Finance	11	11	11	11	11	11	11	9	9	10
Fire	138	142	156	158	158	158	158	158	160	161
HR	5	6	6	6	8	8	9	10	11	11
Law	*	*	3	3	3	3	4	4	4	5
IT	9	10	14	17	17	17	17	17	19	20
Parks	15	18	20	25	29	29	30	31	33	33
Planning & Sustainability	9	11	12	13	17	18	18	18	15	16
Police	151	160	169	176	176	176	175	175	175	176
Project and Facilities Management	5	5	5	5	5	7	6	6	6	7
Purchasing	*	*	2	2	2	2	2	3	3	3
Revenue Management	7	7	11	14	14	14	13	14	15	14
Sanitation & Environmental Services	49	51	53	56	59	51	51	52	49	48
Stormwater	9	9	11	11	11	11	11	16	16	17
Streets	37	37	41	41	43	52	52	47	49	52
TOC	*	3	3	3	3	3	3	3	4	3
TOTAL	487	514	564	592	605	609	608	612	619	630

Note 1: Thirty (30) vacant full-time positions above are not funded in fiscal year 2014.

Fire	2
Law	1
IT	2
Parks	3
Planning	1
Police	20
Streets	1
Total Not Funded	30

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 eleven (11) additional authorized full-time positions in the new fiscal year. In 2014, thirty (30) full-time positions, as well as three (3) part-time positions, will not be funded.

<u>DEPARTMENT</u>	<u>TITLE</u>	<u>PAY GRADE</u>
ADMINISTRATION	Administrative Analyst - Added	TBD
BUILDING & NEIGHBORHOOD SERVICES	Residential Plans Examiner – Fund Building Inspector - Added Zoning Enforcement Officer –Reclass from Signs/Design Standards Adm Technical Support Analyst – Reclass from Permit Tech (1)	Pay Grade 17 Pay Grade 16 TBD Pay Grade 15
CAPITAL INVESTMENT PLANNING	Paralegal – Added Administrative Assistant (part-time) - Eliminated	Pay Grade 16 Pay Grade 12
COMMUNICATIONS	Intern (1) - Eliminated	N/A
ENGINEERING	Technical Support Analyst –Reclassification from Admin Asst (1)	Pay Grade 15
FINANCE	Business Process Improvement Mgr & City Court Clerk – Moved from Revenue Management	Pay Grade 21
FIRE	Intern – Not funded Accreditation Manager (part-time) – Not funded Admin Deputy Chief – Reclassification from Admin Asst Chief (1) Fire Inspector - Added Two (2) Firefighters – Not funded	N/A TBD Pay Grade 23 Pay Grade 16 Pay Grade 13
HUMAN RESOURCES	Safety Coordinator – Reclassification from Risk Analyst	TBD
INFORMATION TECHNOLOGY	Enterprise Applications Manager – Not funded Applications Development Manager – Not funded ITS Specialist – Added (Moved from TOC)	Pay Grade 20 Pay Grade 22 Pay Grade 17
LAW	Assistant City Attorney – Not funded Administrative Assistant - Added	Pay Grade 23 Pay Grade 12
PARKS	Parks Athletic Field Worker – Not funded Grounds Worker – Not funded Landscape Crew Chief – Not funded Program Specialist (part-time) – Not Funded Groundskeeper Crew Chief – Fund Parks Facilities Worker - Fund Athletic Field Worker – Reclass from Athletic Turf Worker Landscaping Worker (part-time) – Added (2) Intern (part-time) – Added	Pay Grade 11 Pay Grade 9 Pay Grade 13 Pay Grade 13 Pay Grade 13 Pay Grade 9 Pay Grade 11 Pay Grade 9 N/A

<u>DEPARTMENT</u>	<u>TITLE</u>	<u>PAY GRADE</u>
PLANNING & SUSTAINABILITY	Land Planner (TN reg) – Not Funded Principal Planner – Reclass from Sustainability & Grants Coord Technical Support Analyst – Reclassification from Permit Tech Operational Analyst – Added	Pay Grade 21 Pay Grade 21 Pay Grade 15 TBD
POLICE	Two (2) Sergeants – Not funded Three (3) Detectives – Not funded Twelve (12) Police Officers – Not funded Two (2) Communications Officers – Not Funded One (1) Records Clerk – Not funded Police Lieutenant - Added Police Lieutenant – Reclassification from Police Sergeant (1)	Pay Grade 17 Pay Grade 15 Pay Grade 13 Pay Grade 11 Pay Grade 9 Pay Grade 19 Pay Grade 19
PROJECT & FACILITIES MANAGEMENT	Facilities Maintenance Worker – Added	Pay Grade 10
REVENUE MANAGEMENT	Business Process Improvement Mgr & City Court Clerk - Moved to Finance	Pay Grade 21
SANITATION & ENVIRONMENTAL SERVICES		
Administration	Assistant Director – Fund	Pay Grade 22
Disposal	One (1) Tractor Trailer Driver – Eliminated	Pay Grade 12
STORMWATER	Intern – Eliminated Water Quality Compliance Inspector - Added	N/A TBD
STREETS		
Maintenance	Landscape Maintenance Worker Sr – Added Landscape Maintenance Worker (part-time)– Added (2)	Pay Grade 12 Pay Grade 9
Traffic	Assistant Traffic Striping Technician - Added	Pay Grade 12
Fleet	Sr Fleet Maintenance Technician-Reclassification from Mechanic Mechanic – Not Funded	Pay Grade 15 Pay Grade 12
TOC	ITS Specialist – Eliminated (Moved to IT)	Pay Grade 17

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 a triple-A (Aaa) rated city, according to both Moody's Investor Services and Standard & Poors.

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

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

The fund balance policy outlines the variety of reserves that a sustainable city should consider, including reserves for insurance, retiree health benefits, working capital, emergencies and natural disasters. The policy establishes a Financial Stabilization account comprised of six components: reserves for contingencies, emergencies, cash flow stabilization, debt service, and insurance and retiree health benefits. The City's goal is to maintain this account at a level equal to thirty-three percent (33%) of budgeted General Fund expenditures. For 2013-14, this reserve would be \$18,175,942, based on budgeted expenditures of \$55,078,612.

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

City of Franklin
Fund Balance Changes

Fund	Estimated Beginning Fund Balance	Budgeted Increase / (Decrease)	Budgeted Ending Fund Balance	Percent Increase / (Decrease)	Major Factor(s) for Fund Balance Change
General	\$28,316,475	\$0	\$28,316,475	0.0%	Budgeted expenditures match budgeted revenues.
CDBG	\$20,025	\$75	\$20,100	0.4%	Other than interest income, budgeted expenditures match budgeted revenues.
Debt Service	\$43,073	(\$38,073)	\$5,000	-88.4%	Other than to maintain a small surplus, budgeted revenues cover budgeted expenditures.
Drug	\$66,093	\$36,702	\$102,795	55.5%	Increase intended for future drug-enforcement programs.
Facilities Tax	\$2,717,822	(\$229,750)	\$2,488,072	-8.5%	Decrease due primarily to budgeted capital including construction of a new fire station.
Hotel/Motel Tax	\$2,473,245	\$92,621	\$2,565,866	3.7%	Increase due to additional funds anticipated and less funds needed for debt service.
Road Impact	(\$1,773,893)	(\$513,048)	(\$2,286,941)	-28.9%	Decrease due primarily to additional debt service in 2014.
Solid Waste	\$0	\$0	\$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance
Stormwater	\$5,671,127	(\$1,746,151)	\$3,924,976	-30.8%	Decrease due primarily to budgeting of several drainage projects in 2014.
Street Aid & Transportation	\$0	\$0	\$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance
Transit System	\$0	\$0	\$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance
	\$37,533,967	(\$2,397,624)	\$35,136,343	-6.4%	

City of Franklin

Economic Outlook

The U.S. Economy

The U.S. economy continues to pursue full recovery four years after the end of the Great Recession. The possibility of a second recession in the near term seems unlikely, despite downward pressures on growth prospects. Although the recovery remains fragile, many indicators show encouraging signs. The national unemployment rate continues its slow but steady decline, falling below 8% for the first time since 2009. The economy added an average of 150,000 payroll jobs monthly throughout 2012. Perhaps the best news for the economy was the rebound of the housing sector. For the first time since the eve of the housing crisis in 2007, the construction sector helped rather hindered the economy in 2012. The housing sector added a modest 37,000 jobs, keeping the total number of construction jobs around 5.5 million, compared to 7.6 million before the housing crisis in 2007. Likewise, the manufacturing sector also helped the economy in 2012, adding around 210,000 jobs for the second year.

Overall, consumer spending grew 1.8% in 2012, following a growth rate of 2.4% and 1.8% respectively in 2011 and 2010. Expenditures on durable goods continue to outpace other categories of spending, with 7% average annual growth in the last three years, compared to 2% for non-durable goods and 1.4% for services. Inflation-adjusted fixed investment came in 7.3% higher in 2012, driven by strong 9.2% growth in structures and 17.4% growth in business purchases of light vehicles. Inflation-adjusted residential fixed investment grew by 12% in 2012. The last time a positive annual growth was recorded for this indicator was 2005, on the eve of the housing crisis. Sales of new houses increased for the first time in seven years.

Government purchases continue to decline as special spending programs put in place to stimulate the economy expire. Inflation-adjusted government spending on goods and services dropped 1.7% in 2012, following a 2.8% drop in 2011. Total government purchases came in at 18.3% of gross domestic product (GDP) in 2012, compared to 20.3% in 2009.

Export growth remains slow due to the sluggish global economy and the financial problems in the Eurozone. Inflation has shown no sign of acceleration in the U.S. economy, due largely to weak domestic and international demand and downward pressure on energy prices. As measured by the consumer price index, overall prices increased in 2012 by 2.1%, compared to 3.1% in 2011. The core consumer price index, which excludes food and energy prices, increased by 2.1% as well, compared to 1.7% in 2011.

The slow but steady recovery of the U.S. economy is set to continue in 2013 despite the uncertainties around domestic fiscal policies and weakness in the global economy. Inflation-adjusted GDP is projected to grow only 1.7% in 2013, down from 2.3% growth in 2012. The unemployment rate is expected to stay relatively flat in 2013, ending the year around 7.6%, just slightly lower than in December 2012. Consumer spending will grow at the slower rate of 1.8% in 2013, partly due to the expiration of the payroll tax cut. It is expected that the payroll tax increase will have a negative effect on taxable sales for the year. For a Tennessee household earning \$50,000 per year, this translates into a tax increase of \$1,000.

The housing market finally rebounded in 2012 and the construction sector is expected to grow even stronger in 2013 in terms of job creation (1.6 % growth), housing starts and sales of new houses. Exports and imports are expected to grow at a slower pace (3.2 % and 2.2 % respectively) as the Eurozone continues to struggle to get out of a second recession. The Federal Reserve is expected to continue its long-run asset buying program through 2013 and 2014, keeping interest rates at their current historical low values. Inflation will remain benign in the short-term due to weak demand, sluggish global growth and continuing downward pressure on energy prices. Headline inflation will drop to 1.4 % in 2013 while core inflation, which excludes food and energy, is expected to stay around 1.9 %.

The Tennessee Economy

The good news is that the state economy was able to continue its expansion and the process of rebuilding from the trough of the recession. Tennessee has now experienced three years of growth following the end of the Great Recession in the summer of 2009. Considerable recovery has occurred, but more growth will be needed to erase all of the losses that took place over the course of the recession. Relative to initial expectations, 2012 was a disappointment, but growth was sustained for the year. The economy initially appeared to be poised for strong resurgence, but as with the prior year, a variety of forces conspired to temper the state's growth prospects during the middle of the year. A meaningful slowdown in the European Union and slower growth throughout Asia were contributing factors. Uncertainties surrounding the federal government budget outlook also dampened growth and increased uncertainty.

Tennessee's performance relative to the nation was mixed in 2012. On the one hand, Tennessee saw slightly stronger income growth and job growth in manufacturing than that of the national economy. On the other hand, Tennessee's nonfarm employment growth trailed the nation by a small margin. Both the state and the nation had unemployment rates of 7.8 % in the final quarter of the year.

The state economy saw job growth of 1.3% in 2012, below the 1.6% pace of job creation in 2011 and below the 1.4 % rate of job growth recorded for the national economy in 2012. Unfortunately, year-over-year nonfarm employment growth in Tennessee slowed in each quarter of 2012 with the fourth quarter showing growth of only 0.9%. For the year as a whole, nonfarm employment totaled 2,690,500. This is well below the prerecession peak of 2,797,800 in 2007 and also below the employment level that prevailed in 2000.

Statewide employment growth in Tennessee in 2012 was led by natural resources, mining and construction (6.1%), durable goods manufacturing (5.4%) and professional and business services (2.2%). Several broad sectors saw employment decline in 2012, including nondurable goods manufacturing, wholesale trade, transportation and utilities, financial activities and the federal government. Based on data available through November 2012, Tennessee's year-over-year job growth was ahead of four other states in the southeast and behind seven states in the region. On the other hand, manufacturing employment growth in Tennessee was ahead of all other southeastern states except Georgia and Alabama.

The civilian labor force in Tennessee declined in 2012. While the number of unemployed people contracted by 13.3%, many of these people apparently exited the labor force in the face of poor employment prospects. The number of employed people did show growth, but at the anemic pace

of only 0.4%. The net effect for the year was a 0.8% decline in the labor force and further contraction in the share of the adult population in the labor force.

The state unemployment rate averaged 8.0% in 2012 compared to an 8.1% rate for the nation. Based on data for the month of November, Tennessee's 7.6% unemployment rate was roughly in the middle of the pattern for the southeast states and slightly below the national unemployment rate of 7.8%. Fourteen Tennessee counties had non-seasonally adjusted unemployment rates in excess of 10% for the month, with the highest rate in Scott County (15.3 %). Williamson County enjoyed the lowest unemployment rate at 4.4%, followed by Lincoln County at 4.8%.

Personal income, which declined over the course of the recession by 3.1%, has finally rebounded. Inflation-adjusted income growth slowed appreciably to 2.0% in 2012 from the healthier 2.4% rate of growth in 2011. On a year-over-year basis, Tennessee ranked 16th in the nation in personal income growth leading all states in the southeast other than Arkansas. Inflation-adjusted per capita personal income in Tennessee was up 1.2% last year compared to growth of only 0.6% for the nation.

The state's construction sector continues to rebound. Employment in natural resources, mining and construction advanced 6.1% in 2012, up from the 4.5% rate of growth registered in 2011. Single-family permits contracted in each year from 2006 to 2011, with the losses narrowing from 2008 forward. Total permits in Tennessee grew in 2010 and then suffered a setback of 9.1% in 2011 due in part to the 57.4% growth in multifamily permits in 2010 and the subsequent 28.5% contraction in 2012. Last year was the first year of single-family permit growth since 2005. The overall trend for the national economy largely parallels the situation in Tennessee.

Growth in the durable goods sector has been vibrant while job losses in nondurable goods manufacturing have continued. The state's transportation equipment sector has enjoyed strong growth as a result of resurgence in consumer demand. Light vehicle sales have shown a significant rebound with annualized sales for the national economy up 13.3% in 2012. With light vehicle sales standing at 14.4 million units in 2012, there is room for further growth in the years ahead in order to catch up to pre-recession levels. Employment in the state's transportation equipment sector was up 13.8% in 2012 on the heels of 11.8% growth in 2011. Tennessee ranked 9th in the nation in light vehicle production in 2011. In the same year, employment in the transportation equipment sector stood at 45,200 or almost 15% of overall employment in the state's manufacturing sector. Tennessee produced 262,500 cars in 2011, along with 117,200 vehicles classified as light trucks, for a total of 379,700 light vehicles. This represented 4.5% of all light vehicles produced in the U.S. in 2011.

Sales and use tax revenues grew 3.0% in comparison to fiscal 2011 and 0.3% over 2008. Personal income taxes grew 5.7 % over 2011 but were still slightly below the levels that prevailed in 2008 by 1.9%. While the slow and steady trend continued through the third quarter of 2012, July through September, preliminary total tax collection data indicate slower growth than anticipated. Revenues were still 2.1% above the same quarter in 2011 and have experienced 11 consecutive quarters of growth. The third quarter also boasted sales tax collections that were 3.1% above 2011 and personal income tax growth of 4.5 %.

Tennessee performed better than the southeastern region and the nation in both fiscal year 2012 and the third quarter of 2012. The fiscal year data show Tennessee's total tax collections growing

at 8.0% over 2011, the highest growth rate in the southeastern region. Sales taxes grew 6.7%, second highest in the region. Third quarter 2012 data provided slower growth rates. Total taxes grew 4.2% over third quarter of 2011. Sales tax collections fell just below the nation and the region, growing at 2.4 %. Tennessee's collections continue to grow but at a slower rate compared to 2011. Last year's growth rates put Tennessee back at fiscal 2008 levels.

Total December tax collections in Tennessee grew 1.7% over December 2011, and 10.9% over December 2007. Sales and use collections were 5.0% above last December and 0.2% over 2007. Franchise and excise taxes fell 5.6% from last December but were still 61.2% above 2007. Privilege taxes were 35.4% above last December and reflect improvement in housing activity. Tennessee's year-to-date collections are on a slow upward trend. Total collections were 3.2% over last year-to date and 1.7% above the budgeted estimate. Sales tax collections were up 2.5% but were 0.6% below expectations, despite receipts being \$69.5 million more than last year-to-date. Privilege taxes continue to inspire hope in the housing market with a strong growth rate of 17.2% and coming in 12.9% above estimate.

State Economic Outlook

The short-term outlook for Tennessee calls for modest growth in 2013 followed by stronger growth in 2014. The forecast is clouded by considerable uncertainty due to the ongoing fiscal concerns in Washington, DC. It is estimated that states receive about one-third of all funding from the federal government. While a last minute deal averted a sharp increase in tax rates at the end of December, there are a number of outstanding fiscal issues that need to be addressed, including an increase in the nation's debt ceiling, spending sequestration and long-term deficit reduction. A practical and timely resolution of these issues would help set the stage for stronger growth for the remainder of the 2013. The two percentage-point increase in payroll tax rates will have a dampening effect on consumer spending that will be carried through the year.

Tennessee's long-term outlook will depend on growth in the labor force, capital investment and productivity. State gross domestic product should be up at a 2.7% rate between 2012 and 2022, while nonfarm employment in Tennessee will advance at a 1.2% rate compound annual growth rate. The state's manufacturing sector will continue to see employment gains through 2017, with job gains in durable goods manufacturing more than offsetting declines in nondurable goods manufacturing. The state's manufacturing sector is expected to benefit from the further development of advanced manufacturing practices, which include greater reliance on robotics and 3-D printing, as well as relatively low energy prices that have resulted from hydraulic fracturing.

The state unemployment rate will remain elevated as ongoing job growth eventually draws more unemployed people to the labor force to pursue employment opportunities. After averaging 8.1% in 2012, the state unemployment rate should average 7.9% in 2013, slightly higher than its national counterpart. Barring an unforeseen shock, 2014 is expected to post the strongest economic gains in many years.

Nominal personal income is projected to rise by 3.5% this year, with growth improving to 4.5% in 2014. On a fiscal year basis, personal income should advance 4.3% in 2013/2014. Taxable sales are expected to grow only 3.4% in 2013. The labor market will continue to see modest gains this year followed by stronger gains in 2014. Nonfarm employment should advance 1.0% in 2013 and 1.7% in 2014.

Most sectors will enjoy growth in 2013 and most will see some acceleration in growth in 2014. Natural resources, mining and construction will show especially strong growth as the construction rebound gathers strength. Professional and business services will also experience strong growth this year and next year. Information and financial activities are expected to continue to perform poorly. Employment was up in 2011 and 2012 and further growth is expected. Two broad patterns are at play. First is the emergence of advanced manufacturing that integrates technology (including robotics) and sophisticated worker skills into the production process. This has enabled domestic manufacturers to become more competitive in the global marketplace. Second is diminished interest in overseas markets for off-shore production. This is due to a variety of factors, including transportation costs, security issues, and rising labor costs in places like China.

Local Economic Outlook

Tennessee’s per capita income was about 89% of the national average in 2012, trailing the national average by \$4,993 in 2011. Williamson County continues to have the highest per capita income in the state, standing at \$59,399 in 2011. Only four counties in the state—Williamson, Davidson, Fayette and Montgomery—have income above the national average. Per capita income, median household income and poverty rates all show considerable variation across counties in Tennessee and tend to be highly correlated with county measures of educational attainment by the adult population. Between June 2011 and 2012, Williamson County was fourth-highest among large U. S. counties according to the Bureau of Labor Statistics county-level employment and wage report. Williamson’s 5.5% increase in employment between June 2011 and June 2012 was fourth-highest among large U.S. counties.

Based on a variety of factors including tax burdens and surveys of site selection executives, Tennessee was listed 8th in the nation for its business climate in a ranking developed by *Site Selection* magazine. Within Tennessee, the City of Franklin was listed in a separate study as one of the top two business-friendly cities. *Forbes* ranked Tennessee very highly in their assessment of the costs of doing business in the state. *Business Facilities*, an important magazine in the economic development arena, ranked Tennessee 1st in automotive manufacturing strength. The automotive ranking was attributable to ongoing growth in both the assembly and supply chain sectors in Tennessee. The strength of the business climate is leading a rebound in the middle Tennessee housing market.

INDICATOR	ONE YEAR AGO	LAST MONTH	THIS MONTH	% MONTH OVER MONTH	% YEAR OVER YEAR
Labor Force	96,296	100,108	100,205	0.1%	4.1%
Employment	91,084	95,135	95,046	-0.1%	4.3%
Unemployment	5,212	4,973	5,159	0.7%	-0.1%
Unemployment Rate	5.4%	5.0%	5.1%	0.2%	-0.3%
State Sales Tax Trend (000’s)	21,338	22,843	22,992	0.7%	7.8%
Real Estate Transfer Tax Trend	612,308	908,767	925,906	1.9%	51.2%

Source: Bureau of Labor Statistics and TN Department of Revenue

The Greater Nashville Association of Realtors reported that in 2012, home sales, median home prices, and pending sales were all growing. Home sales were 20% higher in December than in the prior year and pending sales were almost 10% above 2011, the highest growth in over two years. Building permits issued for single family housing are starting to perform well on a year-over-year basis. In the Nashville metropolitan statistical area, March 2013 showed 465 permits issued on a seasonally adjusted basis over 360 permits in March 2012. New home construction in Middle Tennessee was up 46 percent in 2012 over 2011, according to Metrostudy, a housing market research firm. Metrostudy's breakdown of builder activity by county shows Williamson County as the hottest area market, with 1,510 starts, an increase of 79 percent.

Further supporting the positive economic outlook are the announcements by several development firms of large commercial, retail and office developments in Franklin. A recent newspaper article, based on a report from Randall Gross/Development Economics, stated that Williamson County in recent years has dominated the market for high-quality office space and could continue that trend for the next decade. According to the report, nearly two-thirds of the office space absorbed between 2007 and 2011 was in the area.

During the next several years, a number of new commercial projects are expected to be ready, including the Berry Farms subdivision that could offer 3 million square feet of office space. Franklin Park, a 71-acre project near McEwen and Interstate 65, is planning 1.5 million square feet of Class A office space, as well as retail and apartments. Keystone Crossing, proposed by Duke Realty, and Greenway Centre, from Crescent Resources, would also fuel the market for speculative office space here. Highwoods Properties plans to develop up to 1.3 million square feet of office space on land it has acquired in the Cool Springs area, a \$500 million project. Other corporations have announced build-to-suit projects, further demonstrating the interest businesses have in Williamson County. These developments support a very positive outlook for the local economy in the next five to ten years.

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

City of Franklin

Revenue Forecast

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

The forecast for the near term continues to improve in most areas, but is not as positive as in prior years for the housing and construction sectors. A general slowing of the economy, increased gas prices, increased retail choices in nearby communities, and significant build out of the Cool Springs area has resulted in a decline in the rate of revenue growth that is not expected to be offset in the short term by general population increases. Last budget year we projected a rebound. That has come to pass and we anticipate continued growth in most of the revenue sources in FY 2014 as financial markets rebound.

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

General Fund

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

Local Sales Tax is the City's primary revenue source. Almost half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District. Significant erosion in collections occurred in starting in 2008 thru the first half of 2010 due to the national economic situation, increased gas prices and increased competition from alternative shopping options in surrounding cities. However, we started seeing a rebound midway thru FY 2010 and have now seen 3 ½ years of revenues that have exceeded the previous year's level. This continuous steady improvement has been most heartening.

Property Tax comes from Residential/Farm properties and Commercial/Industrial properties. Although this revenue will continue to grow in FY 2014 reflecting the completion of commercial buildings and construction of residences, the City has felt the impact of lower revenue after the last reappraisal. Including the 2013-14 budget, the property tax rate has not been increased for twenty-seven (27) consecutive fiscal years.

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

decade. During the current economic downturn, the State has shown resolve to leave these state-shared revenues for city and county use. This budget assumes no major shift in local funding levels.

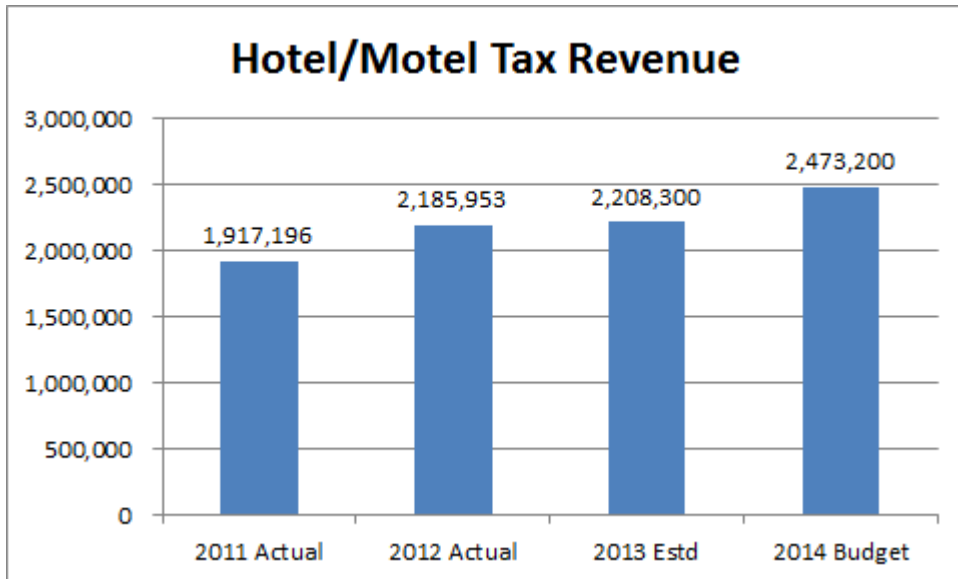
Special Revenue funds

Some activities are funded from dedicated sources, including the hotel/motel tax, sanitation & environmental services fees, road impact fees, and facilities tax.

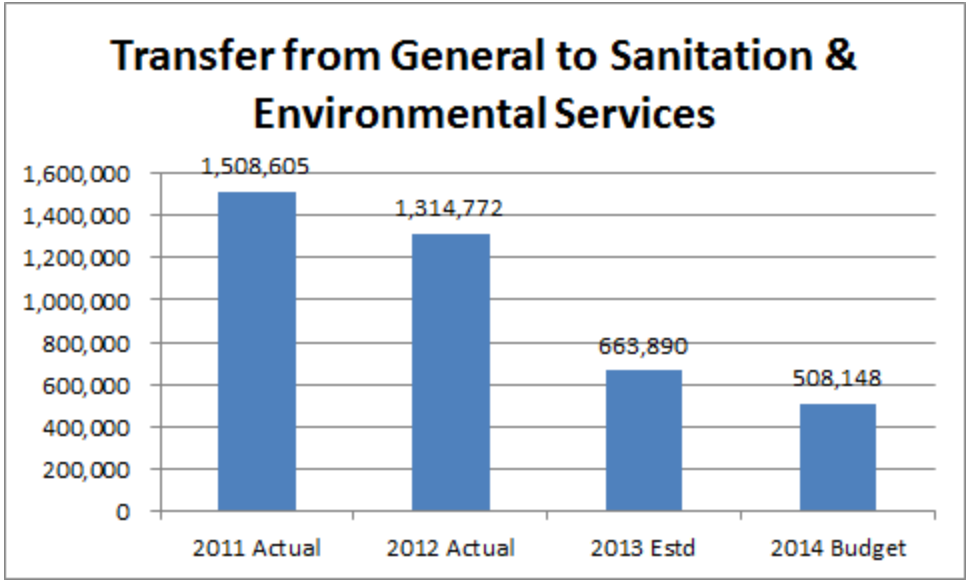
Hotel/Motel Tax funds debt payments on the Conference Center and park expansions (Harlinsdale and Eastern Flank). This revenue is a tax on the gross receipts of hotels. Revenue growth has been strong as Franklin has benefited greatly from convention trade, business travelers and visitors but has flattened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

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

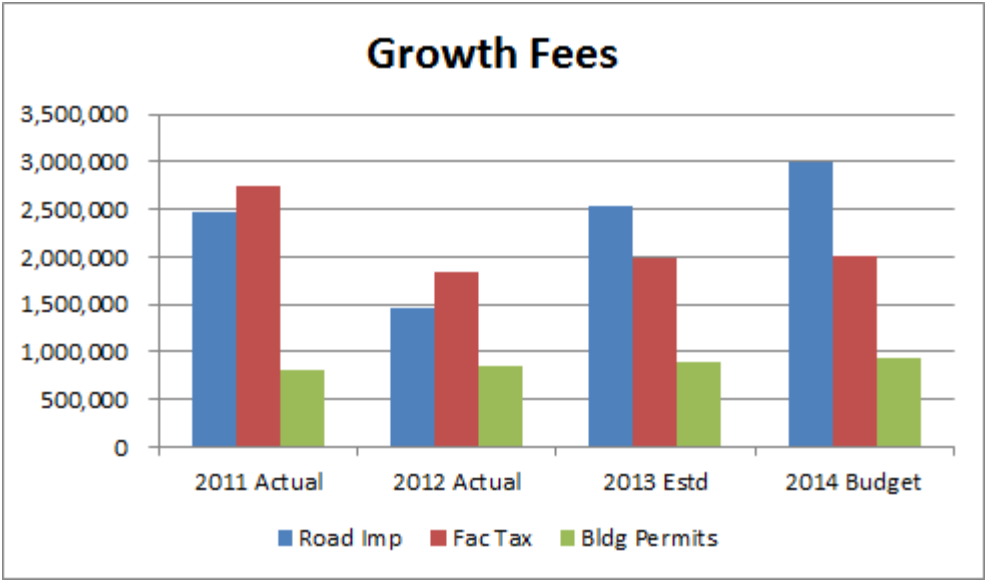
This tax is currently 4% and has legislative authority to be raised to 5%. In FY 2005 the rate was increased from 2% to 4% in order to fund the park and open space projects.



Sanitation & Environmental Services 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 trash service by allocating funds each year to fund the difference in revenue generated and the expense of operating the service. In FY 2014, the subsidy from the General Fund continues to drop and is projected to be approximately one-half million.



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



City of Franklin

Debt Capacity & Debt Service Levels

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

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

City of Franklin Debt Service

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

GOVERNMENTAL FUNDS

BOND INFORMATION					2014 DEBT SERVICE			DEBT SERVICE PAID BY				Total		
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2014 Principal	2014 Interest	Total 2014 Principal + Interest)	General Fund	Solid Waste Fund	Road Impact Fund	Hotel/Motel Tax Fund			
1	2002 TN Municipal Bond Fund	Used to construct the Century Court Public Works facilities	2017	\$5,000,000	\$1,672,000	\$397,000	\$4,514	\$401,514		\$401,514			\$401,514	
2	2003 TN Municipal Bond Fund	Used to construct the Century Court Public Works facilities	2018	\$2,000,000	\$815,000	\$153,000	\$2,201	\$155,201		\$155,201			\$155,201	
3	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	\$1,375,000	\$945,000	\$32,125	\$977,125	\$439,706		\$537,419		\$977,125	
4	2005 TN Bond Fund	Used for WI-FI communications project	2017	\$4,500,000	\$2,050,000	\$470,000	\$5,535	\$475,535	\$475,535				\$475,535	
5	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	\$2,715,000	\$295,000	\$95,305	\$390,305			\$175,637	\$214,668	\$390,305	
6	2007 Franklin Building Authority	Used for several projects including public safety building, parks, and road projects	2037	\$20,000,000	\$20,000,000	\$0	\$798,000	\$798,000	\$454,860		\$343,140		\$798,000	
7	2009A&B	Used for several projects including public safety building, parks, and road projects	2029	\$44,000,000	\$38,685,000	\$1,940,000	\$1,761,425	\$3,701,425	\$2,405,926		\$1,280,693	\$14,806	\$3,701,425	
8	2010 New Bonds	To be used for Hillsboro Rd (arterial), 3rd Ave N Ext (collector), and Columbia Ave Streetscape (hotel/motel portion)	2030	\$15,725,000	\$15,725,000	\$0	\$795,729	\$795,729	\$198,932		\$318,292	\$278,505	\$795,729	
9	2010 New Bonds	Used to refund 2005 TN Loans and Harlinsdale bonds	2024	\$16,590,000	\$14,240,000	\$1,115,000	\$455,663	\$1,570,663	\$989,518			\$581,145	\$1,570,663	
10	2012 Refunding	Used to refund 2009 TMBF bonds)	2027	\$22,500,000	\$21,710,000	\$1,350,000	\$924,846	\$2,274,846	\$932,687		\$1,160,171	\$181,988	\$2,274,846	
Government Funds Totals				\$142,585,000	\$118,987,000	\$6,665,000	\$4,875,343	\$11,540,343	\$5,897,164	\$556,715	\$3,815,352	\$1,271,112	\$11,540,343	
Plus Debt Fees									\$25,368	\$10,697	\$13,104	\$939	\$628	\$25,368
									\$11,565,711	\$5,907,861	\$569,819	\$3,816,291	\$1,271,740	\$11,565,711

GENERAL FUND BUDGET

General Fund Revenue

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds						
31100	Property Taxes	6,438,848	6,426,577	6,732,285	6,506,943	6,047,528
31110	City Tax Relief	(6,735)	(6,406)	(7,000)	(7,000)	(7,000)
31120	Interest & Penalty Collected	51,707	56,405	50,000	50,000	50,000
31200	In Lieu of Tax (Local)	341,652	355,632	362,364	339,808	351,962
31300	Local Sales Tax	22,720,666	24,197,413	25,407,600	26,000,000	27,500,000
31400	Beer Tax	1,421,683	1,503,877	1,546,000	1,594,000	1,690,000
31410	Beer Privilege Tax	19,918	21,195	21,000	21,000	23,000
31420	Wholesale Liquor Tax	854,254	915,105	976,700	990,000	1,050,000
31430	Liquor Privilege Tax	72,005	75,205	80,000	80,000	85,000
31440	Mixed Drink Tax	497,573	568,754	570,000	588,000	625,000
31500	Business Taxes	8,302	9,882	15,000	15,000	15,000
31600	Facilities Taxes	481,504	0	0	0	0
TOTAL LOCAL TAXES		32,901,377	34,123,640	35,753,949	36,177,751	37,430,490
32100	Mechanical Licenses	5,200	4,000	6,180	5,000	5,500
32110	Mechanical Permits	105,506	151,167	152,000	150,000	157,500
32120	Building Permits	820,111	855,409	918,093	900,000	935,000
32140	Plumbing License	4,169	3,382	4,840	3,000	3,100
32150	Plumbing Permits	102,788	130,541	128,750	130,000	135,000
32160	Electrical Inspections	186,224	371,001	433,093	300,000	315,000
32170	Plans Review Fees	66,869	80,349	69,010	60,000	75,000
32171	Consultant Fees	11,054	716	9,270	1,000	1,000
32172	Reinspection Fees	3,920	9,600	7,200	10,000	10,400
32173	Sign Permits	9,459	10,456	9,580	12,000	12,500
32174	Cafe Fees	0	420	200	1,000	1,000
32180	Tree Cutting Permits	25	25	100	100	100
32190	Grading Permits	3,400	3,100	2,680	4,000	4,100
32200	Rezoning Fees	2,500	8,594	2,880	5,000	5,200
32210	Site Plan Fees	37,860	41,600	40,480	65,000	67,000
32220	Plat Submittal Fees	16,400	20,443	16,480	20,000	21,000
32230	Misc Planning Fees	16,945	13,986	20,810	25,000	26,000
32300	Beer Permits	14,500	12,750	15,000	15,000	15,000
32400	Yard Sale Permits	8,800	9,635	9,500	9,500	9,500
32450	Business License (local license)	261,720	283,442	285,000	290,000	295,000
32500	Alarm Permits	21,874	22,800	21,630	20,000	21,000
32600	Miscellaneous Permits	1,700	4,405	5,150	5,000	5,100
32700	Franchise Fees	2,030,529	1,900,254	2,187,400	2,220,000	2,275,000
TOTAL LICENSES & PERMITS		3,731,553	3,938,075	4,345,326	4,250,600	4,395,000
33100	Admin Services to Water/Sewer	1,512,063	1,823,176	1,953,079	1,953,079	2,000,000
33102	Admin Services to Stormwater	252,010	150,144	160,842	160,842	165,000
33103	Admin Services to Solid Waste	252,010	171,593	183,819	183,819	190,000
33200	Income Tax (State)	1,228,236	793,173	1,246,000	915,000	915,000
33210	Sales Tax (State)	3,767,317	4,242,695	4,375,000	4,570,000	4,820,000
33230	Beer Tax (State)	29,329	30,674	36,000	36,000	37,000
33240	Bank Excise Tax (State)	13,498	15,260	25,000	25,000	30,000
33250	TVA in lieu of (State)	632,821	722,090	758,100	712,000	750,000
33270	Business Tax (from State)	2,518,958	2,754,341	2,575,000	2,835,000	2,935,000
33350	FEMA/TEMA Grants	353,073	0	1,004,780	636,090	100,000
33360	Emergency Shelter Grants	34,756	39,864	35,050	1,632	35,050
33400	Police Equipment Grants (Federal)	11,271	0	0	0	0
33410	Ballistic Vests (Federal)	4,400	5,549	0	5,336	0
33420	Highway Safety Grant	2,208	27,459	0	28,681	0
33540	Traffic Operations Center Grants	145,754	100,933	864,000	868,316	2,000,000
33650	Special Event Grant Recoveries	0	0	40,000	0	0
33700	Preservation Plan Grants (Federal)	20,000	0	0	0	0
33710	Battlefield Acquisition Grants	517,000	103,000	0	175,596	0
33800	Parks Grants	0	453	252,602	136,441	341,717
33820	Tree Commission Lecture Grant	0	1,500	0	0	0
33900	Big Read Grant	52,424	286	0	2,850	0
33920	TN Dept of Agriculture Grant	2,855	0	0	0	0
33951	Federal ARRA # 1 - Dept of Justice	33,723	0	0	12,607	0
33952	Federal ARRA # 2 - Dept of Energy	560,116	11,522	0	0	0
33955	Federal ARRA - TOC	499,656	566,185	0	0	0
33999	In-Kind Grant Contributions	1,614	1,621	0	0	0
TOTAL INTERGOVERNMENTAL		12,445,092	11,561,518	13,509,272	13,258,289	14,318,767

General Fund Revenue (continued)

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
34105 Regional Fire Training	1,000	275	1,000	1,000	1,000
34110 Maps Sold	1,717	1,529	1,000	2,000	2,000
34120 Plans Sold	3,775	4,500	200	4,000	4,000
34200 Accident Reports	35,470	4,010	10,000	4,000	4,000
34210 Fingerprinting Fees	1,480	1,170	1,550	1,500	1,500
34220 Offender Registry	2,100	1,650	1,550	1,500	1,500
34230 License Seizure Fees	865	3,350	1,030	1,360	1,500
34235 Citizens Police Academy	0	0	1,030	2,000	2,000
34240 Background Checks	0	615	1,030	1,030	1,000
34250 3rd Party Billable Overtime	0	176	0	0	0
34251 Police Extra Duty	15,432	44,585	50,000	50,000	50,000
34260 Compost Vouchers	940	6,100	5,000	5,000	5,000
34700 Charge Station Fees	0	5	200	200	200
TOTAL CHARGES FOR SERVICES	62,779	67,965	73,590	73,590	73,700
35120 City Court Fines	714,013	808,105	910,000	675,000	710,500
35121 Court-Local Litigation Tax	0	0	0	9,000	10,000
35122 Court-Bad Checks	0	0	0	1,000	1,000
35125 Delinquent Court Fees & Fines	0	0	25,000	25,000	5,000
35126 Court-DS	0	0	0	75,000	100,000
35130 General Sessions Fines	67,107	63,746	66,950	65,000	70,000
35140 Parking Fines	17,295	13,813	15,000	15,000	15,000
35145 Fines - Traffic Offenses	0	0	0	100,000	100,000
35148 FTA - Fine	0	0	0	2,000	2,000
35210 Confiscated Goods (State)	0	1,685	0	0	0
35300 Beer Board Violations	0	9,500	0	1,000	1,000
35310 Bldg & Street Stds Board	250	500	500	1,000	1,000
35400 Business Tax Recording Fees	3,149	2,847	3,000	3,500	3,500
35600 Tree Bank Fees	5,730	12,547	1,000	1,000	1,000
TOTAL FINES & FEES	807,544	912,743	1,021,450	973,500	1,020,000
36100 Interest Income	415,422	144,574	356,260	225,000	225,000
36400 Rebates on Purchases	29,572	37,923	25,750	57,000	59,000
36500 Rent - City Hall & Others	2,116	1	1	1	1
36600 Park Concessions	27,769	35,297	41,200	35,000	35,000
36800 Sale of Surplus Assets	66,781	47,552	103,000	25,000	25,000
TOTAL USE OF MONEY & PROPERTY	541,660	265,347	526,211	342,001	344,001
37300 Insurance Reimbursements	110,404	0	0	0	0
37900 Miscellaneous Other Revenue	101,290	96,144	100,000	125,000	125,000
TOTAL OTHER REVENUE	211,694	96,144	100,000	125,000	125,000
39200 Contributions from Developer	0	0	0	0	195,000
TOTAL CAPITAL CONTRIBUTIONS	0	0	0	0	195,000
TOTAL CURRENT YEAR REVENUE	50,701,699	50,965,432	55,329,798	55,200,731	57,901,958
Capital Allocation from Fund Balance	952,607	0	0	0	0
TOTAL GENERAL FUND REVENUE	51,654,306	50,965,432	55,329,798	55,200,731	57,901,958

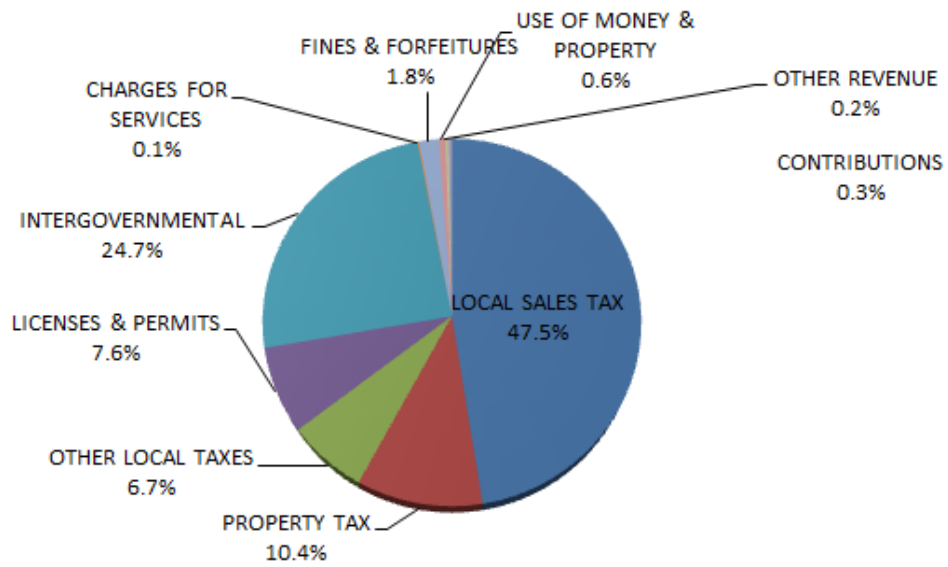
General Fund Major Revenue Sources

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

Rank	Revenue Source	Description	2011 Actual	2012 Actual	2013 Estd	2014 Budget
1	Local Sales Tax	Approved locally at 2.25%. Can be changed locally to 2.75%.	\$22,720,666	\$24,197,413	\$26,000,000	\$27,500,000
2	State Shared Taxes	State shares revenue based on SITUS or population. Beginning In FY 2011, this includes business taxes collected by the state.	\$8,190,159	\$8,558,233	\$9,093,000	\$9,487,000
3	Property Tax	Approved locally at .3765 cents per \$100 of assessed value. Beginning in 2009-10, a portion of this revenue is split with the debt service fund.	\$6,438,848	\$6,426,577	\$6,506,943	\$6,047,528
4	Alcohol Taxes (Local)	Locally collected taxes on the sale and consumption of alcohol. Has shown steady increase in recent years. Tax rate is established by the State.	\$2,865,433	\$3,084,136	\$3,273,000	\$3,473,000
5	Grants	Grant funds including improvements to Traffic Operations Center and Hazard Mitigation Program	\$2,238,850	\$858,372	\$1,867,549	\$2,476,767
6	Administrative Fees from Other Funds	Fees paid from City's Water/Wastewater, Solid Waste, & Stormwater funds for administrative services provided by Revenue Management and other administrative departments in General Fund.	\$2,016,083	\$2,144,913	\$2,297,740	\$2,355,000
7	Franchise Fees	Fees paid to the City for the privilege of operating in the City and is based on gross revenues and percent established by contract. Includes Atmos, Comcast, and Piedmont.	\$2,030,529	\$1,900,254	\$2,220,000	\$2,275,000
8	Licenses & Permits (other than Franchise Fees)	Fees paid as established by ordinance for construction of structures inside the City.	\$1,701,024	\$2,037,821	\$2,030,600	\$2,120,000
9	Fines & Forfeitures	Court fees and fines for violations of ordinances. Fees are limited by State law.	\$807,544	\$912,743	\$973,500	\$1,020,000
10	Use of Money & Property	Income including interest earnings and sale of surplus property.	\$541,660	\$265,347	\$342,001	\$344,001
Total			\$49,550,796	\$50,385,809	\$54,604,333	\$57,098,296
Percent of Total General Fund Revenue			97.7%	98.9%	98.9%	98.6%

City of Franklin
General Fund

Revenue by Source
Fiscal Year 2013-2014



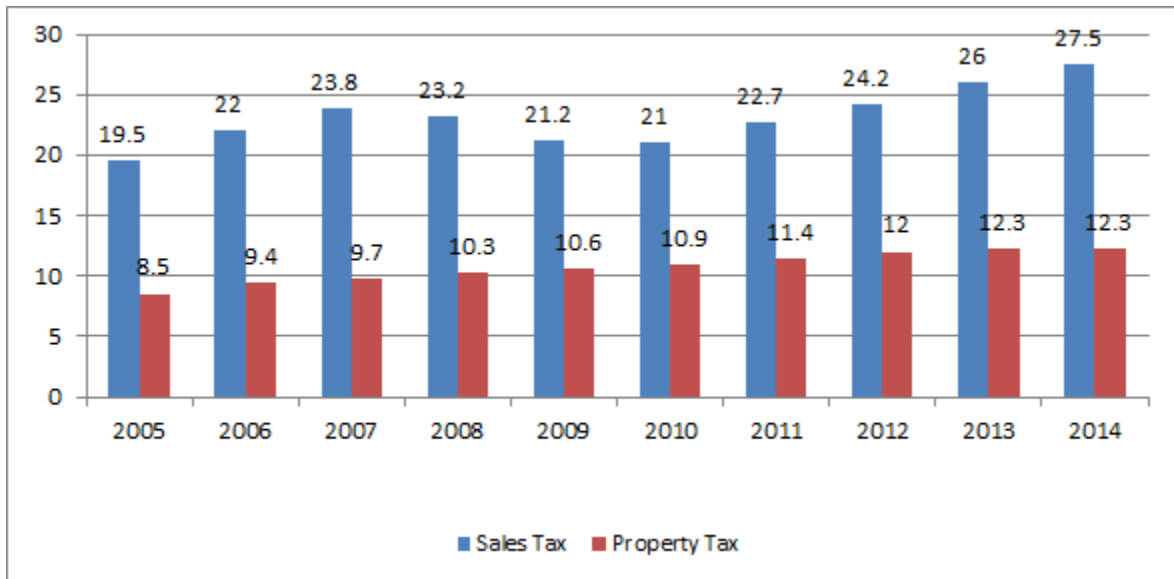
City of Franklin

Local Sales Tax / Property Tax Trends by Fiscal Year

This chart illustrates the recent history of the City's most significant revenue sources in the General Fund, the local sales tax and its property tax. (Note: For property tax in 2014, the \$12.3 million is split \$6.05 million in the General Fund, \$5.45 million in the Debt Service Fund, and \$825,000 due to the Industrial Development Board).

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

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



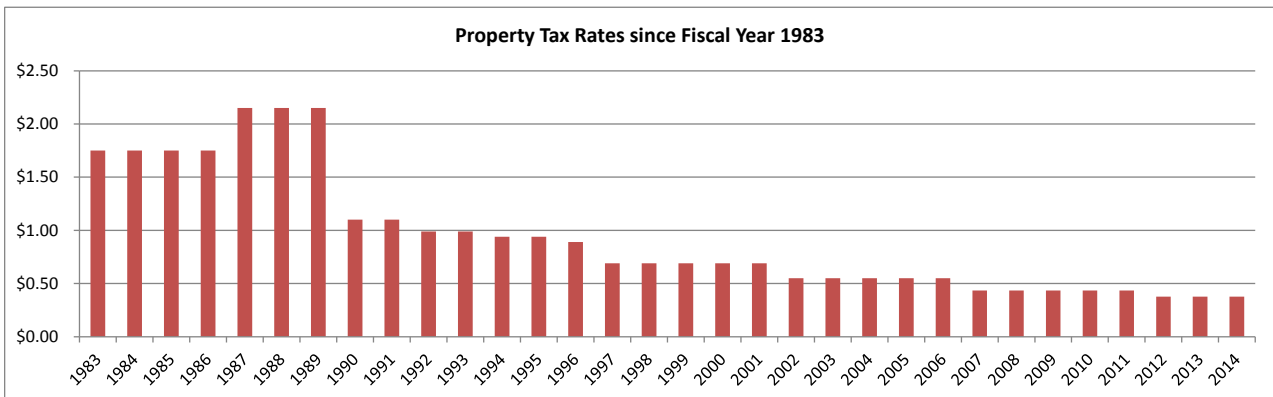
City of Franklin

Property Tax Rate Summary

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

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

<u>Fiscal Year</u>	<u>Rate</u>	<u>Increase / (Decrease)</u>	<u>Consecutive Fiscal Years</u>	<u>Fiscal Year</u>	<u>Rate</u>	<u>Increase / (Decrease)</u>	<u>Consecutive Fiscal Years</u>
1983	\$1.7500	---		1999	\$0.6900	\$0.0000	12
1984	\$1.7500	\$0.0000		2000	\$0.6900	\$0.0000	13
1985	\$1.7500	\$0.0000		2001	\$0.6900	\$0.0000	14
1986	\$1.7500	\$0.0000		2002	\$0.5500	(\$0.1400)	15
1987	\$2.1500	\$0.4000	0	2003	\$0.5500	\$0.0000	16
1988	\$2.1500	\$0.0000	1	2004	\$0.5500	\$0.0000	17
1989	\$2.1500	\$0.0000	2	2005	\$0.5500	\$0.0000	18
1990	\$1.1000	(\$1.0500)	3	2006	\$0.5500	\$0.0000	19
1991	\$1.1000	\$0.0000	4	2007	\$0.4340	(\$0.1160)	20
1992	\$0.9900	(\$0.1100)	5	2008	\$0.4340	\$0.0000	21
1993	\$0.9900	\$0.0000	6	2009	\$0.4340	\$0.0000	22
1994	\$0.9400	(\$0.0500)	7	2010	\$0.4340	\$0.0000	23
1995	\$0.9400	\$0.0000	8	2011	\$0.4340	\$0.0000	24
1996	\$0.8900	(\$0.0500)	9	2012	\$0.3765	(\$0.0575)	25
1997	\$0.6900	(\$0.2000)	10	2013	\$0.3765	\$0.0000	26
1998	\$0.6900	\$0.0000	11	2014	\$0.3765	\$0.0000	27



City of Franklin

General Fund Expenditures by Department

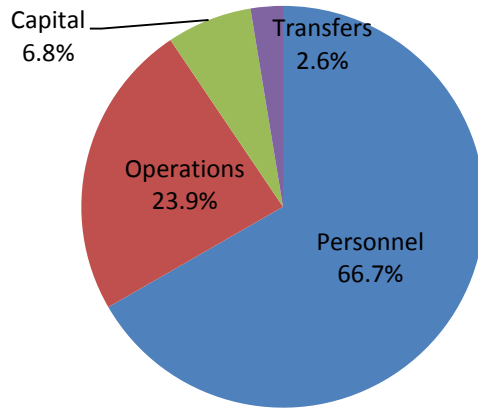
Fiscal Year 2013 – 2014

Department	Personnel	Operations	Capital	Transfers	Total
Elected Officials	144,259	115,178	0	0	259,437
Administration	480,239	162,514	25,000	0	667,753
Capital Investment Planning	206,042	28,788	0	0	234,830
Project & Facilities Management	410,381	494,909	0	0	905,290
Human Resources	835,893	470,661	100,000	0	1,406,554
Law	311,129	150,576	0	0	461,705
Communications	312,323	133,839	0	0	446,162
Parks	2,054,910	1,352,758	34,500	0	3,442,168
Police	10,626,601	2,812,503	0	0	13,439,104
Fire	11,069,557	1,562,476	100,000	0	12,732,033
Finance	778,228	149,611	0	0	927,839
Information Technology	1,448,356	2,235,661	401,000	0	4,085,017
Purchasing	183,454	21,344	0	0	204,798
Revenue Management	858,130	430,708	0	0	1,288,838
Court	200,026	50,849	0	0	250,875
Building & Neighborhood Services	1,953,224	291,093	0	0	2,244,317
Planning & Sustainability	1,182,445	243,667	0	0	1,426,112
Engineering	764,313	112,034	0	0	876,347
Traffic Operations Center	228,307	372,195	3,115,000	0	3,715,502
Streets-Maintenance	2,111,424	1,406,676	39,100	0	3,557,200
Streets - Traffic	645,793	430,132	115,000	0	1,190,925
Streets - Fleet Maintenance	474,653	171,803	0	0	646,456
General Expense	1,325,500	98,820	30,000	0	1,454,320
Appropriations	0	421,375	0	0	421,375
Economic Development	0	119,318	0	0	119,318
Transfer to Street Aid	0	0	0	490,135	490,135
Transfer to Sanitation & Env Services	0	0	0	508,148	508,148
Transfer to Transit	0	0	0	499,400	499,400
TOTAL	38,605,187	13,839,488	3,959,600	1,497,683	57,901,958

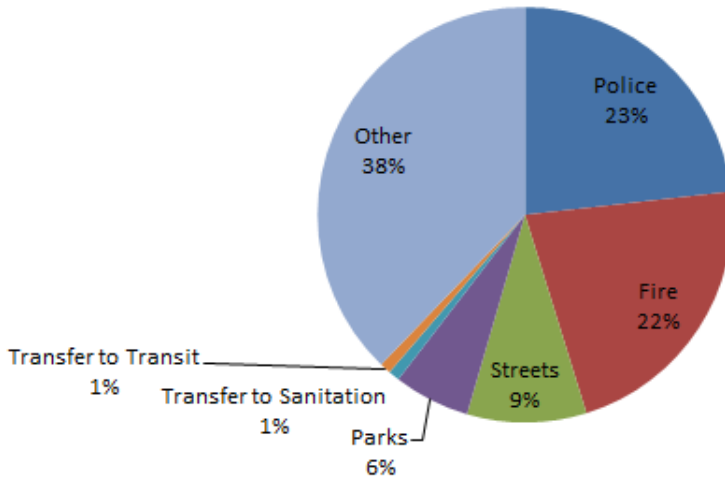
City of Franklin

General Fund Expenditures

By Category and Function
Fiscal Year 2013-14



General Fund Expenditures By Category



General Fund Expenditures By Function

City of Franklin

General Fund Summary

GENERAL FUND SUMMARY

	Actual 2011	Actual 2012	Budget 2013	Estimated 2013	Budget 2014
Beginning Fund Balance	25,914,373	24,961,769	26,011,331	26,011,331	28,316,475
Total General Fund Revenue	50,701,703	50,965,432	55,078,612	55,307,776	57,901,958
Total General Fund Expenditures	51,654,307	49,915,870	55,078,612	53,002,632	57,901,958
Ending Fund Balance	24,961,769	26,011,331	26,011,331	28,316,475	28,316,475
*** Percent of Total Annual Revenues	49%	51%	47%	51%	49%
*** Percent of Total Annual Expenditures	48%	52%	47%	53%	49%

As approved, fund balance equal to approximately 49% of annual expenditures is maintained at fiscal year-end 2013-14. This is in compliance with the Board's adopted reserve policy, which establishes a benchmark of 33%.

The general fund budget has total estimated revenue available of \$57,901,958. In comparison to 2012-13 budgeted, estimated annual revenues for fiscal year 2013-14 are up 5.1%, and up 4.7% overall compared to the estimated actual revenue for the current fiscal year 2012-13. The local option sales tax continues to be the single largest source of revenue for the City, at 47.5% of the general fund total. For FY 2014, we project a growth rate over estimated FY 2013 of 5.8% for this revenue.

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

Property tax is the next largest source of revenue representing 10.4% of the general fund total continues to grow at a healthy rate.

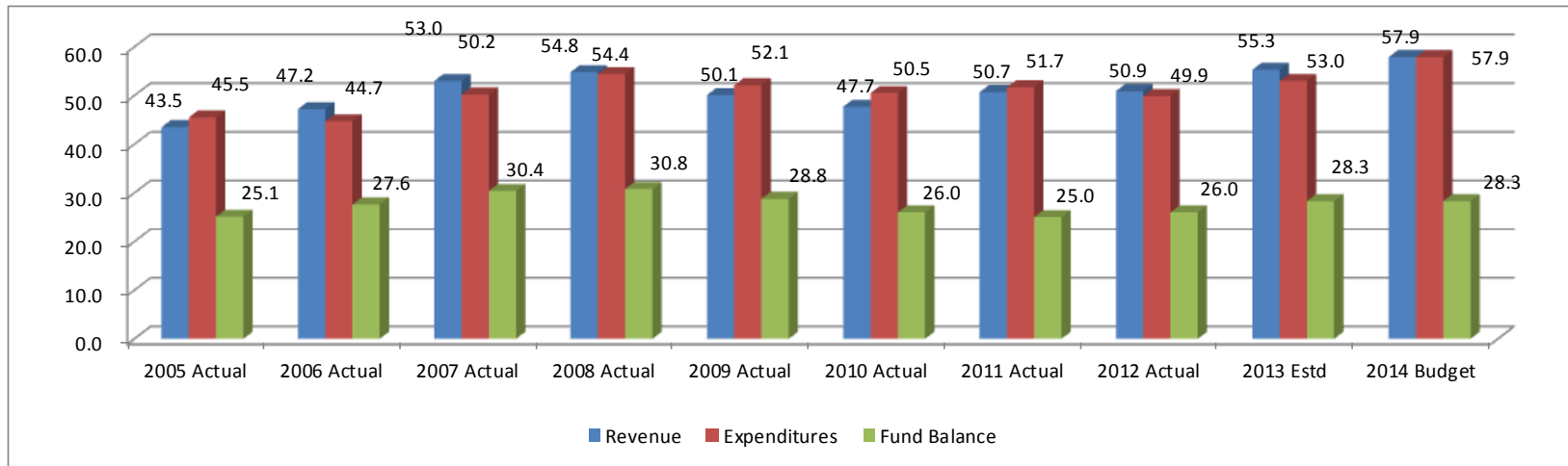
With the balance of revenues from all other sources, the City needs to continue to focus on opportunities and options for further diversification of our sources and types of revenue within the general fund. The dependence on one revenue source, the local sales tax, at a level of greater than 40% is a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

Total estimated general fund expenditures are \$57,901,958. Total expenditures for fiscal year 2013-14 are up approximately 5.1% compared to the 2013 budget and up 4.7% compared to 2013's estimated actual. Within the approved budget, 66.7% is dedicated to employee wages and benefits, 23.9% to operational costs, 6.8% to capital equipment, and 2.6% to transfers to other funds (street aid, sanitation & environmental services operations, and transit).

City of Franklin

Financial Performance - General Fund

Fiscal Year 2013-2014



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estd	2014 Budget
Revenue	43.5	47.2	53.0	54.8	50.1	47.7	50.7	50.9	55.3	57.9
Expenditures	45.5	44.7	50.2	54.4	52.1	50.5	51.7	49.9	53.0	57.9
Fund Balance	25.1	27.6	30.4	30.8	28.8	26.0	25.0	26.0	28.3	28.3

Note: Amounts above are in millions of dollars.



HISTORIC
FRANKLIN
TENNESSEE



GOVERNANCE & MANAGEMENT

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

Recognitions and Awards:

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



Elected Officials

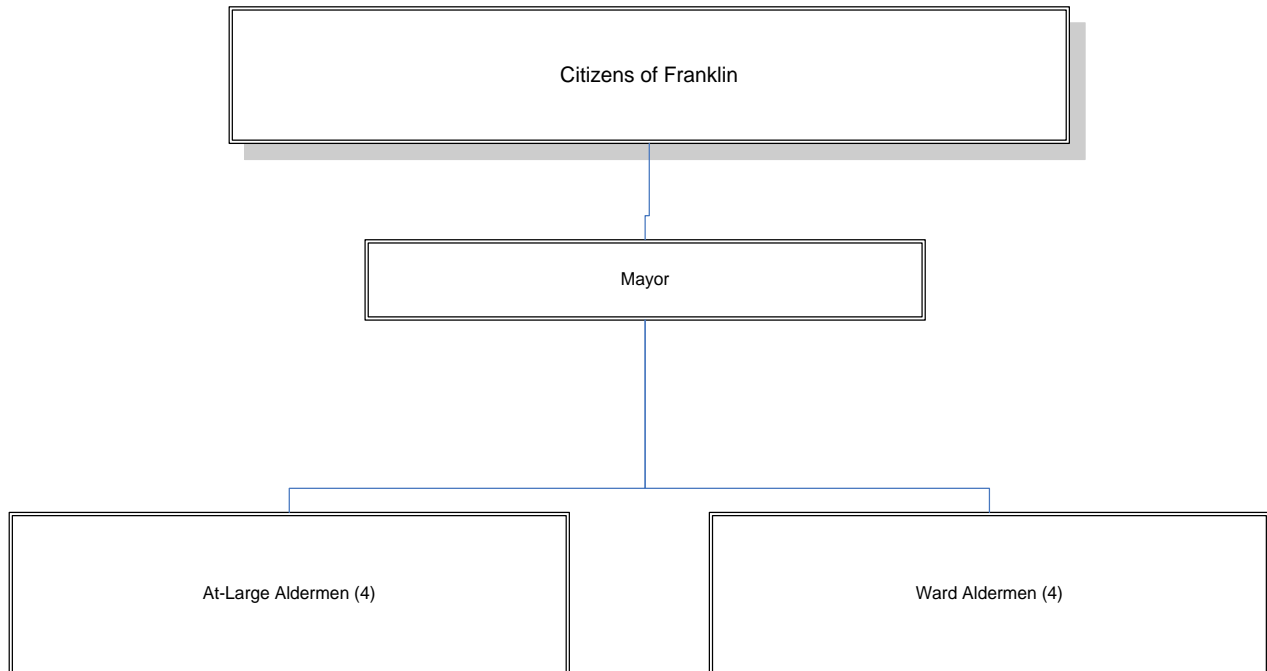
Dr. Ken Moore, Mayor

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



Organizational Chart

General Fund Elected Officials



Staffing by Position

**City of Franklin
2013-2014 Fiscal Year Budget
General Fund - Elected Officials
Personnel by Position**

Position	FY 2013	FY 2014
Mayor	1	1
Alderman	8	8
	9	9

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

Budget Notes/Objectives

Elected Officials

Personnel:

The Board is comprised of one Mayor, four ward aldermen and four at-large aldermen.

Operations:

Budgeted officials fees have been increased in 2014 to cover the Board's current monthly meeting schedule of one regular board meeting, at least one scheduled special meeting, and committee meetings. Operating costs are increased by approximately \$77,000 in 2014. This is primarily due to the costs budgeted for the city election in 2013.

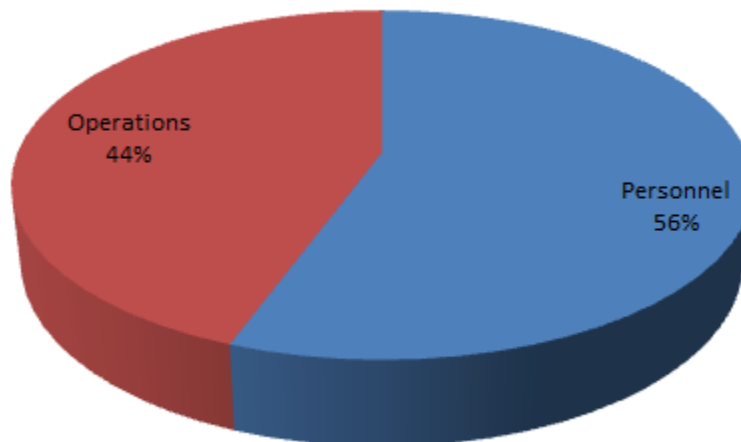
Capital:

There are no capital costs budgeted in 2014.



General Fund Elected Officials

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81200 Officials Fees	54,181	55,037	58,317	58,317	58,317
81400 Employee Benefits	66,049	78,151	86,840	86,287	85,942
TOTAL PERSONNEL	120,230	133,188	145,157	144,604	144,259
OPERATIONS					
82100 Transportation Services	0	0	210	0	220
82200 Operating Services	212	212	620	0	620
82300 Notices Subscriptions Publications	9,696	59,956	17,490	22,245	69,700
82400 Utilities	1,243	1,385	1,240	1,240	1,300
82500 Contractual Services	0	0	0	0	10,000
82800 Professional Development/Travel	494	1,928	10,300	8,120	9,820
83100 Office Supplies	4,594	5,508	6,530	5,848	6,700
83200 Operating Supplies	0	0	0	0	400
83300 Fuel & Mileage	22	125	0	257	400
83500 Machinery & Equipment (<\$25,000)	0	0	1,550	0	15,520
85100 Property & Liability Costs	201	213	248	169	498
TOTAL OPERATIONS	16,462	69,327	38,188	37,879	115,178
TOTAL EXPENDITURES	136,692	202,515	183,345	182,483	259,437



Administration

Eric S. Stuckey, City Administrator

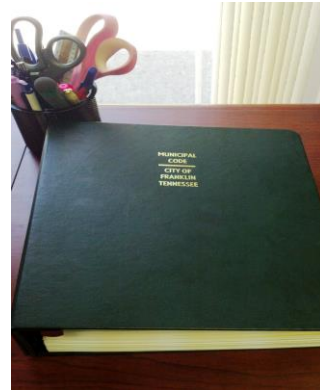
The Administration Office handles the general administration of the City and executes the policies and objectives of the Board of Mayor and Aldermen.

Measurement/Goal	FY11	FY12 <i>(7/1/11 thru 3/1312)</i>	FY13 <i>(7/1/12 thru 4/01/13)</i>
Number of Agenda Packets reviewed	53	33	33
Number of Sets of Minutes Produced	88	73	66
Number of Resolutions Passed	48	33	53
Number of Ordinances Passed	46	26	36
Number of documents scanned into OnBase:			
Resolutions			
Current	46	33	46
Proofing Prior Year Scans		23	1
Ordinances			
Current	53	26	37
Proofing Prior Year Scans		75	1
Sets of Minutes			
Current	77	61	65
Proofing Prior Year Scans		3	1
Goal: Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.			
Percentage of time target met	85%	85%	85%
Percent of BOMA Meetings with Perfect Attendance			
	50%	50%	54%



Sustainable Franklin

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



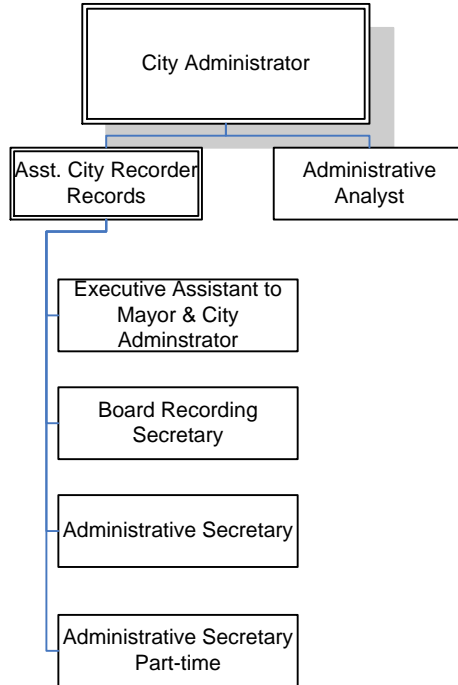
The Board of Mayor and Aldermen's meeting agendas are available on the City's website. Included in this budget is a web based agenda management software program. This moves us towards our goal to eliminate paper agenda packets. Paper packets would no longer be produced; the agenda and most all supporting documents for Board meetings, work sessions, and committee meetings would be accessed via the City's website. Large, oversized plans would continue to be distributed to board members. The number of printed proposed budget books also remains minimal. This year we again plan on producing only 15 printed copies of the budget book, compared to approximately 40 copies as done in years past. The budget will be available for viewing on the City's website.

We continue to distribute scanned copies of signed ordinances and resolutions to city departments via email. This process continues to reduce our paper consumption and the employee's time to process the distribution of the records.



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

Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Administration
 Personnel by Position

Position	Pay	FY 2013		Not Funded	FY 2014		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
City Administrator	28	1	0	0	1	0	0
Assistant City Recorder/Admin	21	1	0	0	1	0	0
Executive Assistant to City Administrator	13	1	0	0	1	0	0
Recording Secretary to BOMA	12	1	0	0	1	0	0
Administrative Secretary	10	1	0	0	1	0	0
Administrative Secretary	10	0	1	0	0	1	0
Administrative Analyst (Internship)	TBD	0	0	0	1	0	0
TOTALS		5	1	0	6	1	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
An Administrative Analyst position is proposed in FY 2014 to begin April 2014. This position would be an intern position located within the Administration Department, but made available to all city departments on a possible rotation basis.	Administrative Analyst				

Budget Notes/Objectives

Administration

Personnel:

An Administrative Analyst position is approved in FY 2014. This position would be an intern position located within the Administration Department.

Operations:

Operating costs are increased by \$24,712, or approximately 17.9%, in 2014. This is largely due to the property & liability allocation for 2014 to the Administration department.

Capital:

An agenda management software program is budgeted in the amount of \$25,000 for FY 2014.



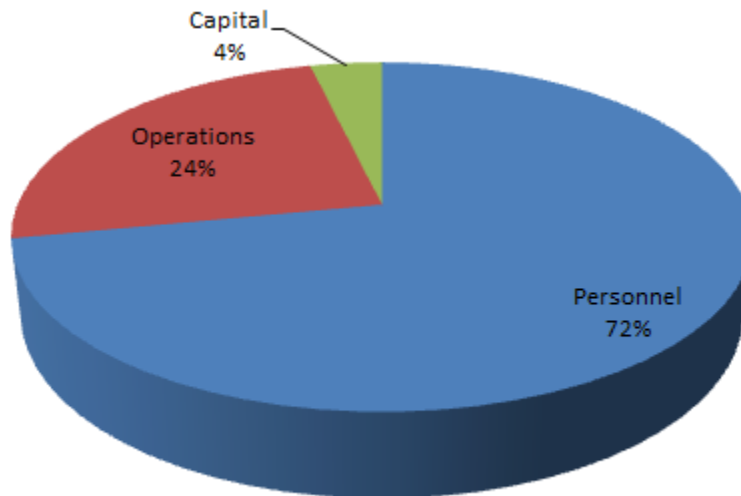
General Fund Administration

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	294,824	329,650	341,704	347,000	361,499
81400	Employee Benefits	107,794	112,534	120,024	116,027	118,740
TOTAL PERSONNEL		402,618	442,184	461,728	463,027	480,239

OPERATIONS						
82100	Transportation Services	1,041	661	680	520	680
82200	Operating Services	9,112	12,614	21,180	18,244	20,900
82300	Notices Subscriptions Publications	9,286	13,341	5,355	1,968	5,500
82400	Utilities	9,618	9,492	15,490	12,010	12,350
82500	Contractual Services	5,302	4,192	15,160	3,150	7,050
82600	Repair & Maintenance Services	10,596	5,512	5,060	1,405	5,060
82700	Employee Programs	12,556	33,284	15,800	21,593	31,000
82800	Professional Development/Travel	4,450	5,511	13,300	22,068	14,550
83100	Office Supplies	12,623	14,901	14,140	12,450	15,050
83200	Operating Supplies	819	4,504	3,340	960	2,680
83300	Fuel & Mileage	509	211	1,080	50	550
83500	Machinery & Equipment (<\$25,000)	12,757	26,677	15,490	10,128	16,200
83600	Repair & Maintenance Supplies	197	4,910	1,450	394	1,180
85100	Property & Liability Costs	4,397	4,715	5,517	4,907	25,004
85300	Permits	23	0	4,760	0	4,760
TOTAL OPERATIONS		93,286	140,525	137,802	109,847	162,514

CAPITAL						
89500	Machinery & Equipment (>\$25,000)	0	0	0	0	25,000
TOTAL CAPITAL		0	0	0	0	25,000

TOTAL EXPENDITURES	495,904	582,709	599,530	572,874	667,753
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Human Resources

Shirley Harmon, Director

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

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

Measurement/Goal	FY11	FY12	FY13 (Projected)	FY14 (Goal)
Number of Budgeted Positions Full-Time (Part-Time)	687(67)	693(62)	699(69)	710(67)
Human Resources Staff per 100 Employees	.97	.84	.83	.90
Employee Turnover for Full-Time Positions (Not Including Retirees)	4.2%	3.4%	4.0%	3.4%
Number of Vacancies Advertised Externally	35	41	49	50
Number of External Applications Processed	2,804	2,914	4000	4500
Average Number of Applications per Advertised External Vacancy	81	71	82	90

Measurement/Goal	FY11	FY12	FY13 (Projected)	FY14 (Goal)
Average Number of Days to Fill a Position Advertised Externally	69	58	57	50
Wellness Program Participants*	777	645	625	750
Annual Wellness Cost per FTE	\$29.54	\$35.05	\$35.00	\$35.00
Total benefits as a percent of total wages	43.85%	42.2%	48.7%	47%
Retirement Contributions as a percent of total payroll	17.48%	15.64%	14.67%	13.67%

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

Measurement/Goal	CY11	CY12	CY13 (Jan. – March 2013)
Number of TOSHA Recordable Injuries*	55	35	6
TOSHA Recordable Injuries as a Percentage of Workforce	8.4%	5.4%	.91%
Average Number of Work Days Lost per Injury	1.98	6.23	2.17
Total Loss of Payroll	\$6,894.12	\$11,166.62	\$1,825.59

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



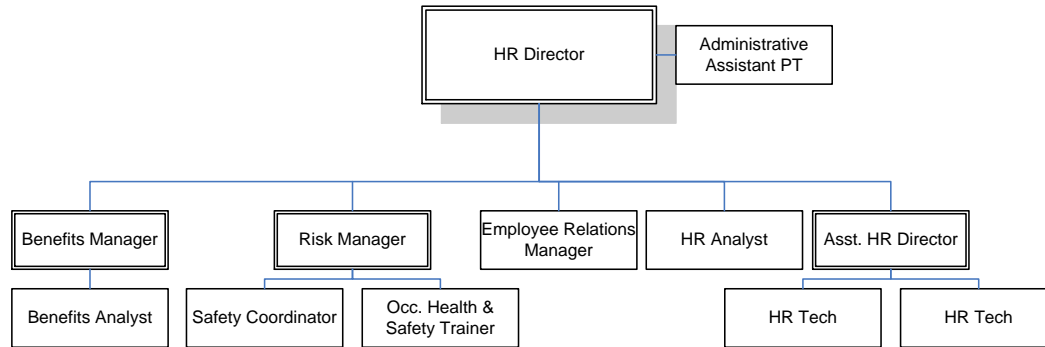


Sustainable Franklin

We are proud to accomplish two of our FY 2013 goals that substantially contribute to the economic sustainability of the City of Franklin:

- Continued use of Taleo, an Applicant Tracking System; all applications are now submitted online, reviewed by the department directors and hiring managers, and downloaded when the employee is hired, eliminating the need for multiple copies of applications, resumes and certifications. This system aided in reducing the number of days required in the recruitment process. The HR Staff has also started to focus job advertisements in electronic format and less on paper based methods.
- Since FY2010, the Risk Staff has subrogated for approximately \$206,455.34 in damages done to City of Franklin property. As of this date the City has had a total of 64 claims processed through Risk Management, which averages approximately \$3,225.86 in damages per claim. As of today, \$154,881.04 (75%) in monetary damages from either citizens or their insurance companies has been recovered. All of these claims processed are below our property damage deductible – so they are all filtered through Risk Management. Currently, there are eight (8) additional open claims, pending reimbursement.
- Since the transition to Travelers, Risk Management reports all claims online; no paper claim files are retained with the exception of workers' compensation claims. Also included in Risk online reporting, is the InfoPath form, titled Risk Incident Form. This form allows internal reporting for all claims and is set up to filter through the applicable supervisors and ultimately, the department director. This process has allowed the Risk Management department to reduce paper consumption by 74%. We have reduced the making of 172 hard copy files to 46 hard copy files.
- The Human Resources Department believes that health and wellness is an important component of maintaining sustainable communities. This year, we offered flu shots, the 14th annual health and wellness fair, and physicals. We also expanded our Employee Fitness Center which now offers a weight room and cardio room.

Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Human Resources
 Personnel by Position

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
Human Resources Director	25	1	0	1	0
Risk Manager	23	1	0	1	0
Human Resources Asst Dir	22	1	0	1	0
Benefits Manager	21	1	0	1	0
Occupational Health/Safety Trainer	20	1	0	1	0
Employee Relations Manager	20	1	0	1	0
Human Resources Analyst	19	1	0	1	0
Risk Analyst	18	1	0	0	0
Safety Coordinator	TBD	0	0	1	0
Benefits Analyst	16	1	0	1	0
Human Resources Technician	12	2	0	2	0
Administrative Assistant	12	0	1	0	1
TOTALS		11	1	11	1

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade
Reclassify Risk Analyst to Safety Coordinator			Risk Analyst	Safety Coordinator	TBD

Budget Notes/Objectives

Human Resources

- Personnel - In fiscal year 2014, the Human Resources Department will to reorganize the Risk Area by redefining the duties of the Risk Manager and converting the Risk Analyst to the position of Safety Coordinator in order to operate more efficiently and better serve the employees and citizens of Franklin.
- Consultant Services – In the upcoming year, the Human Resources Department will continue the contract with the Benefit consulting service, occasional assistance of a Safety Consultant for training in specific and unique area, and Human Resources Consulting in an effort to keep our classification and compensation intact.
- Tuition Assistance Program – We recommend funding of \$130,000 for fiscal year 2013 - 2014. Currently we have requests for reimbursements of over \$103,000 in 2013.
- Wellness – A total of \$23,000 has been budgeted for wellness programs including flu shots, health screenings, health fair, fitness center, and other programs/events.
- Safety Programs – \$50,000 has been budgeted for safety awards, posters, Safety training programs and license verifications.
- Training - \$47,000 has been budgeted for Inside and Outside training (plus \$2,000 in training supplies). Anticipated Human Resources training programs include Civil Treatment, Supervisor Training, Business Skills Training, and Franklin Leadership University or management training.
- Computer Software (>\$25,000) – HR and MIT Staff are continuing to research options for an HRIS; since we do not know the cost but anticipate it to be over \$100,000, we would like to retain the \$100,000 allotted to Human Resources in the 2012-2013 budget to cover a portion of the implementation.
- Vehicles (<\$25,000) – The Human Resources Department is requesting a small SUV for the Risk Manager in the amount of \$19,640.

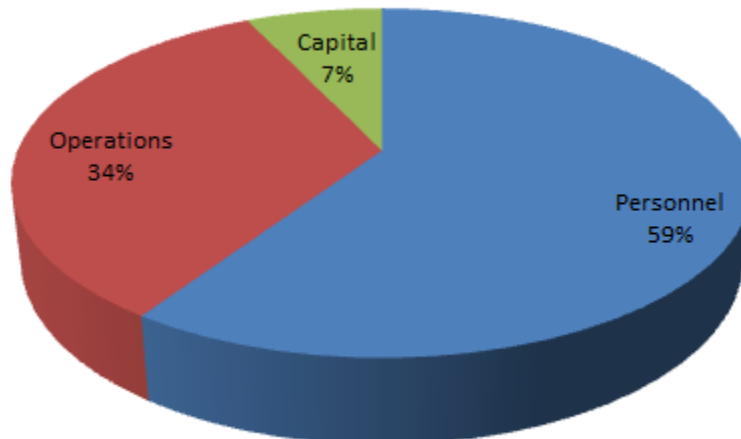
General Fund Human Resources

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	514,916	621,328	585,304	608,304	649,674
81400	Employee Benefits	198,897	186,016	175,486	189,712	186,219
TOTAL PERSONNEL		713,813	807,344	760,790	798,016	835,893

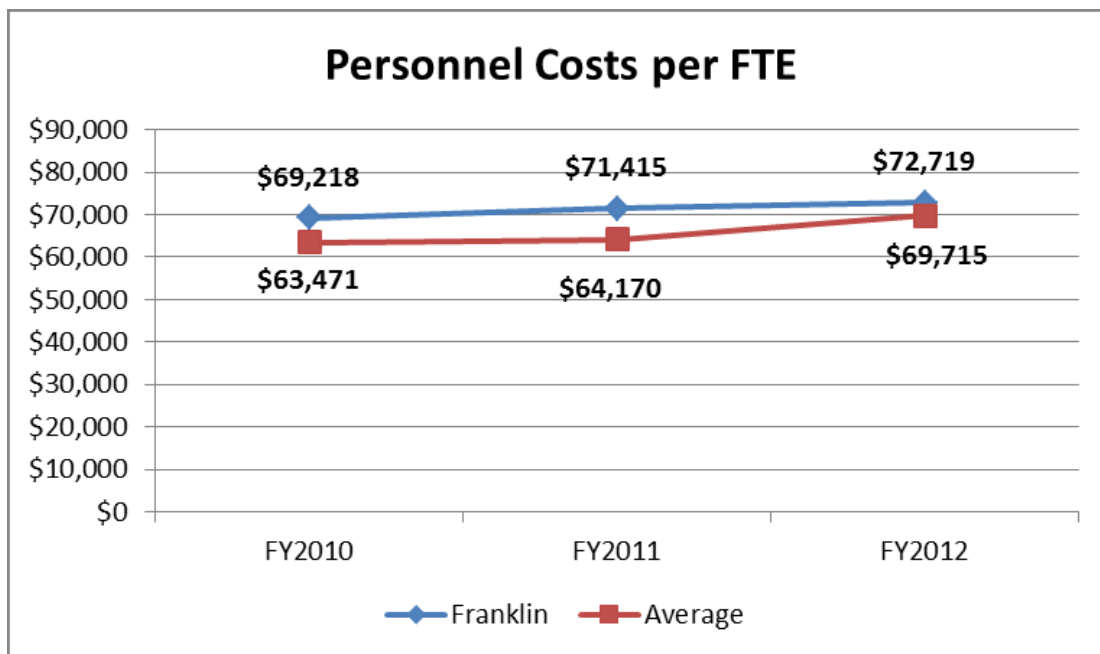
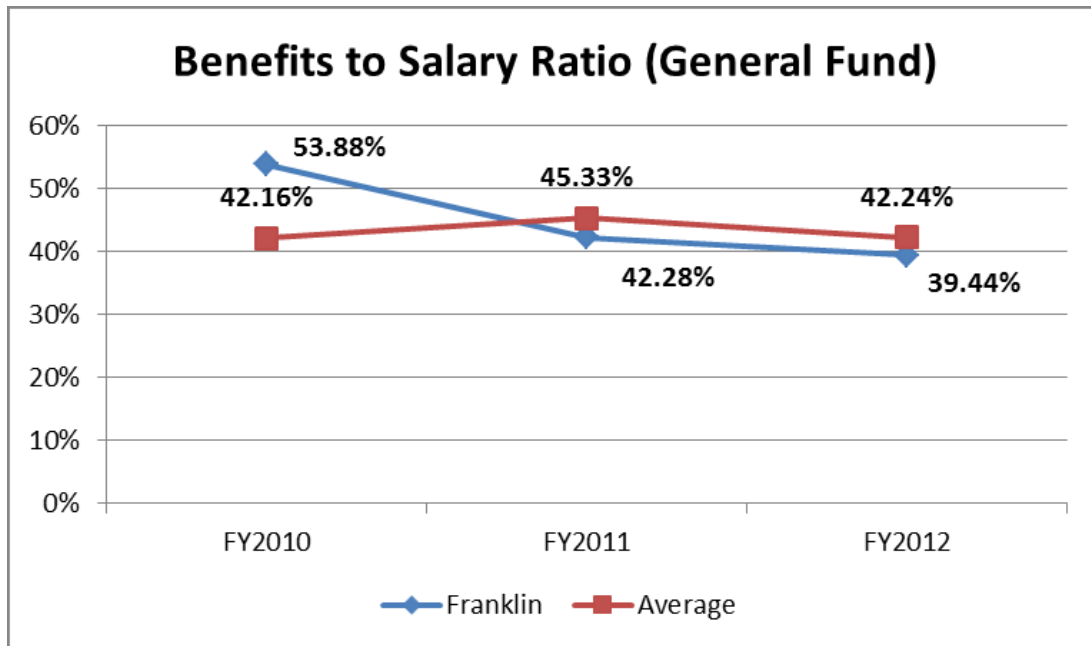
OPERATIONS						
82100	Transportation Services	2,193	2,539	4,000	2,530	2,615
82200	Operating Services	3,209	3,317	5,000	5,600	5,800
82300	Notices Subscriptions Publications	10,548	6,442	10,400	11,617	11,200
82400	Utilities	4,326	5,445	6,840	5,840	5,914
82500	Contractual Services	12,948	49,083	85,000	85,000	60,000
82600	Repair & Maintenance Services	2,716	6,445	4,000	4,200	5,400
82700	Employee Programs	77,665	119,789	242,450	233,000	295,500
82800	Professional Development/Travel	25,636	17,886	25,800	21,400	26,100
83100	Office Supplies	6,862	6,571	9,050	8,525	10,100
83200	Operating Supplies	14,367	9,197	12,620	7,120	7,120
83300	Fuel & Mileage	1,862	3,416	4,150	3,000	3,000
83500	Machinery & Equipment (<\$25,000)	11,220	28,736	13,300	20,300	21,000
83600	Repair & Maintenance Supplies	117	745	0	334	0
85100	Property & Liability Costs	2,095	2,223	2,581	2,295	4,104
85900	Other Business Expenses	136	0	500	0	500
86000	Debt Service and Lease Payments	0	0	0	0	12,308
TOTAL OPERATIONS		175,900	261,834	425,691	410,761	470,661

CAPITAL						
89500	Machinery & Equipment (>\$25,000)	0	0	100,000	0	100,000
TOTAL CAPITAL		0	0	100,000	0	100,000

TOTAL EXPENDITURES **889,713** **1,069,178** **1,286,481** **1,208,777** **1,406,554**



MTAS Benchmarking Program



**Note: Information from FY2012 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*



HISTORIC
FRANKLIN
TENNESSEE

Law

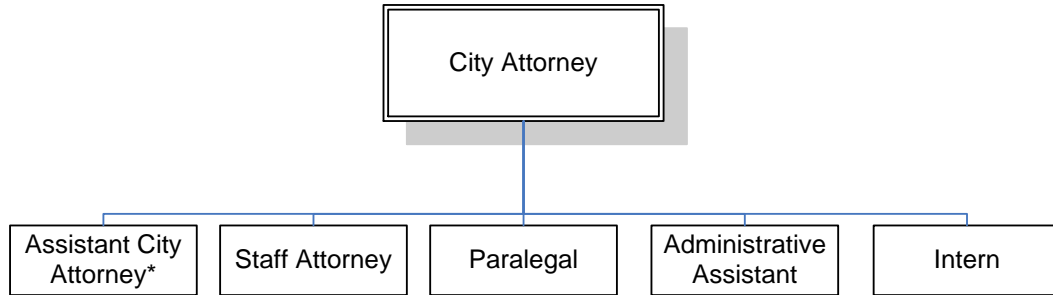
Shauna R. Billingsley, City Attorney

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

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

Measurement/Goal	FY11 <i>(as of 4/15/11)</i>	FY 12 <i>(as of 4/2012)</i>	FY 13 <i>(as of April 1, 2013)</i>	FY 14 <i>(Goals)</i>
Number of Ordinances/Resolutions Drafted or Reviewed	89	all	21/34	all
Number of Contracts Drafted and/or Reviewed	139	192	140	all
Legal Opinions Distributed (Goal: Distribute one every month)	9 <i>*3 more will go out this FY</i>	8 <i>*4 more will go out this FY</i>	9 <i>*3 more will go out this FY</i>	12
Total Number of Hours “Billed”	N/A	N/A	2,483.40	As many as needed
Total Number of Litigation Cases Opened	N/A	N/A	97	As many as needed
Number of New Cases Opened	N/A	140	802	As many as needed

Organizational Chart



* = Unfunded

Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Legal
 Personnel by Position

Position	Pay Grade	FY 2013			FY 2014		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
City Attorney	25	1	0	0	1	0	0
Asst City Attorney	23	1	0	1	1	0	1
Staff Attorney	22	1	0	0	1	0	0
Paralegal	16	1	0	0	1	0	0
Administrative Assistant	12	0	0	0	1	0	0
Intern		0	1	0	0	1	0
TOTALS		4	1	1	5	1	1

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Anticipated Pay Grade (if reclassification creates new job title)
Asst City Attorney - Not funded					
Administrative Assistant requested	Admin Asst	12			

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives

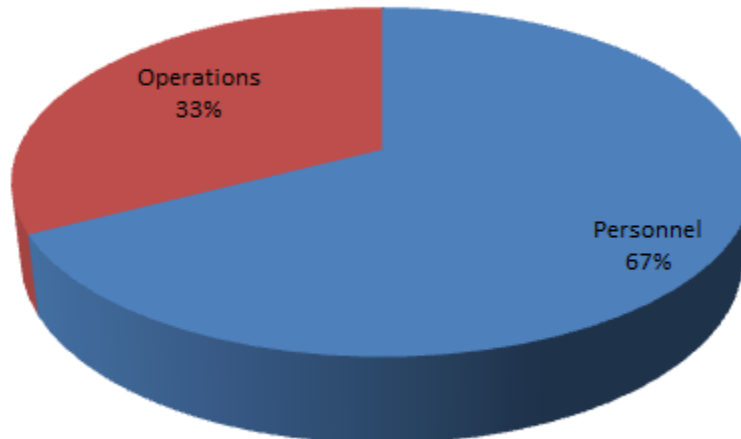
Law

- Salaries & Wages – Administrative Assistant is requested
- Contractual Services – legal costs have remained the same as outside attorney expenses are budgeted through the Law Department. A consultant is requested for legislation support from January until the Legislature recesses.
- Other than Contractual Services all other costs remain relatively the same.



General Fund Law

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	194,749	196,047	191,992	195,765	228,034
81400 Employee Benefits	71,877	75,567	67,717	68,397	83,095
TOTAL PERSONNEL	266,626	271,614	259,709	264,162	311,129
OPERATIONS					
82100 Transportation Services	768	367	1,340	500	1,340
82200 Operating Services	3,965	1,685	8,270	4,150	7,470
82300 Notices Subscriptions Publications	13,745	12,702	21,250	12,050	21,250
82400 Utilities	1,956	2,060	3,330	3,330	3,610
82500 Contractual Services	29,581	75,497	62,410	55,000	75,410
82700 Employee Programs	591	2,235	5,400	5,400	5,400
82800 Professional Development/Travel	8,380	6,185	14,800	7,000	14,800
83100 Office Supplies	1,808	1,952	4,450	3,750	4,600
83200 Operating Supplies	6	20	650	650	650
83300 Fuel & Mileage	26	23	410	150	400
83500 Machinery & Equipment (<\$25,000)	2,506	10,294	6,000	7,290	8,000
83600 Repair & Maintenance Supplies	82	280	0	0	0
85100 Property & Liability Costs	1,309	1,489	1,713	1,671	2,156
85300 Permits	3,245	955	5,620	5,490	5,490
TOTAL OPERATIONS	67,968	115,744	135,643	106,431	150,576
TOTAL EXPENDITURES	334,594	387,358	395,352	370,593	461,705



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, Franklin TV.

Measurement/Goal	FY09	FY10	FY11	FY12
Goal: Provide proactive and timely information				
Number of Press Releases (not including Police & Fire)	76	74	57	46
Number of News Stories Generated from Media releases	245	326	326	200
Social Media				
Facebook (number of followers)	NA	2,766	4,720	6,969
Twitter (number of followers)	NA	1,195	2,366	3,798
Youtube (upload views)	NA	6,006	10,903	27,142
Goal: Produce informative programming for Franklin TV				
Local programming produced for Franklin TV (not including meetings)	15	18	34	35
Average visits to City's website	NA	67,776	47,315	32,662
Average Pageviews to City website	NA	196,890	138,087	84,033
Special Events Processed by City	41	43	47	53

The Communications Division was awarded the Award of Excellence from the National City/County Communicators & Marketers Association (3CMA) for the Integrated Water Resources Plan video.



Sustainable Franklin

In FY2013, we launched the City’s “Get in the Habit” bluebag recycling campaign. With Franklin’s Bluebag Recycling participation hovering just at 50 percent, the City is now launching a new campaign in FY2014 to boost participation higher. The campaign urges residents to get in the habit and showing them just how easy it can be! In fact the campaign says it’s as easy as one, two, three—Get ‘em, fill ‘em, curb ‘em! The City’s Communications Division worked with the Department of Sanitation & Environmental Services to create the campaign that will entail signage in most Franklin stores that carry the blue bags.

GET IN THE HABIT!
If we can do it, so can you!

PEARL BRANSFORD, DANA McLENDON, AND CECILIA MELI ROMEO

BLUEBAG
RECYCLE FRANKLIN

www.franklin.tn.gov/bluebag
For more information, call the Franklin Solid Waste Department at 794-1516.

Get in the HABIT!

Easy as

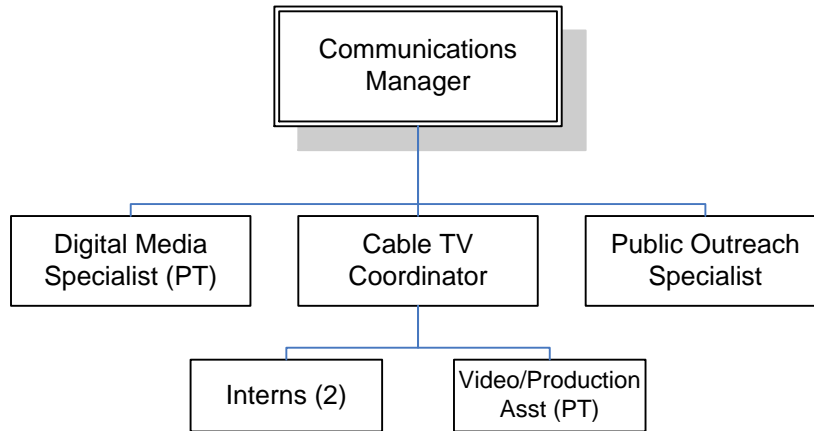
- 1 GET 'EM!** Blue bags and any trash can
- 2 FILL 'EM!** No separation needed. *No glass or appliances*
- 3 CURB 'EM!** Next to your trash container each week

If I can do it, so can you!

BLUEBAG
RECYCLE FRANKLIN

DANA McLENDON
Father, Husband, Alderman, Coach, the Blue Fighter, Attorney, Fisherman, Franklin Resident

Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Communications
 Personnel by Position

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
Communications Manager	22	1	0	1	0
Cable TV Coordinator	21	1	0	1	0
Public Outreach Specialist	21	1	0	1	0
Digital Media Specialist	16	0	1	0	1
Video/Production Assistant	13	0	1	0	1
Intern	---	0	3	0	2
TOTALS		3	5	3	4

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

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives

Communications

Personnel:

The Communications office has increased its workload tremendously in the last year by adding a television studio and producing three new programs in-house. We also hired a part-time Digital Media Specialist who has created a new series titled “Did You Know” educating the public on many of the services the City has to offer. The Digital Media Specialist is also contributing to updating the City’s graphics for the Web and social media. For FY2014, we hope to increase the hours of the part-time Digital Media Specialist and also our part time production employee to assist in producing and editing the new programming. We also plan to reduce the number of interns (from 3 to 2).

Operations:

Since 2001, the City has not had any major equipment purchases for our television production and much of the equipment needs replacing and updating. Another increase is for the City’s website to update the content management system our web liaisons use to post items to the website. The current software is out of date and has quite a few glitches in the system. The new software will be technologically responsive to several mobile and screen types and include many new modern options for updating the site. The cost also includes a redesign; hosting on an outside server, which will free up space for the MIT Department; and ongoing support contract.

Capital:

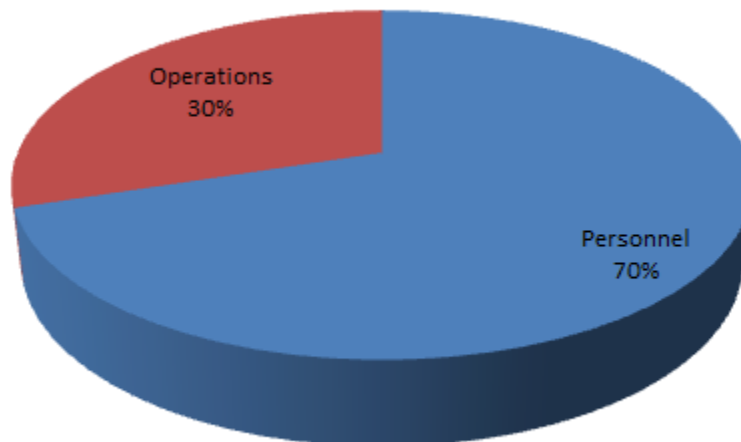
There are no budgeted capital costs in 2014.

Follow us on:



General Fund Communications

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	205,330	209,919	214,461	214,461	243,925
81400	Employee Benefits	70,210	66,496	72,925	70,632	68,398
TOTAL PERSONNEL		275,540	276,415	287,386	285,093	312,323
OPERATIONS						
82100	Transportation Services	9	3	410	400	410
82200	Operating Services	37	110	210	205	210
82300	Notices Subscriptions Publications	8,894	17,073	19,340	18,800	21,020
82400	Utilities	2,122	1,983	2,370	2,366	2,440
82500	Contractual Services	0	248	18,000	18,000	50,000
82600	Repair & Maintenance Services	560	0	1,550	1,550	2,150
82700	Employee Programs	130	0	0	30	500
82800	Professional Development/Travel	4,108	3,444	9,690	9,000	9,900
83100	Office Supplies	1,026	1,878	1,870	2,000	1,950
83200	Operating Supplies	9,396	8,604	16,730	16,710	15,760
83300	Fuel & Mileage	202	312	310	242	400
83500	Machinery & Equipment (<\$25,000)	2,602	2,449	4,700	4,600	23,250
84000	Operational Units	0	5,242	8,500	9,025	4,000
85100	Property & Liability Costs	700	743	862	765	1,849
85200	Rentals	20	0	0	0	0
TOTAL OPERATIONS		29,806	42,089	84,542	83,693	133,839
TOTAL EXPENDITURES		305,346	318,504	371,928	368,786	446,162



Capital Investment Planning

David Parker, CIP Executive / City Engineer

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

In addition, the CIP Division;

1. Works with the Law Department in the preparation and review of contracts/agreements, bonds, deeds, ordinances, resolutions, construction documents, assessment districts, and franchise agreements for the City.
2. Provides oversight of the Stormwater Management Program (Ordinance) and the Transportation and Street Technical Standards for the City.
3. Fulfills the role of Road Impact Fee Administrator as outlined in the Road Impact Fee Ordinance.
4. Provides professional engineering assistance and advice to City departments and the Board of Mayor and Aldermen and is responsible for liaison with other municipal, county, state, and federal government entities and regulatory agencies.



Sustainable Franklin

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

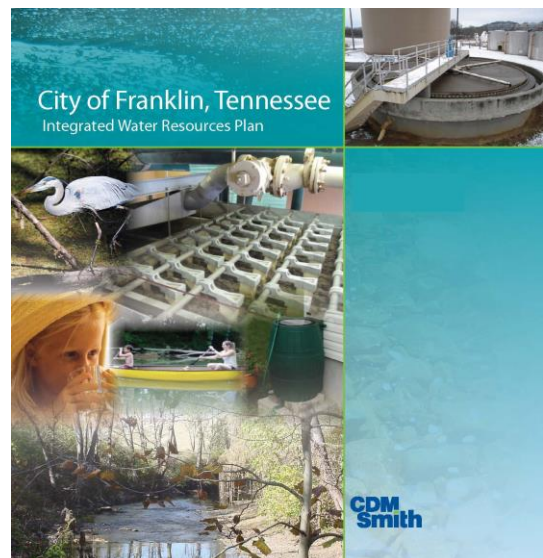
2013-2014 Outlook

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

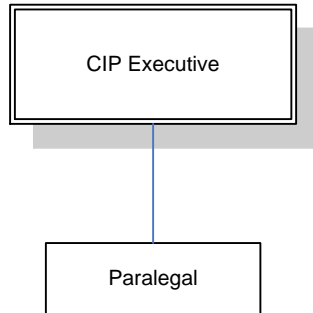
During this fiscal year the CIP Division expects to complete the drafts for the various standard contract documents and agreements for use with City projects. The use of these standard documents will increase the efficiency of City staff charged with dealing with the various City contracts.

For the next several years the CIP Division has been assigned the duties of Project Management for the various projects to be developed and constructed as a result of the City's Integrated Water Resources Plan (IWRP). This includes the designs for a modifications/upgrade to the City's Water Treatment Plant and the City's Water Reclamation Facility (Wastewater Treatment Plant). There are also several sanitary sewer basin studies being updated in order to facilitate the planning for future sanitary sewer infrastructure to handle approved and anticipated developments.

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



Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund-Capital Investment Planning
 Personnel by Position

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
City Engineer/CIP Executive	26	1	0	1	0
Paralegal	16	0	0	1	0
Administrative Assistant	12	0	1	0	0
TOTALS		1	1	2	0

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

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives

Capital Investment Planning

The total CIP Division FY 2013-2014 approved budget is \$21,474 more than the FY 2012-2013 budget which is an increase of 10% and is entirely due to the changing from a Part-time Administrative Assistant position to a Full-time Paralegal position within the Division Organization.

Personnel:

Personnel costs have been increased by \$21,613 due to the change of the Administrative Assistant position to a Paralegal position. Even though the hiring of the Paralegal position will not occur by July 1, 2013 (start of the fiscal year) the position is being funded for the full FY 2014 year to allow for an overlap of the existing Administrative Assistant employee and the new person to fill the Paralegal position for training of the various aspects of duties assigned the position.

Operations:

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

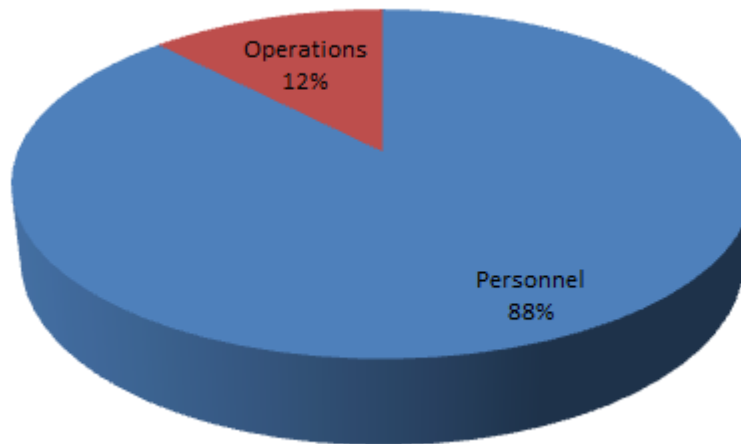
Capital:

No capital costs are shown for the new budget year.



General Fund Capital Investment Planning

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	169,693	154,306	144,780	147,000	163,330
81400 Employee Benefits	46,848	39,753	39,649	40,584	42,712
TOTAL PERSONNEL	216,541	194,059	184,429	187,584	206,042
OPERATIONS					
82100 Transportation Services	44	0	210	210	210
82200 Operating Services	166	13	300	100	200
82300 Notices Subscriptions Publications	9,009	1,600	2,555	2,591	2,440
82400 Utilities	1,589	1,429	2,080	1,594	1,640
82500 Contractual Services	1,508	2,180	10,000	0	10,000
82600 Repair & Maintenance Services	0	62	260	65	150
82800 Professional Development/Travel	3,910	3,494	8,010	4,907	8,430
83100 Office Supplies	897	956	1,130	750	1,450
83200 Operating Supplies	95	0	300	0	300
83300 Fuel & Mileage	720	940	900	750	800
83500 Machinery & Equipment (<\$25,000)	0	87	1,260	1,000	1,260
85100 Property & Liability Costs	1,033	1,146	1,322	1,226	1,358
85300 Permits	598	451	600	627	550
TOTAL OPERATIONS	19,569	12,358	28,927	13,820	28,788
TOTAL EXPENDITURES	236,110	206,417	213,356	201,404	234,830



Project and Facilities Management

Brad Wilson, Project Manager

The Project and Facilities work unit continues to be responsible for the development, programming, design, planning, scheduling, and management of city facilities and projects. These projects cover a wide spectrum ranging from major new construction and large remodels to small projects designed to improve, repair, or enhance existing city facilities or systems. The group is also for the maintenance of the facilities incorporating the City Hall, Parking Garages, and upcoming Public Works Facility while assisting other outlying groups such as Fire and Sanitation & Environmental Services. Capital projects funded through the state legislature, and city requested Recharge projects are managed by Project and Facilities Management Services.



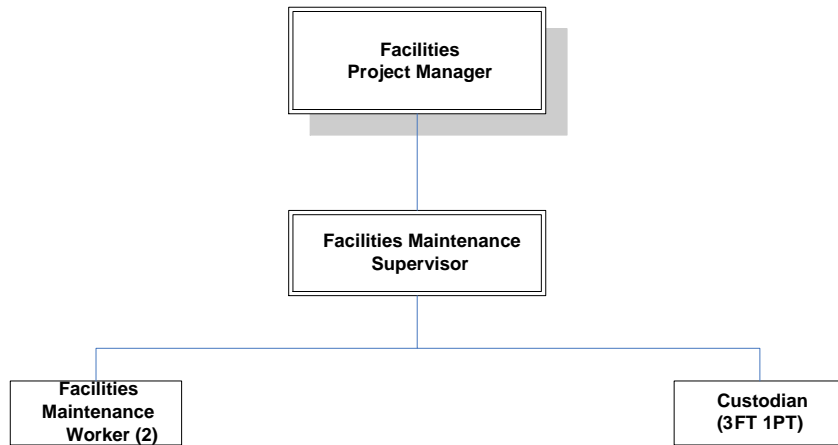
Sustainable Franklin

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

2013-2014 Outlook

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

Organizational Chart



Staffing by Position

City of Franklin
2013-2014 Fiscal Year Budget
General Fund - Project & Facilities Management
Personnel by Position

Position	Pay	FY 2013		FY 2014	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Facilities Project Manager	22	1	0	1	0
Facilities Maintenance Supervisor	14	1	0	1	0
Facilities Maintenance Worker	10	1	0	2	0
Custodian	7	3	1	3	1
	TOTALS	6	1	7	1

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Add 1 FT Facilities Maintenance Worker that will work with Public Works, PD, City Hall and others					

Budget Notes/Objectives

Project & Facilities Management

Personnel:

There is a request for an additional Facilities Maintenance worker for the budget year of 2013-14.

Operations:

Operating costs for Facilities shows an increase of approximately 24.8% . This is due to moving facilities work line items from Capital expenses to Projects & Facilities. A portion of the increase is contributed to charging all building generators maintenance contracts and fuel costs to this department, elevator maintenance contracts at the two parking garages and Five Points building, estimated HVAC repairs throughout the year, pest control, personnel uniforms, document shredding, and other facility maintenance essentials.

Capital:

No capital improvements for budget year 2014.



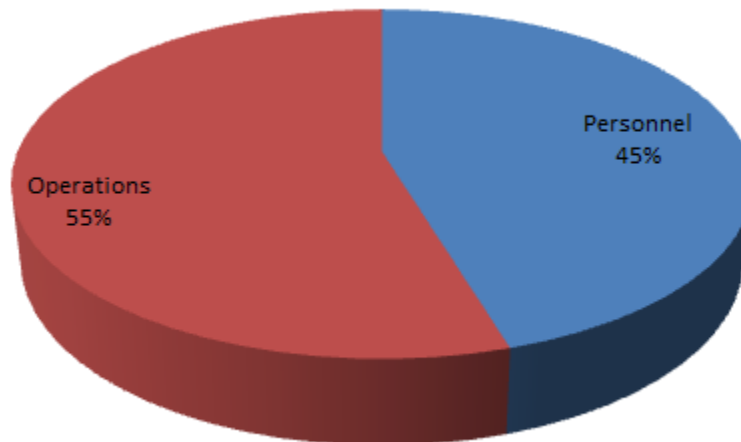
General Fund Project & Facilities Management

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	239,519	244,053	253,256	245,000	285,935
81400 Employee Benefits	120,587	107,062	118,692	113,754	124,447
TOTAL PERSONNEL	360,106	351,115	371,948	358,754	410,381

OPERATIONS					
82100 Transportation Services	20	0	40	40	40
82200 Operating Services	436	3,453	2,516	3,159	3,060
82300 Notices Subscriptions Publications	1,123	636	400	30	155
82400 Utilities	187,691	158,435	200,054	171,297	172,123
82500 Contractual Services	2,213	23,429	16,860	16,100	24,100
82600 Repair & Maintenance Services	79,737	136,821	58,070	117,151	200,921
82800 Professional Development/Travel	0	27	0	0	0
83100 Office Supplies	613	1,103	910	1,140	900
83200 Operating Supplies	1,976	2,052	2,130	2,521	1,500
83300 Fuel & Mileage	1,417	5,717	8,232	2,200	7,000
83500 Machinery & Equipment (<\$25,000)	1,427	4,623	13,950	1,472	9,675
83600 Repair & Maintenance Supplies	69,001	61,416	51,551	57,018	55,710
85100 Property & Liability Costs	30,931	32,594	37,850	33,665	18,725
85200 Rentals	1,339	0	1,000	141	500
85300 Permits	17	60	2,566	235	500
85900 Other Business Expenses	182	685	300	0	0
TOTAL OPERATIONS	378,123	431,051	396,429	406,169	494,909

CAPITAL					
89200 Buildings	0	0	50,000	0	0
TOTAL CAPITAL	0	0	50,000	0	0

TOTAL EXPENDITURES	738,229	782,166	818,377	764,923	905,290
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Revenue Management

Vacant, Assistant City Recorder

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

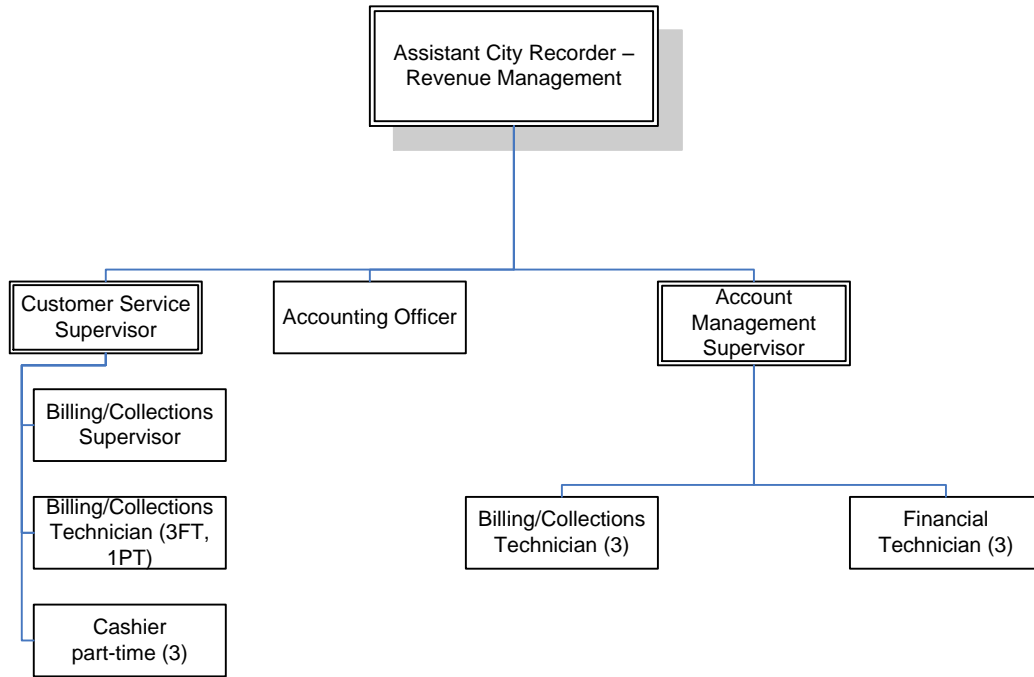
Measurement/Goal	FY10 <i>(Actual)</i>	FY11 <i>(Actual)</i>	FY12 <i>(Actual)</i>	FY13 <i>(Projected)</i>	FY14 <i>(Proposed)</i>
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.					
Errors/10,000 Bills	5.9	5.5	5.1	5.0%	5.3%
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending					
E-Payment %	83.7%	86.2%	86.4%	86.6%	87.5%



Sustainable Franklin

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

Organizational Chart



Staffing by Position

**City of Franklin
2013-2014 Fiscal Year Budget
General Fund - Revenue Management
Personnel by Position**

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
Asst City Recorder - Billing/Collection	21	1	0	0	0
Asst City Recorder - Revenue Mgmt	21	1	0	1	0
Account Management Supervisor	18	1	0	1	0
Customer Service Supervisor	18	1	0	1	0
Accounting Officer	17	1	0	1	0
Billing / Collection Supervisor	14	1	0	1	0
Financial Technician	12	3	0	3	0
Billing & Collection Tech	12	6	1	6	1
Cashier	9	0	3	0	3
TOTALS		15	4	14	4

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

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
One SG 21 to be absorbed by Rev. Mgt., move second to Finance Department budget.					

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	12			
Cashier PT	9			

Budget Notes/Objectives

Revenue Management

Personnel:

We anticipate one retirement mid-year at Salary Grade 12. Some attrition is anticipated among the Part-time positions as well. Due to potential changes in departmental duties related to billing and collection of property tax and the new Infor system, duties of the positions may change moving forward.

Operations:

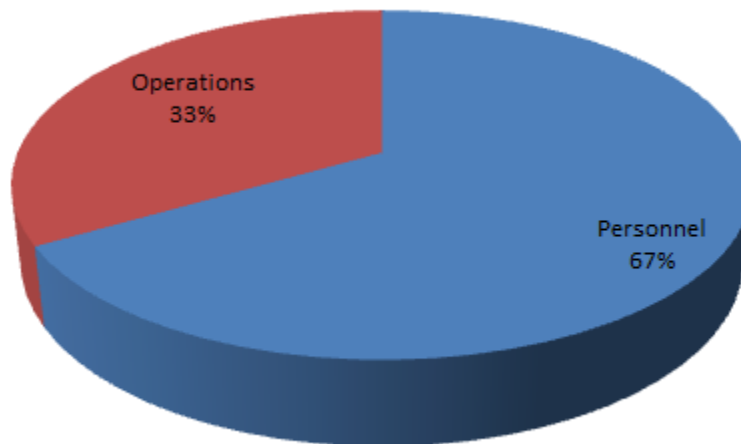
Total operating costs are estimated to meet budget for fiscal year ending 2013.

Approved operating costs for fiscal year 2014 increased by 1.5% or \$3,490 versus the 2013 Budget.



General Fund Revenue Management

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	641,267	688,962	672,499	691,030	629,540
81400	Employee Benefits	271,696	265,627	267,206	258,519	228,589
TOTAL PERSONNEL		912,963	954,589	939,705	949,549	858,130
OPERATIONS						
82100	Transportation Services	7,363	7,643	20,600	7,643	20,600
82200	Operating Services	1,483	783	4,020	820	4,140
82300	Notices Subscriptions Publications	877	2,334	2,225	2,542	2,233
82400	Utilities	2,951	3,268	3,020	3,067	3,109
82500	Contractual Services	8,070	6,275	11,138	10,871	10,431
82600	Repair & Maintenance Services	483	519	1,030	1,030	1,093
82700	Employee Programs	0	0	1,550	1,550	1,550
82800	Professional Development/Travel	438	2,321	2,200	650	650
83100	Office Supplies	16,258	18,034	18,731	13,757	19,304
83200	Operating Supplies	1,346	1,285	1,130	1,142	1,160
83500	Machinery & Equipment (<\$25,000)	5,643	10,621	7,090	7,090	6,211
85100	Property & Liability Costs	4,532	4,808	5,584	3,808	3,774
85300	Permits	101,845	107,557	62,000	99,000	62,000
85500	Financial Fees	219,391	221,784	286,900	271,743	294,453
TOTAL OPERATIONS		370,680	387,232	427,218	424,713	430,708
TOTAL EXPENDITURES		1,283,643	1,341,821	1,366,923	1,374,262	1,288,838





HISTORIC
FRANKLIN
TENNESSEE



PUBLIC SAFETY

Public Safety comprises the Police and Fire departments.



Police

David Rahinsky, Police Chief

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



The fact that the City maintains a national reputation as a safe and vibrant community is a testament to the dedication and professionalism of the sworn and civilian personnel of our agency. The Franklin Police Department is currently the eighth largest in the State, and continues to maintain amongst the lowest crime rate per capita in Tennessee. As the City continues to grow, the Department will keep evolving to exceed the needs and expectation of our customers and employees while delivering *professional, progressive, responsive* service to our community.



The Franklin Police Department is responsible for protecting our public from crime; investigating and apprehending lawbreakers; enforcing City ordinances and traffic laws; providing traffic control on our streets and at our schools; and providing information and education to our schools, citizen groups, and public about crime prevention, self-protection and the dangers of drug abuse.

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

The Downtown area walking patrols initiated in 2011 were so well received that we continue to expand them into other areas of the City conducive to walking a beat.

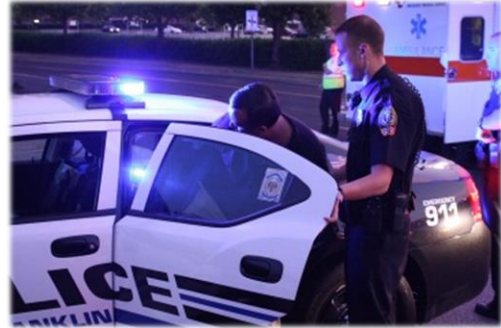
In 2009, our Department was the first police agency in Tennessee with the ability to receive anonymous inbound text message tips. Continuing the trend, in 2012 we became the first Police Agency in Tennessee to make its very own app available for Android and Apple phones. From the app, users can call Franklin Police, submit anonymous text tips, contact Department leaders, submit concerns, sign up to receive email and text message alerts, and see the latest FPD news and information. The app was developed by *Officer Chris Grant*, a member of the Department's *Traffic Unit*.

Our *Coffee with the Clergy* initiative that began in late 2011 continued into 2012, and today. During these quarterly informal continental breakfasts at Police Headquarters, our community's

'men of the cloth' collaborate with 'men of the badge.' These gatherings have proven successful, by allowing us to build relationships with area church leaders and their congregations.

The *Traffic Unit* spoke to 30 high school classes about the dangers of impaired and distracted driving, installed 233 child safety seats for parents, and partnered to provide 27 new car seats to needy families.

More than 380 impaired drivers were arrested on Franklin streets last year, making our City a safer place for everyone else on the road. To support our efforts, the Governor's Highway Safety Office awarded the Department with a \$50,000 grant, for the second consecutive year. The grant funding is used for anti-DUI initiatives such as DUI checkpoints, saturation patrols, training, and equipment.



Three police canines completed extensive training and were put into service, replacing two retiring dogs and bringing the total number of FPD Canines to four. In 2012, the Department's *K9 Unit* helped to take more than \$70,000 in illegal drugs off of Franklin streets.

The Department's *Flex Team* continues to be a viable component to the service and protection of the City. Of note, during this year's "Not in our Mall" operation, Flex Officers working with Brentwood Police and Galleria security teams, recovered nearly \$23,000 in merchandise shoplifted from the Galleria, arresting 72 offenders between Black Friday and Christmas.



Franklin Police developed and rolled out the *Good Neighbor Award Program* to recognize every-day citizens who go above and beyond to make a difference in our City. To date, officers have recognized 14 citizens. Events prompting the recognitions ranged from assisting strangers during medical emergencies to going above and beyond to provide timely information that led to the quick arrests of in-progress felony suspects.

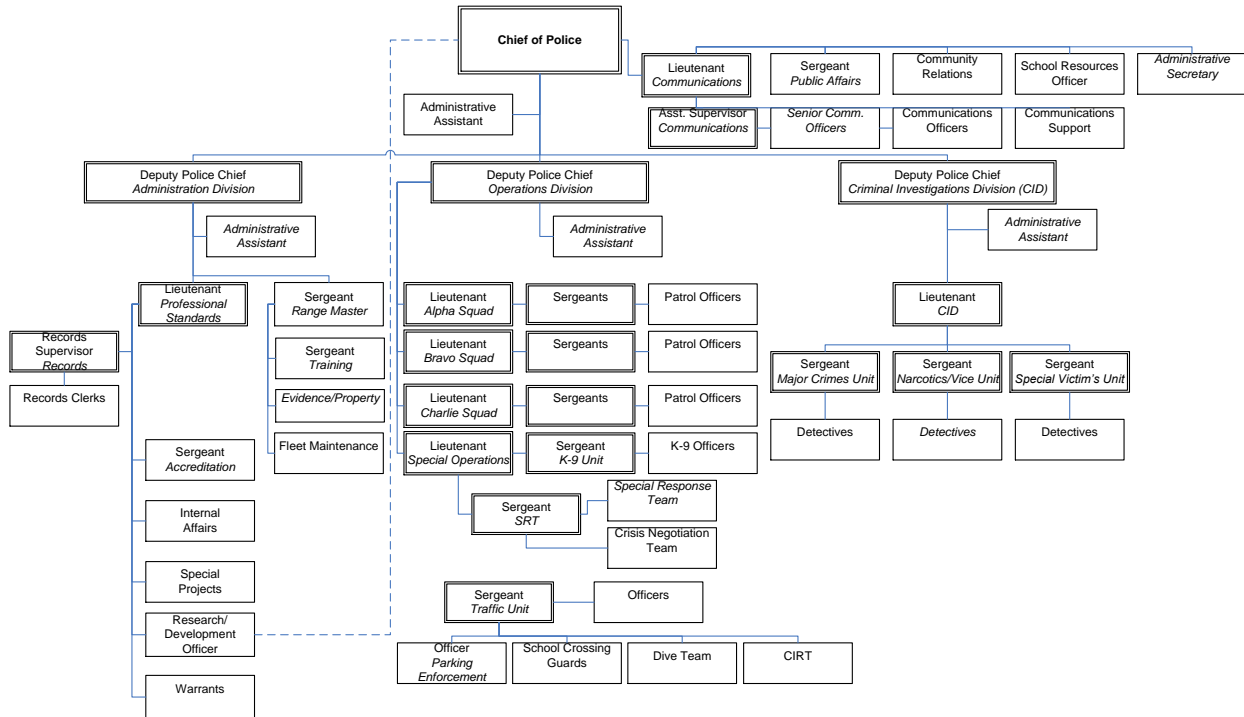
In 2012, the Public Affairs Office handled nearly 1,500 media inquiries, issued 198 press releases, and conducted or coordinated 183 media interviews. This work resulted in more than 1,600 stories, many of which helped to identify otherwise unknown and at large suspects wanted for crimes in Franklin. Also of note is the fact that this team worked to increase FPD social media followership by 274%. In December of 2011, combined Twitter and Nixle subscribers that followed Franklin Police were 1,527; today, that number is more than 5,700.

The dedicated team in our *Training Section* provided State-required firearms and in-service training to our sworn staff. In an effort to maximize training opportunities while minimizing associated costs, they worked with outside training entities to host a variety of specialty schools at Headquarters. Doing so continues to reduce associated travel expenses, and has provided several free student slots for members of our Department in exchange for the use of Headquarters as the venue

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

Measurement/Goal	09	10	11	12
Number of Offenses	2,643	2,781	2,564	2,642
Clearance Rate	48.51	51.92	45.32	53.56
Group A Crimes per 100,000	4,519	4,450	4,181	4,107
Number of Arrest	1,991	2,066	1,966	2,356

Organizational Chart



City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Police
 Personnel by Position

Position	Pay	FY 2013			FY 2014		
	Grade	Full-Time	Part-Time	Not-Funded	Full-Time	Part-Time	Not-Funded
SWORN OFFICERS:							
Police Chief	25	1	0	0	1	0	0
Police Assistant Chief	24	0	0	0	0	0	0
Police Deputy Chief	23	3	0	0	3	0	0
Police Lieutenant	19	7	0	0	9	0	0
Police Sergeant	17	23	0	2	22	0	2
Detective	15	18	0	2	18	0	3
Police Officers	13	92	0	11	92	0	12
Police Officer (Research & Dev)	13	1	0	0	1	0	0
ADMIN & COMMUNICATIONS:							
Communications Supervisor	17	0	0	0	0	0	0
Asst Communications Supervisor	14	1	0	0	1	0	0
Records Supervisor	14	1	0	0	1	0	0
Administrative Assistant	12	4	0	0	4	0	0
Comm Center Support Coord	12	1	0	0	1	0	0
Evidence Technician	12	1	0	0	1	0	0
Sr. Communications Officer	12	3	0	0	3	0	0
Communications Officer	11	14	0	2	14	0	2
Administrative Secretary	10	0	2	0	0	2	0
Records Clerk	9	4	0	1	4	0	1
Parking Enforcement Officer	7	1	0	0	1	0	0
School Patrol (Part-Time)	---	0	18	0	0	18	0
TOTALS		175	20	18	176	20	20

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Add One (1) Police Lieutenant					
Reclassify One (1) Police Sergeant to One (1) Police Lieutenant					
Detective-Three (3) - Not funded					
Police Sergeant-Two (2) -Not funded					
Police Officer-Twelve (12) - Not funded					
Communications Officer- Two (2) - Not funded					
Records Clerk-One (1) - Not funded					

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			

Budget Notes/Objectives

Police

Personnel:

Create Traffic – Special Events/Administrative Lieutenants position
Reclassify Range Sergeant to Lieutenant over Training

Operations:

Operating cost in 2014 will be 2,812,503. The previous year (2013) Operating costs were 2,563,020.

Capital:

There will be no capital request in 2014.

Objectives for 2014:

- Achieve a Clearance Rate above the National Average.
- Obtain a decrease in crime.
- Obtain a decrease in accidents with injuries.
- Maintain strict budgetary oversight that results in no more than allocated funds being expended.
- Continue to foster close relationships with other law enforcement agencies.
- Offer more training opportunities at less cost by having the FPD serve as the host agency.
- Continue to develop and strengthen partnerships with the community.

Benchmark information:

- The FBI Uniform Crime Report for 2012 for Group III Cities
- Tennessee Bureau of Investigations Crime In Tennessee
- Titan crash data records as reported to the State of Tennessee
- Flash Reports
- Continues to work closely with surrounding local agencies as well as State and Federal counterparts.
- The FPD will host more classes in 2013 than in any time in its existence
- We will work to make our agency accessible to any resident, visitor, or, businessperson with a concern regarding police service

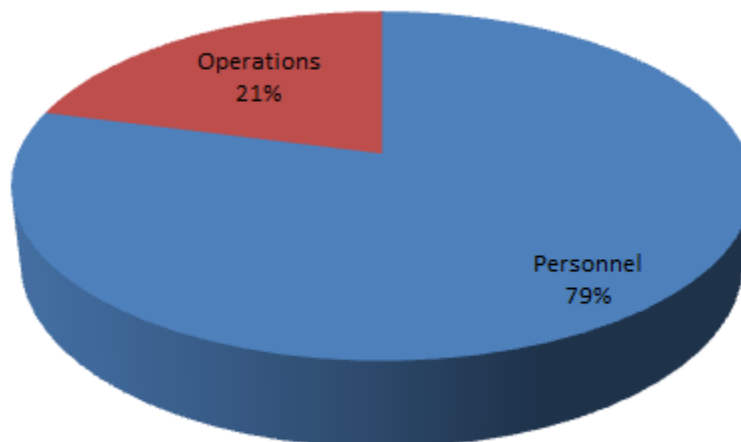
General Fund Police

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	7,524,919	7,596,177	7,505,711	7,379,012	7,547,611
81200 Officials Fees	3,200	3,200	3,200	3,200	3,200
81400 Employee Benefits	3,602,968	3,074,039	3,351,284	3,180,507	3,075,791
TOTAL PERSONNEL	11,131,087	10,673,416	10,860,195	10,562,719	10,626,601

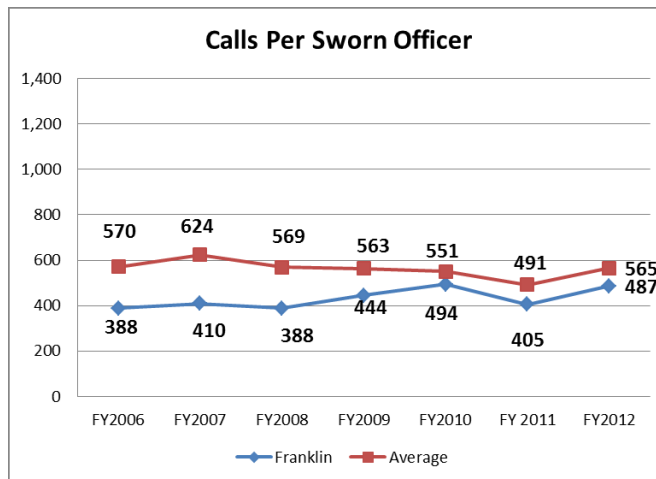
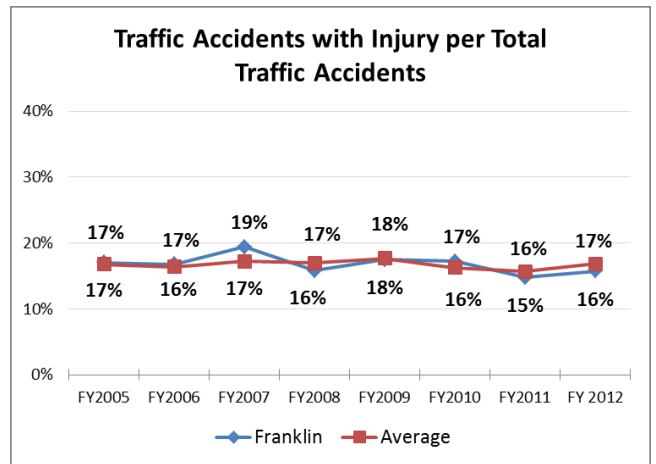
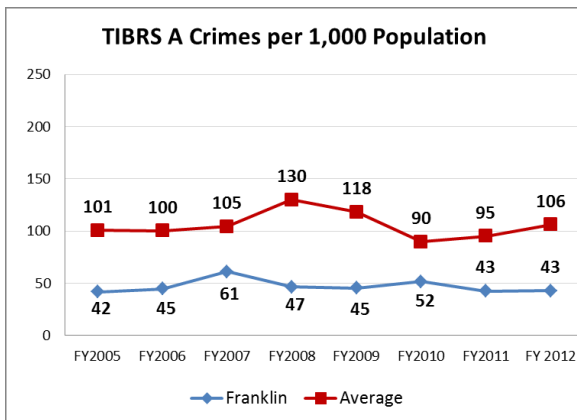
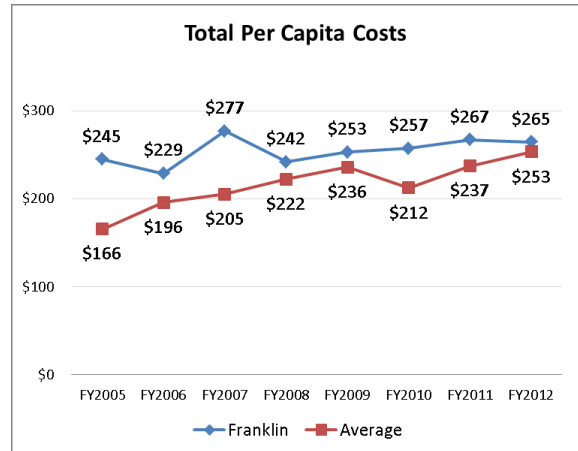
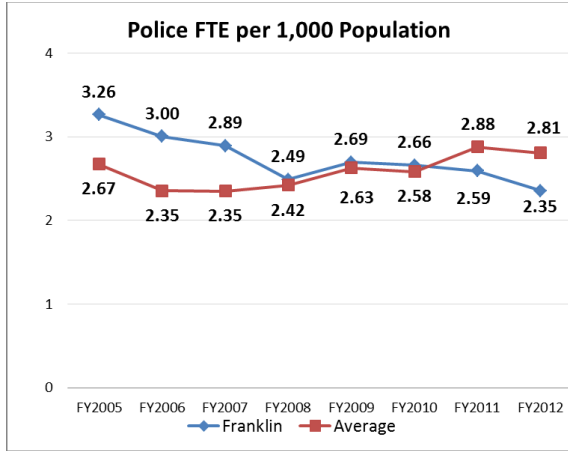
OPERATIONS					
82100 Transportation Services	12,910	9,533	10,130	10,550	10,230
82200 Operating Services	59,660	80,610	46,500	47,615	54,505
82300 Notices Subscriptions Publications	68,733	40,296	37,500	35,580	40,569
82400 Utilities	433,930	431,984	416,886	405,060	398,711
82500 Contractual Services	174,135	8,041	5,000	5,645	0
82600 Repair & Maintenance Services	299,518	371,851	216,600	216,300	214,700
82700 Employee Programs	244,178	192,877	164,700	164,700	151,700
82800 Professional Development/Travel	5,174	7,567	9,500	7,500	1,177
83100 Office Supplies	47,487	49,108	41,080	41,080	41,080
83200 Operating Supplies	295,237	(10,697)	249,030	249,453	326,887
83300 Fuel & Mileage	345,653	398,778	346,000	345,500	327,000
83500 Machinery & Equipment (<\$25,000)	259,591	252,526	216,400	220,593	233,799
83600 Repair & Maintenance Supplies	6,741	19,827	6,000	6,000	6,590
84000 Operational Units	222,956	135,902	96,150	109,176	87,800
85100 Property & Liability Costs	253,958	728,163	277,664	499,388	363,738
85200 Rentals	6,884	3,965	5,150	5,150	5,150
85300 Permits	0	180	0	0	0
85900 Other Business Expenses	2,134	16,823	7,730	7,730	7,730
86000 Debt Service and Lease Payments	427,485	429,452	411,000	463,847	541,137
TOTAL OPERATIONS	3,166,364	3,166,786	2,563,020	2,840,867	2,812,503

CAPITAL					
89500 Machinery & Equipment (>\$25,000)	375,054	0	0	0	0
TOTAL CAPITAL	375,054	0	0	0	0

TOTAL EXPENDITURES **14,672,505** **13,840,202** **13,423,215** **13,403,586** **13,439,104**



MTAS Benchmarking Program



*Note: Information from FY2012 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.

Drug Fund

For 2014, this fund anticipates new revenues approximate to budget 2013. An operating amount of \$138,098 has been budgeted for drug investigations.

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
25100 BEGINNING FUND BALANCE	253,229	269,691	144,788	144,788	66,093
35110 DRUG FINES RECEIVED	58,324	50,708	60,280	46,500	62,090
35200 CONFISCATED GOODS (FEDERAL)	72,998	121,312	103,000	11,500	106,100
35210 CONFISCATED GOODS (STATE)	6,179	1,372	2,060	6,500	2,130
36100 INTEREST INCOME	3,475	5,009	4,350	2,300	4,480
37500 TRANSFER FROM SOLID WASTE	0	0	0	0	0
Total Available Funds	394,205	448,092	314,478	211,588	240,893
OPERATIONS					
82100 Transportation Services	0	2,890	2,000	2,000	2,000
82200 Operating Services	0	0	0	0	0
82300 Notices Subscriptions Publications	0	23,360	31,500	31,500	25,548
82400 Utilities	4,517	0	0	0	0
82700 Employee Programs	0	14,032	25,000	24,000	25,000
83200 Operating Supplies	0	1,496	0	0	0
83500 Machinery & Equipment (<\$25,000)	63,022	201,763	0	(1,180)	0
84000 Operational Units	25,752	27,649	42,000	44,125	55,500
85300 Permits	0	0	0	50	50
85900 Other Business Expenses	31,223	32,114	45,000	45,000	30,000
TOTAL OPERATIONS	124,514	303,304	145,500	145,495	138,098
TOTAL EXPENDITURES	124,514	303,304	145,500	145,495	138,098
TOTAL UNALLOCATED FUNDS	269,691	144,788	168,978	66,093	102,795

Fire

Rocky Garzarek, Fire Chief

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

Measurement/Goal	FY10	FY11	FY12	FY13 (Goal)
Goal - To maintain an average first unit response time (from receipt of dispatch to arrival) of four minutes or less to 90% of all emergency incidents.				
Average Response Time	4:21 minutes	4:47 minutes	4:46 minutes	4:00 minutes
 				
Goal - To confine the fire to the room of origin for 90% of all interior structure fire incidents	82%	82%	84%	90%
 				
Goal - To deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.	100%	100%	100%	100%
 				
Goal - To deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program	100% offered 100% Personnel Attended	100% Offered 100% Personnel Attended	100% Offered 100% Personnel Attendance	100% Offered 100% Personnel Attendance
 				
Goal - To maintain an Insurance Services Rating of Class 2 or better.	2	2	2	2



Sustainable Franklin

The Fire Department helps to promote “Green” in a number of ways. In November 2009, we implemented a Video Conferencing Solution that has reduced our combined travel by 700 miles per class. This has reduced fuel consumption by an average of 116 gallons per class while extending the life of our apparatus, extending the time interval between required maintenance, and reducing our emissions. Last year we have increased our usage of this system to include EMS training, as well as, HR training. The department continues to increase the use of fleet maintenance thereby reducing travel to and from Nashville. We continue to implement electronic documents combined with workflow processes reducing the need for printable materials and travel between our fire stations. The Department also participates in recycling of plastics and aluminum beverage containers, as well as paper products, and has incorporated LED lighting into the specification requirements for new apparatus. Fire Stations 7 and 8 are being designed with LEED certification in mind.

2013-2014 Outlook

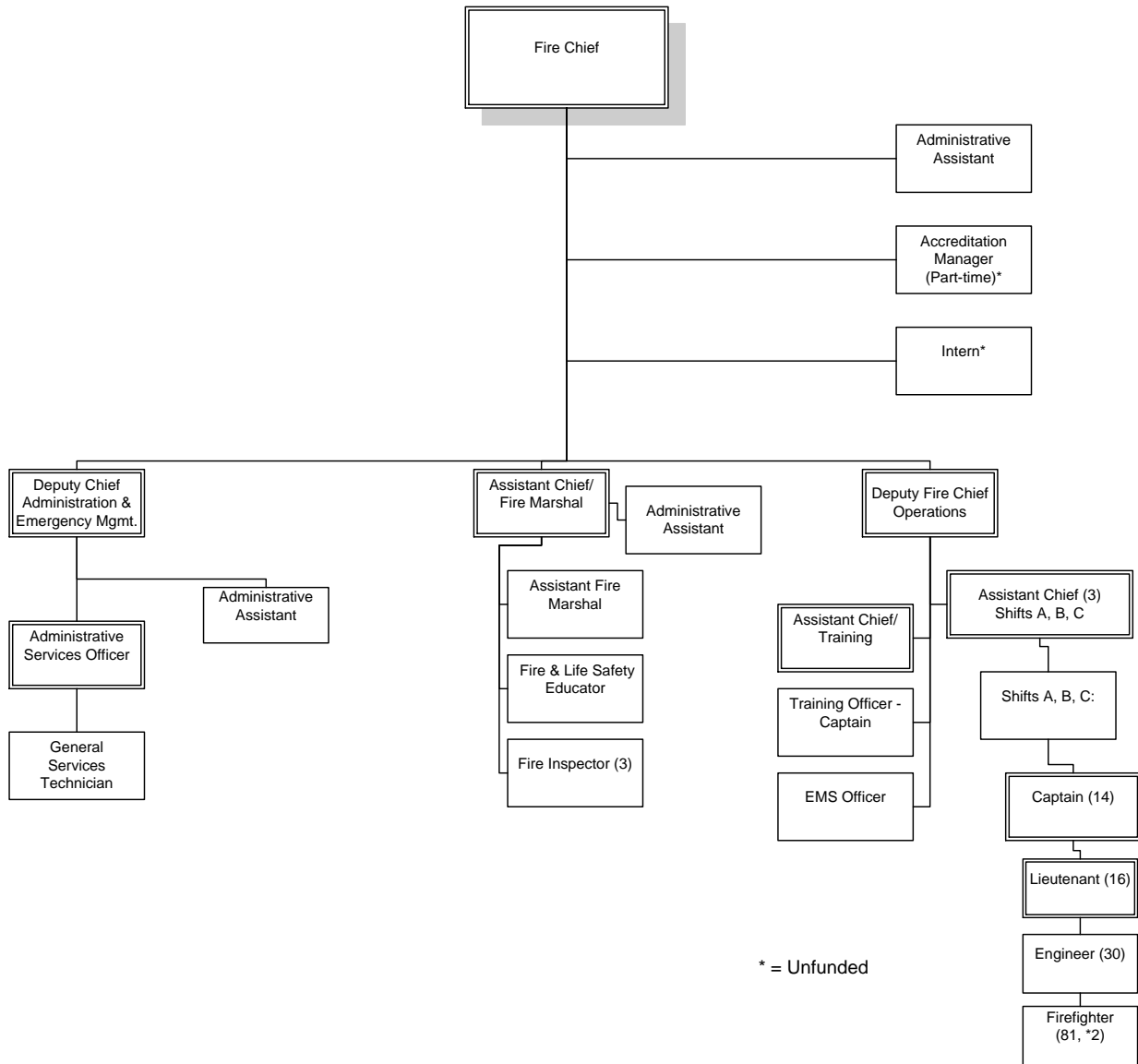
We as fire service leaders realize the effects that the complex U. S. economy has had on our country and we have felt its impact on us at the local levels of government. For these and other reasons, we believe that it is critical for us to put forward the most up-to-date views of how to deliver the services by our department. Furthermore, we are committed to do this in the most positive and supportive manner.

An RFQ for architectural design is currently underway for construction to begin for Fire Station 8 (FY14) in the Westhaven area and Fire Station 7 (FY15) in the Goose Creek area. These stations will be built to LEED standards and will greatly improve response times to the areas served while the Goose Creek station will benefit the Ladd Park residents and others with lower insurance rates from a lower ISO classification.

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



Organizational Chart



Staffing by Position

City of Franklin
2013-2014 Fiscal Year Budget
General Fund - Fire
Personnel by Position

Position	HR	Pay	FY 2013		Not Funded	FY 2014		Not Funded
	Code	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Fire Chief	1406	25	1	0	0	1	0	0
Fire Deputy Chief	1415	23	1	0	0	1	0	0
Fire Deputy Chief/Administration	1415	23	0	0	0	1	0	0
Assistant Chief/Administration	1401	21	1	0	0	0	0	0
Assistant Chief/ Shift Commander	1401	21	3	0	0	3	0	0
Assistant Chief/Training	TBD	21	1	0	0	1	0	0
Assistant Chief/ Fire Marshal	1420	21	1	0	0	1	0	0
EMS Officer	1419	20	1	0	0	1	0	0
Fire Captain	1404	19	14	0	0	14	0	0
Training Officer (Captain)	1411	19	1	0	0	1	0	0
Administrative Services Officer	1417	18	1	0	0	1	0	0
Fire & Life Safety Educator	1421	17	1	0	0	1	0	0
Fire Lieutenant	1409	17	16	0	0	16	0	0
Assistant Fire Marshal (Lt.)	1412	17	1	0	0	1	0	0
Fire Inspector	1418	16	2	0	0	3	0	0
Fire Engineer	1405	15	30	0	0	30	0	0
Firefighter	1407	13	81	0	2	81	0	2
Administrative Assistant	0016	12	3	0	0	3	0	0
General Services Technician	1416	9	1	0	0	1	0	0
Intern	0014	---	0	1	1	0	1	1
Accreditation Manager	TBD	---	0	1	1	0	1	1
		TOTALS	160	2	4	161	2	4

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Estd PG
Recalssification of one (1) Admin Asst Chief to Admin Deputy Chief			Admin Asst Chief	Admin Deputy Chief	23
Add one (1) Fire Inspector	Fire Inspector	16			
Two (2) Firefighters - Not funded					
Intern - Not funded					
Accreditation Manager (part-time) - Not funded					

Budget Notes/Objectives

Fire

We continue to eliminate funding for two (2) vacant firefighter positions, an Accreditation Manager (part-time) and an intern. Our requests reflect the addition of a full time Fire Inspector, the reclassification of an Assistant Chief of Administration to Deputy Chief, and the reclassification of a part-time Administrative Assistant to full-time. A pay stipend is requested for on-shift firefighter/fire inspectors to perform code enforcement inspections of existing commercial properties.

Capital requests seek to replace an existing Ladder Truck, an existing Rescue, and to procure scheduling software. Ladder 5 will be 17 years old in 2014 and will become a reserve for 5 years. Rescue 3 will be 13 years old in 2014. Recently, the department took two of our three rescue trucks out of service and replaced them with quick medical response vehicles. The remaining rescue is limited to high angle and vehicle rescue equipment due to its size and is a two man cab. It is necessary to replace this vehicle with a heavy rescue capable of being equipped to handle all types of rescues and to allow for increased staffing. As the tornado threat continues to increase for our area, preparedness is essential. Finally, the department operates six fire stations with forty-eight personnel per shift. These personnel consist of a variety of ranks and qualifications. Each day, company officers assigned to Station 2 are responsible for ensuring that the right people are at the right places to best meet the demands of the day. Scheduled events such as physicals, training, meetings, kelly, vacation, sick, military, bereavement, etc. all play a part in the decision. Unfortunately, there is no one resource to track all of these situations easily to ensure mistakes are minimized. Computer software is available that will manage this aspect for us and free up the officers at Station 2 to be officers at their station.



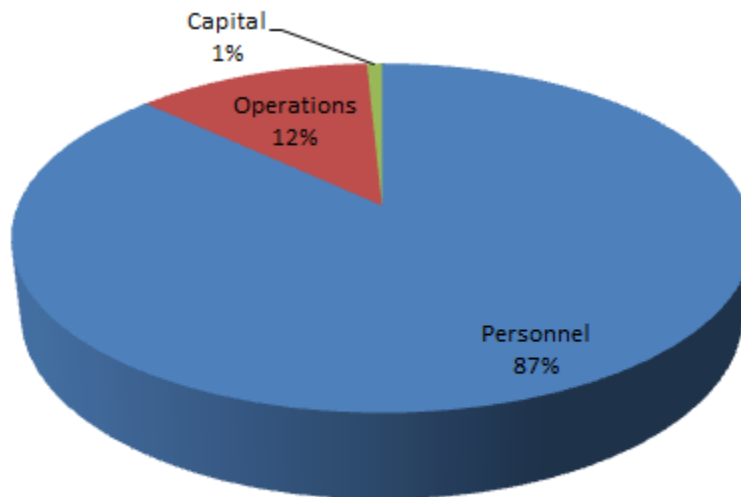
General Fund Fire

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	7,624,318	7,573,973	7,547,264	7,764,450	7,773,475
81400	Employee Benefits	3,577,366	3,275,906	3,527,960	3,342,671	3,296,082
TOTAL PERSONNEL		11,201,684	10,849,879	11,075,224	11,107,121	11,069,557

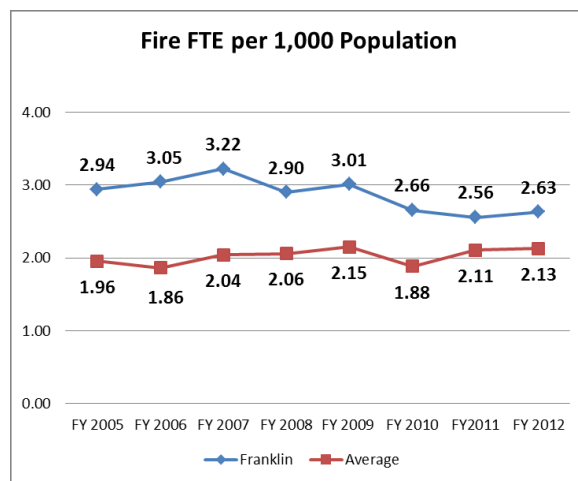
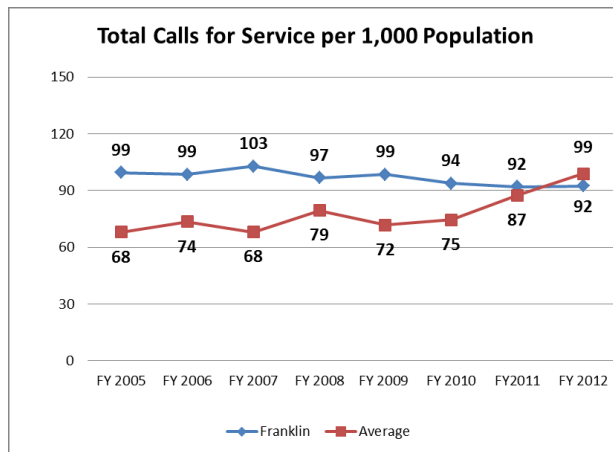
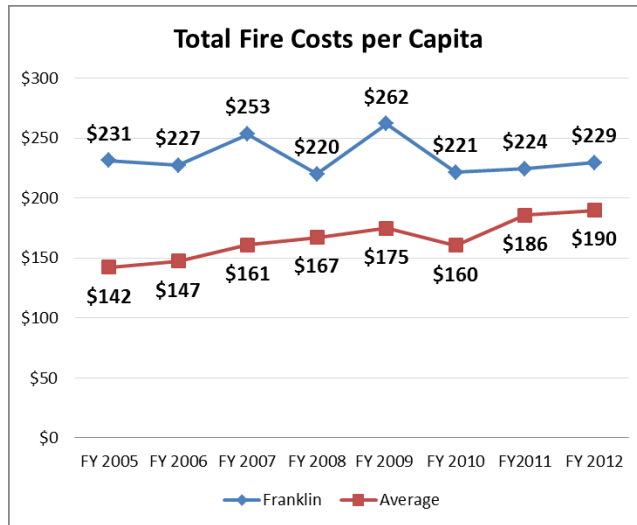
OPERATIONS						
82100	Transportation Services	1,078	1,621	2,900	1,550	2,300
82200	Operating Services	87,827	93,808	86,690	101,550	119,800
82300	Notices Subscriptions Publications	32,134	28,523	42,295	29,300	38,285
82400	Utilities	200,628	200,056	219,000	189,850	200,000
82500	Contractual Services	21,688	68,380	27,800	22,200	30,666
82600	Repair & Maintenance Services	267,544	332,756	320,600	253,000	320,000
82700	Employee Programs	21,129	31,126	40,950	25,500	43,220
82800	Professional Development/Travel	23,596	30,606	28,828	28,828	32,000
83100	Office Supplies	11,488	13,688	13,800	14,200	16,200
83200	Operating Supplies	91,428	144,585	164,900	157,550	178,650
83300	Fuel & Mileage	82,363	98,960	85,000	105,000	100,000
83500	Machinery & Equipment (<\$25,000)	146,541	324,180	285,269	252,385	237,710
83600	Repair & Maintenance Supplies	45,417	85,095	56,950	53,950	49,200
84000	Operational Units	31,051	10,322	8,000	10,000	40,000
85100	Property & Liability Costs	182,684	141,600	156,913	148,664	114,071
85200	Rentals	0	1,505	500	500	500
85300	Permits	2,139	3,756	3,926	0	10,850
85900	Other Business Expenses	(60)	38	0	0	0
86000	Debt Service and Lease Payments	0	0	56,302	17,628	29,024
TOTAL OPERATIONS		1,248,675	1,610,605	1,600,623	1,411,655	1,562,476

CAPITAL						
89500	Machinery & Equipment (>\$25,000)	24,853	116,107	75,000	75,000	100,000
TOTAL CAPITAL		24,853	116,107	75,000	75,000	100,000

TOTAL EXPENDITURES **12,475,212** **12,576,591** **12,750,847** **12,593,776** **12,732,033**



MTAS Benchmarking Program



**Note: Information from FY2012 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*



HISTORIC
F R A N K L I N
TENNESSEE



HISTORIC
FRANKLIN
TENNESSEE

FINANCE & ADMINISTRATION

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

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

Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2011 Comprehensive Annual Financial Report (21st year). [The 2012 report has been submitted for the award.]
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2013 budget document (5th year).
- Established Fuel Hedging initiative with Davidson County. City has saved over \$500,000 in its fuel costs between 2009 and 2012.
- Completed the 2012 annual audit with no findings.

Finance

Russell Truell, Assistant City Administrator

Mike Lowe, Comptroller

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

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

FINANCE DEPARTMENT PERFORMANCE MEASURES						
Measurement/Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Goal
1. To exceed the return on investments of the LGIP	3.75% average to LGIP's 1.61%	2.08% average to LGIP's .39%	1.79% average to LGIP's .22%	1.47% average to LGIP's .12%	1.40% average to LGIP's .14%	Exceed LGIP average by minimum 1%
2. To retain the City's Triple AAA rating (for consecutive months)	102 months since attained December 1999	114 months since attained December 1999	126 months since attained December 1999	138 months since attained December 1999	150 months since attained December 1999	162 months since attained December 1999
3. To have City's rating affirmed by multiple rating agencies (maximum = 3)	1	2	2	2	2	2
4. To achieve the GFOA Annual Report award for financial reporting annually	17th consecutive (for FY 2007)	18th consecutive (for FY 2008)	19th consecutive (for FY 2009)	20th consecutive (for FY 2010)	21st consecutive (for FY 2011)	22nd consecutive (for FY 2012)
5. To achieve the GFOA Budget Report award annually	1st award (for FY 2009 budget)	2nd award (for FY 2010 budget)	3rd award (for FY 2011 budget)	4th award (for FY 2012 budget)	5th award (for FY 2013 budget)	6th award (for FY 2014 budget)
6. To increase use of electronic payments for payroll (percent paid by ACH)	88%	91%	93%	97%	98%	98-100%
7. To increase use of electronic payments for AP (percent paid by ACH/EFT)	10%	18%	20%	22%	33%	40%



Sustainable Franklin

Four years ago, the Finance Department began utilizing GreenEmployee (formerly Employee Desk), software that allows employees to view their paystubs online, eliminating the need for paper stubs and envelopes. We have continued our efforts to encourage employees to use GreenEmployee. This continued effort has resulted in 374 employees utilizing GreenEmployee and a reduction of paper and envelopes by 57%!

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

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

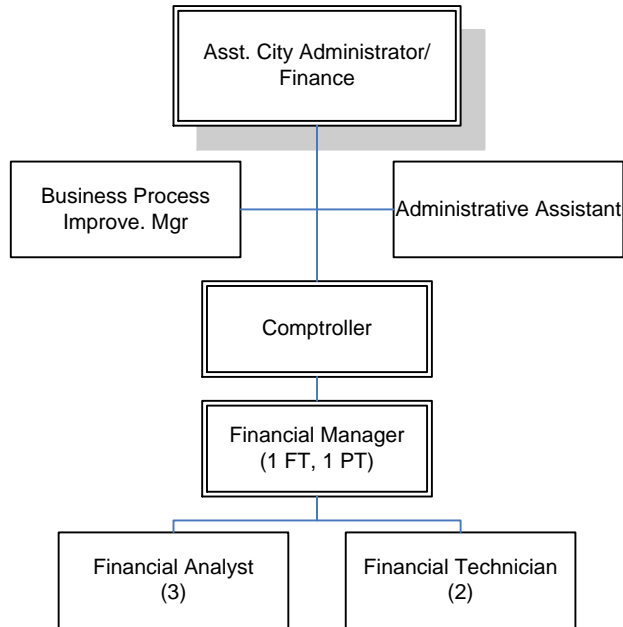
2013-2014 Outlook

Goals:

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

The Finance Department will continue to require ACH information for new vendors, allowing the further reduction of office supplies, postage and manpower. Along with this requirement, ACH remittances could be emailed rather than mailed. Doing this will increase savings on paper products and postage.

Organizational Chart



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

Staffing by Position

City of Franklin
2013-2014 Fiscal Year Budget
General Fund - Finance
Personnel by Position

Position	Pay Grade	FY 2013		Not Funded	FY 2014		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
ACA Finance	26	1	0	0	1	0	0
Comptroller	23	1	0	0	1	0	0
Business Process Improvement Mgr & City Court	21	0	0	0	1	0	0
Financial Manager	19	1	1	0	1	1	0
Financial Analyst	17	3	0	0	3	0	0
Financial Technician	12	2	0	0	2	0	0
Administrative Assistant	12	1	0	0	1	0	0
TOTALS		9	1	0	10	1	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification on creates new job title)
Business Process Improvement Mgr & City Court Clerk transferred from Revenue Mgmt					

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

Budget Notes/Objectives

Finance

Department Objectives:

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

Personnel:

The position of Business Process Improvement Manager & City Court Clerk is moving from Revenue Management to Finance.

Operations:

Operating costs are increased primarily due to the budgeting of a full year of investment advisory and financial advisory services.

Capital:

There are no capital costs proposed.

Green Employee Portal


Employee ID

Do you have a password?

No, I need to setup my password or reset my password.

Yes, I have a password:

Remember me on this computer [what's this?](#)



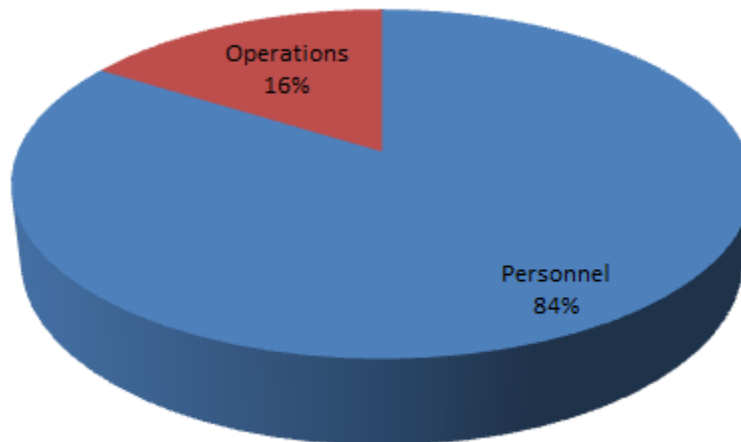
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TENNESSEE

General Fund Finance

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	523,050	511,965	503,686	525,808	571,587
81400 Employee Benefits	214,516	189,069	193,535	178,798	206,641
TOTAL PERSONNEL	737,566	701,034	697,221	704,606	778,228

OPERATIONS					
82100 Transportation Services	2,648	2,770	2,000	2,846	2,986
82200 Operating Services	1,719	1,916	1,750	1,180	1,245
82300 Notices Subscriptions Publications	6,719	4,052	3,100	4,095	4,435
82400 Utilities	3,650	3,835	3,800	3,915	3,930
82500 Contractual Services	2,224	32,674	10,000	26,065	27,425
82600 Repair & Maintenance Services	705	1,829	1,000	2,000	2,000
82700 Employee Programs	2,400	646	0	0	0
82800 Professional Development/Travel	8,256	11,537	10,370	10,370	14,145
83100 Office Supplies	5,586	5,650	4,700	6,946	4,900
83200 Operating Supplies	62	87	0	0	0
83300 Fuel & Mileage	0	127	0	0	0
83500 Machinery & Equipment (<\$25,000)	17,558	29,120	20,000	6,039	10,000
83600 Repair & Maintenance Supplies	248	118	450	42	0
85100 Property & Liability Costs	3,742	3,970	4,611	2,985	2,545
85300 Permits	400	400	0	0	0
85500 Financial Fees	43,489	77,486	68,000	69,799	76,000
85900 Other Business Expenses	0	220	0	0	0
TOTAL OPERATIONS	99,406	176,437	129,781	136,282	149,611

TOTAL EXPENDITURES	836,972	877,471	827,002	840,888	927,839
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Information Technology

Fred Banner, Director

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

Measurement / Goal	FY12	FY13	FY14
Number of ArcMap Licenses –GIS	70	80	90
Number of 800 MHz Radios (Motorola)	724	730	779
Number of Cell Phones (Verizon Wireless)	251	260	260
Number of Wireless Lines (Verizon Wireless)	427	435	480
Number of Active User Extensions –Phone System (Cisco Systems)	506	510	667
Number of Desktop Computers	410	500	525
Number of Laptops	227	300	315
Number of Servers	53(18)*	53(50)*	65(35)*
Help Desk / HelpStar Requests by Category:			
800 MHz Radios	114	120	140
Financial Applications	85	90	90
FIRE –Computer Technology	200	200	200
GIS	211	230	240
Hardware	330	350	450
Phones	375	350	400
Police – Computer Technology	690	700	650
Printers	162	161	200
Software	1270	1350	1400
Visions	5	10	10
Web Related	225	235	350

* physical servers of which virtual are in ().

Stats / Zone Summary for 800 MHz System: From January 1, 2010 to January 1, 2011	
Total Active Calls: Jan.1,2012 to Jan.1, 2013	1,296,156
Duration:	4,887:37:25 (hours/minutes/seconds)
Total Push to Talks:	2,868,220
Average Voice Call Duration:	0:00:14 (seconds)



Sustainable Franklin

The IT Department continues to promote “Green” by targeting approximately 400 computers to be a part of the Energy Savings Group. These workstations are scheduled to shut down nightly at 9 pm. They do not come back on unless the user powers them on. The department continues to participate in “server virtualization.” Virtualization is a method of partitioning a single physical server into multiple servers. In 2013 we reduced fifteen servers to one and plan to continue this process in 2014.

Our department began recycling wireless phones with e-Cycle instead of selling them on GovDeals. This company partners with Verizon Wireless. Retired phones retain sensitive data and they also contain toxic materials. Not only will the City continue to recover financial value (\$1700 for 142 devices in 2012) from obsolete devices, we will be protecting sensitive data from unintended exposure and also help protect the environment from electronic waste since all material sent to e-Cycle is recycled.

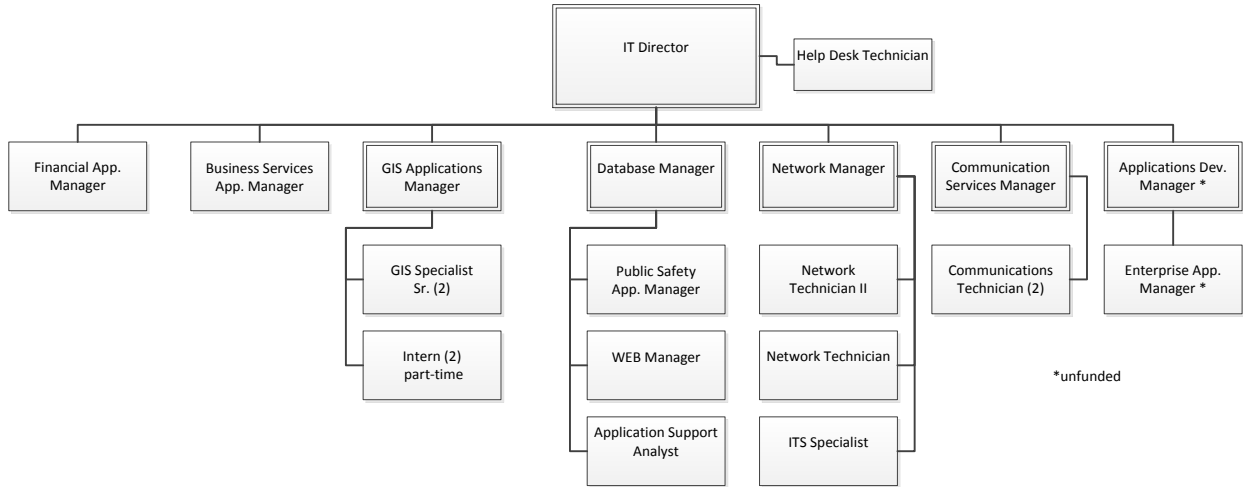
All of our retired computer hardware is picked up by a local recycle facility. Disk drives are shredded and the remaining hardware is broken down. If the components can be reused to build another computer system, these units are donated to Boys and Girls Clubs in Tennessee. Recently, this entity has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

Department Objectives:

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

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

Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - IT
 Personnel by Position

Position	Pay Grade	FY 2013			FY 2014		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
MIT Director	24	1	0	0	1	0	0
Applications Development Manager	22	1	0	1	1	0	1
Database Manager	22	1	0	0	1	0	0
Communications Services Manager	21	1	0	0	1	0	0
Database Adm/Webmaster	21	1	0	0	1	0	0
GIS Applications Manager	21	1	0	0	1	0	0
Financial Applications Manager	21	1	0	0	1	0	0
Business Services Applications Manager	20	1	0	0	1	0	0
Enterprise Applications Manager	20	1	0	1	1	0	1
Network Manager	20	1	0	0	1	0	0
Public Safety Applications Manager	20	1	0	0	1	0	0
GIS Specialist Sr	19	2	0	0	2	0	0
Network Technician II	18	1	0	0	1	0	0
ITS Specialist	17	0	0	0	1	0	0
Communications Technician	16	2	0	0	2	0	0
Network Technician	16	1	0	0	1	0	0
Application Support Analyst	16	1	0	0	1	0	0
Help Desk Technician	13	1	0	0	1	0	0
Intern	---	0	2	0	0	2	0
TOTALS		19	2	2	20	2	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)
Enterprise Applications Manager - Not funded					
Applications Development Manager - Not funded					
Add ITS Specialist (Trsf from TOC)					

Budget Notes/Objectives

Information Technology

Personnel:

We are in the process of redefining our organizational structure. Until that has been approved by City Management, we are recommending no changes at present except adding an ITS Specialist.

Operations:

Maintenance costs continue to increase in part due to the new software we are implementing. Annual maintenance for existing software systems average 10% to 20% increases each year.

Microsoft has increased their Enterprise Application software fee which requires us to pay an additional \$273,143 in 2014. This is a one-time charge only. Our annual maintenance for the EA will be \$101,500 annually for the next three years up from \$76,000.

Another operational area request is \$50,000 to “build out” an IT room at the Police Building for our Telecommunication group. We now have three assigned to that building and need a common work space area which is currently available. This estimate is based on input from Brad Wilson

Capital:

For 2014 our hardware capital (over \$25,000) request is for \$275,000 for fiber equipment to finish the fiber loop for the City. This will connect the remaining City facilities with the exception of Fire Station #4 which is tied to a TOC project. Quotes we received to have a third party complete this for us average \$340,000. Using what equipment we now possess along with this request, we will maintain all fiber for the City including repairs and new installations.

We need to replace some of our outdated computer hardware for our Disaster Recovery site at Fire Station #6 and the Police Building server room at a cost of \$76,000. When we established the DR site we used some existing equipment that now must be replaced.

For our software capital (over \$25,000), we need to update our VOIP (voice over internet protocol) phone system software. We have not had an update since it was installed in 2004. This request is for \$50,000.

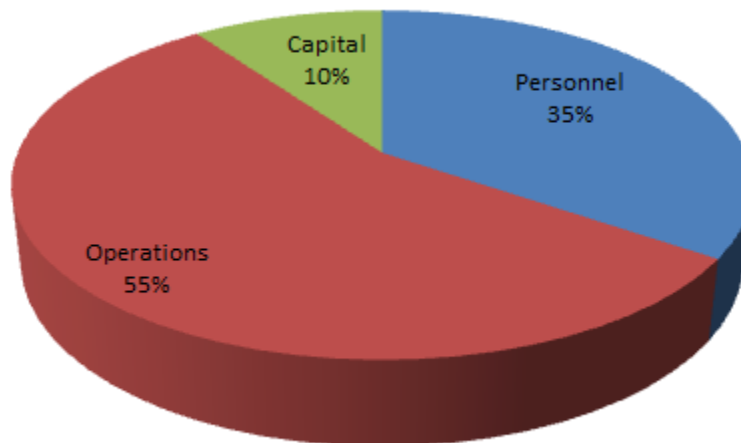
General Fund Information Technology

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	802,634	990,479	1,004,469	999,000	1,104,846
81400 Employee Benefits	311,166	289,319	315,734	325,678	343,510
TOTAL PERSONNEL	1,113,800	1,279,798	1,320,203	1,324,678	1,448,356

OPERATIONS					
82100 Transportation Services	1,076	951	3,610	3,620	3,670
82200 Operating Services	404	454	520	860	720
82300 Notices Subscriptions Publications	2,148	1,493	3,710	3,710	3,720
82400 Utilities	60,057	61,386	85,800	75,110	76,660
82500 Contractual Services	632,027	946,270	1,239,350	1,067,050	1,509,000
82600 Repair & Maintenance Services	18,207	15,551	13,200	23,500	83,500
82700 Employee Programs	976	1,964	6,500	1,500	12,500
82800 Professional Development/Travel	22,348	13,745	65,000	67,000	70,000
83100 Office Supplies	4,846	6,632	7,000	7,400	8,400
83200 Operating Supplies	56	85	1,700	200	400
83300 Fuel & Mileage	1,860	1,993	2,210	3,000	5,500
83500 Machinery & Equipment (<\$25,000)	34,797	139,745	128,670	101,200	96,300
83600 Repair & Maintenance Supplies	2,198	3,638	2,800	4,700	4,200
85100 Property & Liability Costs	6,669	7,075	8,216	20,600	25,425
85200 Rentals	506	1,612	1,200	1,200	1,200
85900 Other Business Expenses	15	22	1,030	300	300
86000 Debt Service and Lease Payments	128,541	139,252	128,540	282,191	334,166
TOTAL OPERATIONS	916,731	1,341,868	1,699,056	1,663,141	2,235,661

CAPITAL					
89500 Machinery & Equipment (>\$25,000)	32,494	39,847	45,000	38,215	401,000
TOTAL CAPITAL	32,494	39,847	45,000	38,215	401,000

TOTAL EXPENDITURES	2,063,025	2,661,513	3,064,259	3,026,034	4,085,017
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Purchasing Office

Brian Wilcox, Purchasing Manager

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

Measure		Actual FY2012	Projected FY2013	Proposed FY2014
Number per year of formal procurement solicitations ¹² processed by the Purchasing Office		27	25	25
Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations ¹² processed by the Purchasing Office		88	90	90
Number and value of purchasing card transactions processed (by fiscal year), and value of City's rebate earned for total spend, net of credits (by calendar year)		17,426	18,800	19,000
		\$5,096,480	\$5,800,000	\$6,000,000
		\$37,449	\$54,997	\$57,000
Average number of calendar days (from receipt of card request to receipt of delivered card) for...	... purchasing card	6	6	6
	... fleet fuel pin number	1	1	1
	... fleet fuel vehicle card	5	5	5
Number and value of proceeds (before fee paid by City for electronic auction services) from electronic auctions of surplus personal property, and fee paid by City for electronic auction services		76	40	60
		\$207,129.50	\$100,000	\$150,000
		\$15,552.27	\$7,500	\$11,250

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

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



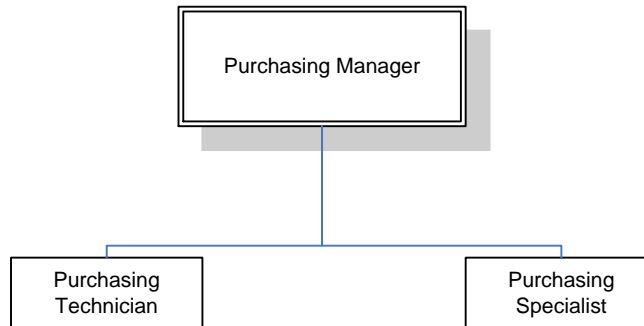
Sustainable Franklin

1. To promote the responsible stewardship of the City’s financial and environmental resources, the City of Franklin Purchasing Office encourages its client departments of the City to consider the life-cycle cost and environmental implications of their product selections. For example, in addition to purchase price, consider:
 - Operational and maintenance costs
 - Residual value
 - Disposal costs
 - The time value of money
 - Recycled content
 - Energy and/or fuel efficiency
 - Whether it comes with minimal and recyclable packaging
 - Whether it is readily reusable and/or refillable
 - Whether it is readily recyclable
 - Whether it is less or non-toxic both during and after its service life

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

2. Promote practice of the adage, “Reduce, reuse, recycle.” Within the context of disposal of the City’s surplus personal property (e.g., vehicles, equipment, furniture), the Purchasing Office first seeks to reallocate such surplus property to another department or office of the City that has need for it. Most surplus property for which no department or office of the City has further need but which has any value is sold by means of electronic auction and thus is at least temporarily diverted from the waste stream and landfill disposal.
3. For the economical and eco-friendly disposal of used ink cartridges for table-top printers, copiers and fax machines, the Purchasing Office promotes the use of a collection and reuse service offered by one of the City’s office supplies vendors.
4. The Purchasing Office turns off all of its office lights whenever the office is empty for more than a few minutes.

Organizational Chart



Staffing by Position

**City of Franklin
2013-2014 Fiscal Year Budget
General Fund - Purchasing
Personnel by Position**

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
Purchasing Manager	21	1	0	1	0
Purchasing Specialist	14	1	0	1	0
Purchasing Technician	12	1	0	1	0
	TOTALS	3	0	3	0

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

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Purchasing Manager	21	Yes	5 yrs	CPP0 within 2 yrs if not an MPA
Purchasing Specialist	14	Preferred	3 yrs	CPPB within 4 yrs
Purchasing Technician	12	No	2 yrs	No

Budget Notes/Objectives

Purchasing

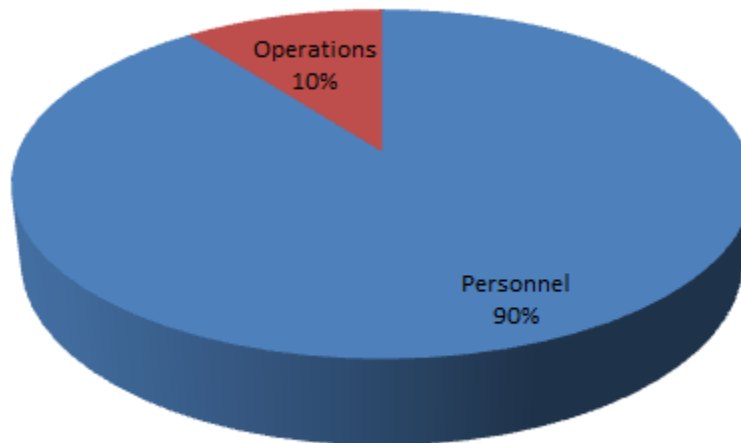
The Purchasing Office budget request for FY2014 anticipates:

- No funding for the purchase or acquisition of a license to use purchasing software.
For the last few years, the Purchasing Office has been considering the options available from the private sector to automate some of the purchasing functions including:
 - Online requisition entry, online routing of approval and online status inquiries
 - Online vendor registration
 - Automated notification and distribution of procurement solicitations, both formal and informal, to vendors who have registered their interest in doing business with the City of Franklin and/or local government generally, by subject
 - Acceptance of online submittals in response to procurement solicitations, both formal and informal
 - Ability to conduct online reverse auctions

Up until recently, while Purchasing has been aware of systems that offer some or all of these features, these systems have been relatively expensive, especially given the City's current volume of need. More recently, Purchasing has become aware of some low or no-cost options available on the marketplace that may meet some of the aspirations listed above. Therefore, no money is being requested in the FY2014 budget for purchasing software.

General Fund Purchasing

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	92,576	100,662	134,247	120,130	135,071
81400 Employee Benefits	41,797	47,963	46,991	44,594	48,383
TOTAL PERSONNEL	134,373	148,625	181,238	164,724	183,454
OPERATIONS					
82100 Transportation Services	22	34	50	50	50
82200 Operating Services	228	212	225	400	400
82300 Notices Subscriptions Publications	2,136	2,278	3,185	3,008	3,035
82400 Utilities	426	483	770	550	770
82500 Contractual Services	0	68	20,100	100	100
82800 Professional Development/Travel	1,491	1,676	11,175	4,707	12,365
83100 Office Supplies	305	307	920	720	950
83200 Operating Supplies	5	0	100	100	100
83300 Fuel & Mileage	0	0	300	300	300
83500 Machinery & Equipment (<\$25,000)	1,042	2,262	2,000	500	2,000
85100 Property & Liability Costs	748	794	922	629	1,274
TOTAL OPERATIONS	6,403	8,114	39,747	11,064	21,344
TOTAL EXPENDITURES	140,776	156,739	220,985	175,788	204,798



Court

Steve Sims, Business Process Improvement Manager & City Court Clerk

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

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

Performance Measures:

The court implemented a customer feedback tool in FY 2013. Customers can now respond with comment cards and we are soliciting feedback to improve performance. This will be moved to an online tool in FY 2014. Data will be gathered to improve our operations.

Goal: Deliver customer oriented quality service

	FY 11 Actual	FY 12 Actual	FY 13 Goal	FY 13 Projected	FY 14 Proposed
Deploy tool for online payments	NA	NA	NA	NO	YES
Customer feedback tool deployed and responding within 2 business days 100% of the time to those needing responses	NA	NA	NA	100%	100%

This is a satisfaction measure. This metric will expand to a Customer Satisfaction Measure as data is developed and the measurement tool is enhanced.

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

	FY 11 Actual	FY 12 Actual	FY 13 Goal	FY 13 Projected	FY 14 Proposed
Citations Processed per Employee (<i>per month</i>)	434	375	400	375	400

This measures efficiency. The drop in performance for the FY 13 Projected is due to the reduction in the number of citations issued and received by the court. The FY 14 Proposed assumes citations issued by the PD will return to more historical levels.

Goal: Collect the monies owed the City of Franklin by taking actions to pursue obligations in accordance with State and City requirements.

	FY 11 Actual	FY 12 Actual	FY 13 Goal	FY 13 Projected	FY 14 Proposed
Actions taken due to citations not satisfied (% that Meet Follow Up Criteria)	Data Not Available (DNA)	DNA	NA	95%	95%

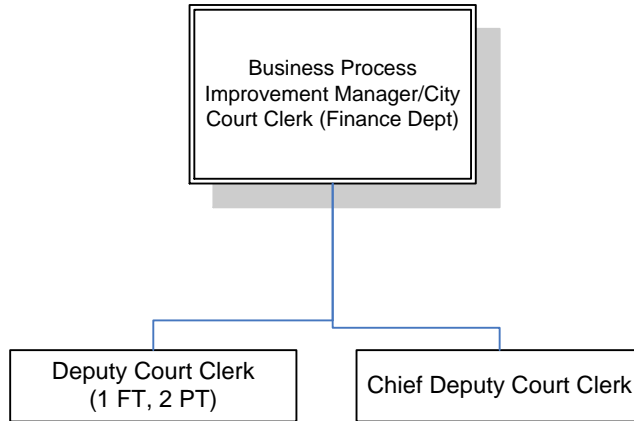
This measures effectiveness. Prior year data is not available due to deficiencies in the prior court case management software. The goal is being established without benchmarks or comparisons but as a target for attainment. Although we cannot require payment, we can ensure that we take actions to encourage payment of monies due. Those actions include notification to the State Dept. of Safety to suspend their driving privileges and/or transfer to the collections agent. During FY 2013, the Court transferred past due accounts to a Collections Agent. Collections success will be measured and included on internal metrics.



Sustainable Franklin

- Reduce our traffic impact by deploying tools to allow customer choice for payments; we have seen success as about 20% of all court revenues come from customers choosing to pay by phone with a credit/debit card. This payment method continues to grow and in March saw 23.9% of monies received be paid remotely. The change in software this year will allow us to deploy an online payment application in FY 2014.
- Reduce reliance on paper by deploying tools targeted at reducing the amount of stored citations; success as we are now deploying OnBase for satisfied citations. It is desired to expand this in the future to allow electronic transmittal of citations from the Police Department to improve accuracy and timeliness.
- Reduce amount of paper mail generated by City staff by deploying tools aimed at use of electronic applications for conducting business. We submit about 400 documents monthly to the State and all but a few reports are submitted electronically.

Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Court
 Personnel by Position

Position	Pay	FY 2013		FY 2014	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Chief Deputy Court Clerk	12	1	0	1	0
Deputy Court Clerk	10	1	2	1	2
TOTAL		2	2	2	2

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

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

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives

Court

Personnel:

This budget reflects no change in personnel and includes part-time support to meet fluctuations in workload resulting from changes in the number of citations issued by the Police Department. Part time personnel allow us more flexibility in meeting workload fluctuations.

Operations:

Operating costs are decreasing from FY 2013 budgeted to FY 2014 budgeted due to change in accounting for fees paid to the State as offset by some programmatic increases. We implemented a new court case management software which allows better audit controls and accounting for operations. These fees collected on behalf of the State are now shown as a liability to revenue instead of an operating expense. However, this resulted in a reduction to reported revenue. Those fees were budgeted at \$75,000. The FY 2014 proposed budget includes the replacement of the current multifunction device.

Capital:

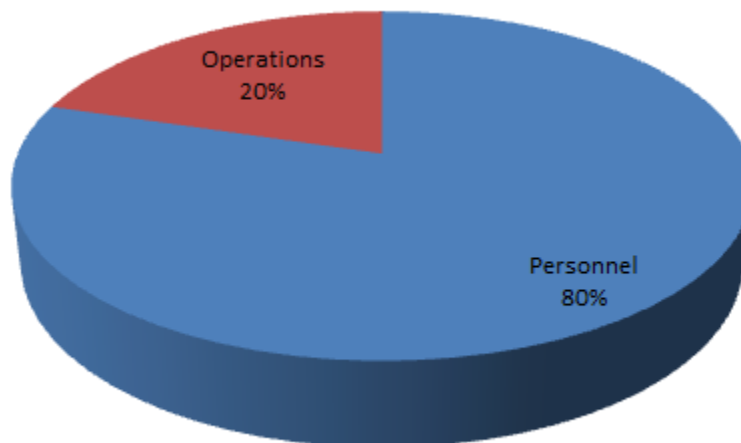
No capital costs are budgeted in FY 2014.

General Fund Court

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	107,396	114,044	110,775	112,958	126,336
81200 Officials Fees	26,160	26,160	26,160	26,160	26,160
81400 Employee Benefits	63,653	50,259	51,908	53,005	47,530
TOTAL PERSONNEL	197,209	190,463	188,843	192,123	200,026

OPERATIONS					
82100 Transportation Services	9,589	11,842	10,500	10,500	11,000
82200 Operating Services	76	76	2,500	2,900	3,100
82300 Notices Subscriptions Publications	247	341	575	575	575
82400 Utilities	575	615	585	600	600
82500 Contractual Services	8	36	4,050	1,000	16,240
82600 Repair & Maintenance Services	0	238	1,100	1,200	0
82800 Professional Development/Travel	695	460	1,440	1,390	3,340
83100 Office Supplies	3,665	6,998	4,650	4,500	4,500
83200 Operating Supplies	227	220	150	180	180
83300 Fuel & Mileage	328	592	300	300	300
83500 Machinery & Equipment (<\$25,000)	867	2,544	3,200	8,000	0
85100 Property & Liability Costs	2,152	2,294	2,664	1,817	1,406
85300 Permits	27,957	62,776	75,000	0	0
85500 Financial Fees	3,980	2,472	6,000	6,000	6,500
86000 Debt Service and Lease Payments	0	0	0	0	3,108
TOTAL OPERATIONS	50,366	91,504	112,714	38,962	50,849

TOTAL EXPENDITURES	247,575	281,967	301,557	231,085	250,875
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Sanitation & Environmental Services

Rebecca Caldwell, Director

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

The four (4) divisions of the Sanitation & Environmental Services Department include: (1) Administration, (2) Collection, (3) Disposal and (4) Recycling.

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

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

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

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

In addition, we will account for different types of collection services through the accounting to assist with future planning and budgeting.

Measurement/Goal	FY08	FY09	FY10	FY11	FY 12 (projected)
Residential Trash Collected	25,743 tons	22,246 tons	21,401 tons	21,960 tons	17,936 tons
Commercial Trash Collected	9,285 tons	7,418 tons	7,269 tons	7,784 tons	8,022 tons
Trash from private haulers	48,020 tons	42,667 tons	37,695 tons	35,805 tons	29,472 tons
Trash Diverted from Landfill	1,553 tons	1,812 tons	3,047 tons	4,260 tons	6,040 tons
Tons collected per 1000 population	446 tons	397 tons	369 tons	354 tons	289 tons

BOPAE Collections (as of February 29, 2012)

Batteries	NA	NA	7,135 lbs	6,763 lbs	9,341 lbs
Oil	NA	NA	459 gallons	955 gallons	576 gallons
Paint	NA	NA	33,160 lbs	180,864 lbs	142,684 lbs
Anti-Freeze	NA	NA	NA	300 gallons	651 gallons
Electronics	NA	NA	76,095 lbs	190,860 lbs	216,820 lbs



Sustainable Franklin

- We are approaching the end of year 3, in our approved 3-year pilot program for curbside recycling. Our average participation and diversion continue to increase.
- We continue marketing our commercial cardboard recycling services to businesses throughout Franklin.
- Brush and white goods recycling continue to be part of our daily operations.
- We applied for grant monies to assist with building a permanent Household Hazardous Waste (HHW) drop-off facility. We plan to introduce the addition of drop-off service for household hazardous wastes into our BOPAE site, based on receipt of the grant from the Tennessee Department of Environment and Conservation (TDEC).
- Most all City departments now participate, as customers, in weekly recycling services.
- We continue contributing to the compost operations in our Street Department, as all brown bags collected curbside are delivered to the Lula Lane site, where they are processed into compost.
- We will begin using routing software to assist in daily operations for routing efficiencies associated with conservation of time and fuel.
- The BOPAE (Batteries, Oil, Paint, Anti-freeze and Electronics) drop-off area continues to be a popular service for residents in our City, as well as Williamson County. We will propose to open this service one (1) Saturday each month, from 8:00am until noon, as part of the FY 2014 budget.
- We received the first customers with cooking oil, for recycling, in November 2012. We expect this service, as part of our BOPAE collection, to increase over time.

2013-2014 Outlook

Overall, the increase in this budget request is accounted for through adding personnel, training, and capital from our estimated expenses in the FY 2013 budget.

Administration

In the *Administration Division* we are considering two (2) options for additional staffing. Option 1 is to add one (1) full-time Public Education Coordinator and one (1) full-time Safety Coordinator to this division. The purpose of these two (2) additions is for assisting in functions associated with educating others about our services, attending special events, promoting our commercial services, assessing safety hazards and training for safety topics associated with all functions of our daily operations. Option 2 is to fund the Assistant Sanitation & Environmental Services Director position.

As we have done since FY2010, all utilities are consolidated in this division.

The grant monies and additional expenses associated with construction of a permanent Household Hazardous Waste (HHW) facility are budgeted in this division. TDEC grant monies, in addition to a \$100,000 commitment from Williamson County, supplement the \$100,000 budgeted for the design and construction phases of this project.

Collection

The *Collection Division*, of our Sanitation & Environmental Services Department, provides services to approximately 19,000 households each week. Our fleet of side loaders, rear loaders, mini packers and knuckle boom trucks collects waste in 90-gallon rollout containers, small yard waste in biodegradable paper bags, brush, bulky items and white goods (appliances, hot water heaters, etc...) left curbside. We continue providing commercial dumpster services using the front-end loading trucks, as often as five (5) times each week. Additionally, we offer dumpsters to residents for special projects associated with spring cleaning and re-modeling.

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

In the personnel category there are no changes in this budget proposal.

This budget request includes automatic vehicle locators (AVL) for all units in our fleet. The IT Department is in the process of establishing service and the cost associated with this application. We want to introduce AVL equipment to all units beginning with our trucks assigned one (1) person on a daily basis.

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

We include monies to purchase additional Big Belly units for our downtown area, in this budget request. Big Belly compacting units allow us to replace open top containers and assist in reducing the number of services needed to provide collection in our downtown corridor.

Implementation of the routing software will increase our efficiencies, help reduce fuel costs and decrease the time spent on each collection route. Over time, we can use historic data to make decisions directly related to our daily operations, including future planning, addition of new routes and efficiencies as new developments are completed.

Disposal

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

Nearing the middle of the first year of our agreement with Bi-County Solid Waste, for hauling and disposal of waste from our transfer station, this budget request reflects the deletion of one (1) unfunded Tractor-Trailer Driver with no additional personnel changes.

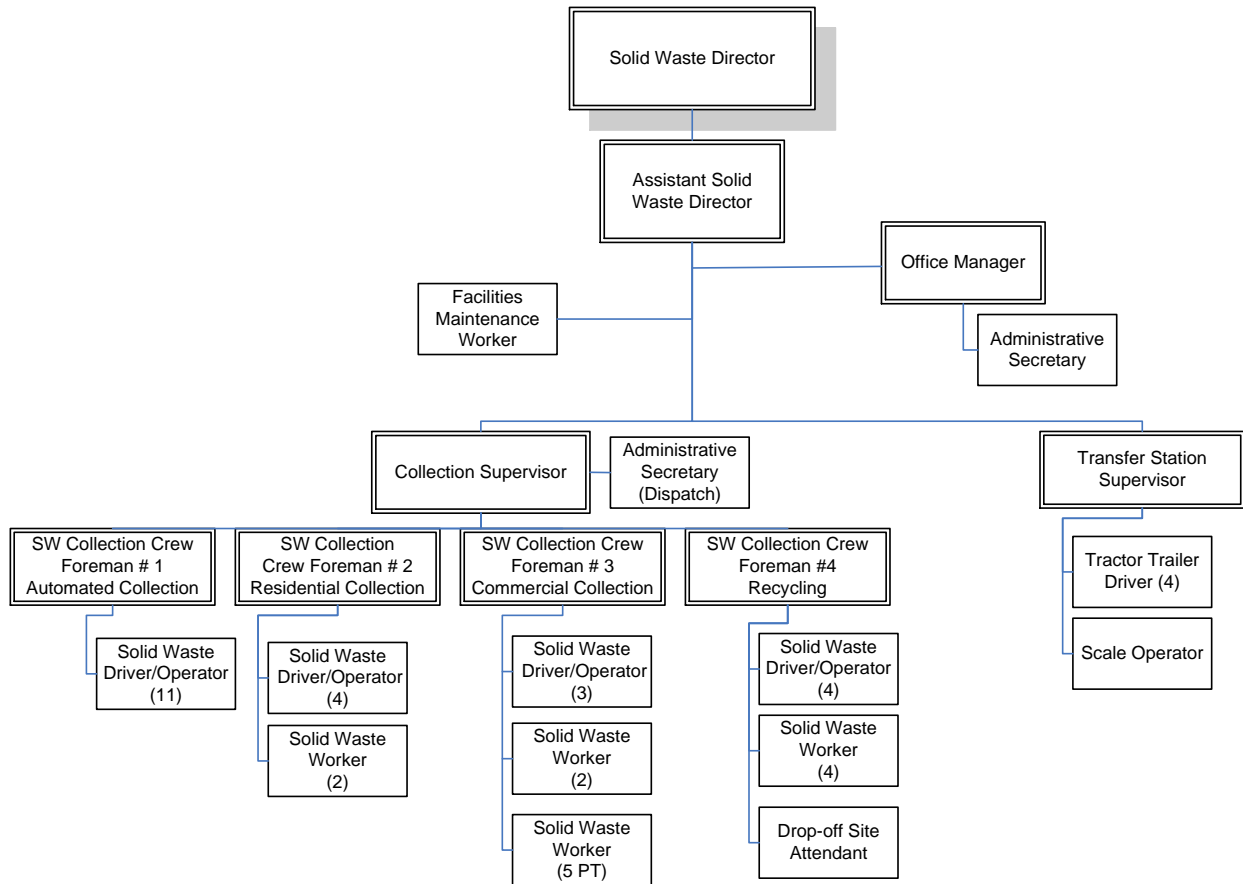
The capital requested in this division includes the addition of one (1) heavy-duty backhoe for use inside our transfer station.

Recycling

When we first introduced the recycling program, we set the goals at 15% diversion and 15% participation. Participation and diversion figures are based on our actual productivity and compare our residential collection services and tonnage directly with the same statistics from our blue bag program collection. At the end of year one, we averaged 12% diversion with 40% average participation. In year two, FY2012, the average diversion was 15% with average participation totaling 47%. The goal for the FY2013 budget was 18% diversion and an average of 50% participation.



Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 Special Revenue Fund - Sanitation & Environmental Services
 Personnel by Position

Sanitation & Environmental Services-Administration

Position	Pay	FY 2013		Not Funded	FY 2014		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Solid Waste Director	24	1	0	0	1	0	0
Assistant Solid Waste Director	22	1	0	1	1	0	0
Office Manager	16	1	0	0	1	0	0
Administrative Assistant	12	0	0	0	0	0	0
Administrative Secretary	10	1	0	0	1	0	0
Facilities Maintenance Worker	10	1	0	0	1	0	0
Totals		5	0	1	5	0	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Asst Solid Waste Director - Fund					



Staffing by Position (continued)

Sanitation & Environmental Services-Collection

Position	Pay	FY 2013		Not Funded	FY 2014		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Solid Waste Supervisor	17	1	0	0	1	0	0
Solid Waste Crew Foreman	14	4	0	0	4	0	0
Solid Waste Truck Driver/Operator	11	21	0	0	21	0	0
Administrative Secretary (Dispatch)	10	1	0	0	1	0	0
Solid Waste Worker	10	6	4	0	6	4	0
Drop-off Site Attendant	TBD	1	0	0	1	0	0
Refuse Collector	6	0	0	0	0	0	0
Totals		34	4	0	34	4	0

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

Sanitation & Environmental Services-Disposal

Position	Pay	FY 2013		Not Funded	FY 2014		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Transfer Station Supervisor	17	1	0	0	1	0	0
Tractor-Trailer Driver	12	5	0	1	4	0	0
Scale Operator	9	1	0	0	1	0	0
Totals		7	0	1	6	0	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Removed Unfunded Tractor-Trailer Driver					

Sanitation & Environmental Services-Recycling

Position	Pay Grade	FY 2013		Not Funded	FY 2014		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
Solid Waste Driver/Operator	11	1	0	0	1	0	0
Solid Waste Worker	10	2	0	0	2	0	0
Solid Waste Worker (Part-time)	10	0	1	0	0	1	0
Totals		3	1	0	3	1	0

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

Budget Notes/Objectives

Sanitation & Environmental Services Fund

Revenue:

There will be no increase in residential rates in the FY2014 budget. We continue striving to find more efficient operating methods to allow us to continue providing a high level service without increasing the monthly service fee to our customers. We promote our blue bag recycling program through public education, recycle white goods and brush as well as brown yard waste bags collected curbside.

Personnel:

We will decide between Option 1 and Option 2 for additional Administration Division personnel. We propose to delete the one (1) Tractor-Trailer Driver position unfunded in the FY2013 budget.

Operations:

July 1, 2013 marks the end of our 3-year pilot curbside recycling service. We continue to provide curbside recycling services to our residential customers and plan to continue this service unless otherwise advised. Bi-County Solid Waste continues to exceed our original expectations of our agreement for hauling and disposal. Pending receipt of grant monies we will begin design and construction of a permanent HHW drop-off facility adjacent to the existing Sanitation & Environmental Services administrative and operations at the City Municipal Services Complex.

Capital:

We are requesting replacement of one (1) knuckleboom truck, one (1) container delivery truck and two (2) side loading trucks with the addition of one (1) split-body rear loader in our Collection Division. In the Disposal Division we request for the addition of one (1) heavy-duty backhoe for daily operations.

Sanitation & Environmental Services Fund

Revenue and Summary

(Divisions are shown on following pages)

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
33350 FEMA/TEMA GRANTS (FED/STATE)	101,184	0	0	0	0
33430 COMMUNITY ENHANCEMENT GRANT (STA	0	0	0	0	55,000
33610 SOLID WASTE GRANT (STATE)	0	0	350,000	0	350,000
33650 SPECIAL EVENT GRANT RECOVERIES	0	0	10,000	0	0
34410 SOLID WASTE DISPOSAL	4,149,194	4,334,914	4,395,000	4,363,800	4,473,800
34420 TIPPING FEES	2,455,044	2,443,774	2,725,000	2,323,100	2,373,100
34430 CARDBOARD RECYCLING	5,900	7,300	6,500	9,000	9,000
34440 BUCK A BAG PROGRAM	2,480	2,354	2,000	2,500	2,500
36150 LEASE PROCEEDS	34,169	0	0	0	0
36700 SALE OF WASTE CONTAINERS	33,741	43,017	41,200	58,200	58,200
36705 LEASE OF WASTE CONTAINERS	18,591	25,605	23,700	30,300	30,300
36800 SALE OF SURPLUS ASSETS	160,801	478,864	41,200	27,000	60,000
37100 TRANSFER FROM GENERAL FUND	1,508,605	1,314,772	916,747	663,890	508,148
37900 MISCELLANEOUS OTHER REVENUE	8,209	31,051	36,050	21,700	21,700
Total Available Funds	8,477,918	8,681,651	8,547,397	7,499,490	7,941,748
Personnel					
81100 Salaries & Wages	2,022,013	2,036,584	1,918,438	1,935,588	1,956,196
81400 Benefits	1,033,353	1,014,204	951,985	974,814	880,022
TOTAL PERSONNEL	3,055,366	3,050,788	2,870,423	2,910,402	2,836,217
OPERATIONS					
82100 Transportation Services	3,535	2,231	2,445	2,528	2,840
82200 Operating Services	1,673,786	1,355,436	2,094,790	1,320,859	1,579,050
82300 Notices Subscriptions Publications	22,611	13,711	20,915	23,863	28,750
82400 Utilities	1,123,154	1,311,980	1,193,546	1,068,682	1,040,750
82500 Contractual Services	1,236	1,236	0	0	0
82600 Repair & Maintenance Services	388,197	412,201	203,300	262,911	245,000
82700 Employee Programs	3,020	4,500	6,800	3,200	19,750
82800 Professional Development/Travel	3,494	2,784	12,000	3,201	13,700
83100 Office Supplies	10,504	10,140	12,000	10,636	12,000
83200 Operating Supplies	65,522	124,528	111,485	93,044	117,950
83300 Fuel & Mileage	499,690	534,708	261,000	244,522	269,500
83500 Machinery & Equipment (<\$25,000)	20,921	36,167	76,256	96,710	32,620
83600 Repair & Maintenance Supplies	73,738	50,700	37,520	50,803	52,250
84000 Operational Units	252,010	171,593	195,942	183,819	185,000
85100 Property & Liability Costs	57,708	75,016	64,281	58,325	68,589
85200 Rentals	869	2,137	1,750	3,378	5,000
85300 Permits	1,650	1,672	3,500	3,500	3,500
85500 Financial Fees	12,869	8,734	7,500	10,147	8,500
86000 Debt Service and Lease Payments	96,732	95,409	92,137	41,106	375,963
88000 Transfers to Other Funds	532,022	543,116	559,807	564,407	569,819
TOTAL OPERATIONS	4,843,268	4,757,999	4,956,974	4,045,641	4,630,531
CAPITAL					
89200 Buildings	0	0	275,000	25,000	450,000
89500 Machinery & Equipment (>\$25,000)	579,284	872,864	445,000	518,447	25,000
TOTAL CAPITAL	579,284	872,864	720,000	543,447	475,000
TOTAL EXPENDITURES	8,477,918	8,681,651	8,547,397	7,499,490	7,941,748
TOTAL UNALLOCATED FUNDS	0	0	0	0	(0)

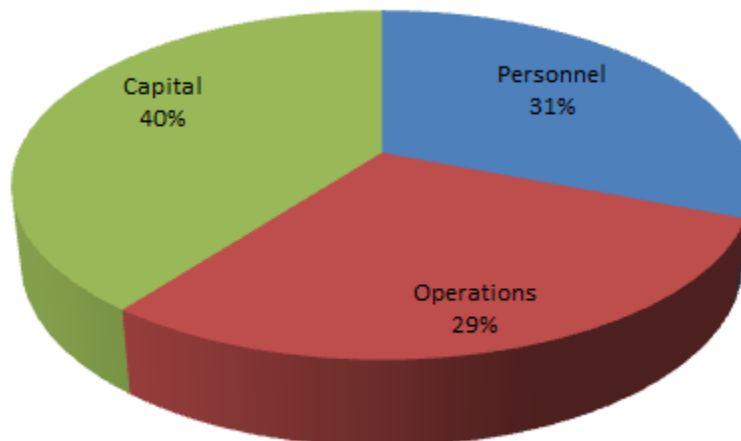
Sanitation & Environmental Services Fund Administration

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	173,741	213,587	197,415	210,500	259,051
81400 Employee Benefits	84,328	100,133	92,608	95,465	92,371
TOTAL PERSONNEL	258,069	313,720	290,023	305,965	351,423

OPERATIONS					
82100 Transportation Services	104	89	200	200	200
82200 Operating Services	30	7	350	444	350
82300 Notices Subscriptions Publications	4,197	796	3,150	2,950	3,700
82400 Utilities	33,913	42,607	34,326	34,742	32,000
82600 Repair & Maintenance Services	4,544	50,708	27,500	21,217	38,000
82700 Employee Programs	0	0	0	0	9,000
82800 Professional Development/Travel	2,479	687	5,000	2,000	6,400
83100 Office Supplies	3,446	3,020	3,500	3,198	3,500
83200 Operating Supplies	1,095	1,175	1,750	1,650	2,250
83300 Fuel & Mileage	1,834	2,410	2,500	5,614	4,500
83500 Machinery & Equipment (<\$25,000)	11,129	5,412	12,280	44,250	15,750
83600 Repair & Maintenance Supplies	624	3,691	3,750	12,687	13,500
84000 Operational Units	252,010	171,593	195,942	183,819	185,000
85100 Property & Liability Costs	3,269	4,218	4,027	3,333	20,368
85200 Rentals	0	771	1,000	0	0
86000 Debt Service and Lease Payments	13,094	13,092	9,820	9,820	0
TOTAL OPERATIONS	331,768	300,276	305,095	325,924	334,518

CAPITAL					
89200 Buildings	0	0	0	0	450,000
89500 Machinery & Equipment (>\$25,000)	34,169	0	0	0	0
TOTAL CAPITAL	34,169	0	0	0	450,000

TOTAL EXPENDITURES	624,006	613,996	595,118	631,889	1,135,941
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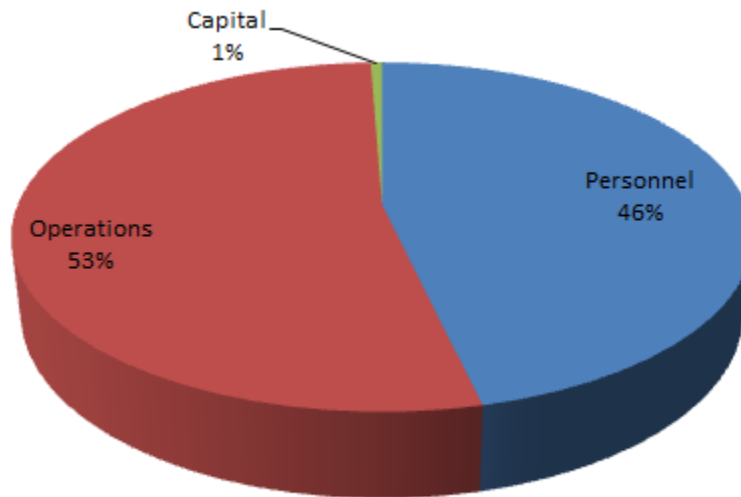
Sanitation & Environmental Services Fund Collection

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	1,171,540	1,267,085	1,345,879	1,372,344	1,334,294
81400 Employee Benefits	654,432	656,446	676,738	682,973	635,219
TOTAL PERSONNEL	1,825,972	1,923,531	2,022,617	2,055,317	1,969,512

OPERATIONS					
82100 Transportation Services	1,003	1,558	1,420	1,507	1,690
82200 Operating Services	12,465	9,610	11,000	7,913	75,000
82300 Notices Subscriptions Publications	6,112	1,707	4,500	6,605	7,600
82400 Utilities	1,081,034	1,265,929	1,158,300	1,033,274	1,008,500
82600 Repair & Maintenance Services	158,761	97,628	138,000	141,096	141,000
82700 Employee Programs	1,020	1,000	1,800	1,200	7,750
82800 Professional Development/Travel	567	2,097	4,500	250	3,350
83100 Office Supplies	4,687	4,148	5,000	3,388	5,250
83200 Operating Supplies	51,248	107,583	96,450	79,151	96,700
83300 Fuel & Mileage	186,638	219,525	200,000	174,564	200,000
83500 Machinery & Equipment (<\$25,000)	11,705	29,448	55,976	49,460	13,870
83600 Repair & Maintenance Supplies	23,377	29,311	22,500	28,036	26,000
85100 Property & Liability Costs	30,016	45,520	32,061	29,918	28,699
85200 Rentals	0	455	0	0	0
85300 Permits	0	22	0	0	0
85500 Financial Fees	12,869	8,734	7,500	10,147	8,500
86000 Debt Service and Lease Payments	0	0	0	0	344,677
88000 Transfers to Other Funds	266,011	271,558	279,904	282,204	284,910
TOTAL OPERATIONS	1,847,513	2,095,833	2,018,911	1,848,713	2,253,496

CAPITAL					
89200 Buildings	0	0	250,000	0	0
89500 Machinery & Equipment (>\$25,000)	441,115	419,334	445,000	518,447	25,000
TOTAL CAPITAL	441,115	419,334	695,000	518,447	25,000

TOTAL EXPENDITURES	4,114,600	4,438,698	4,736,528	4,422,477	4,248,008
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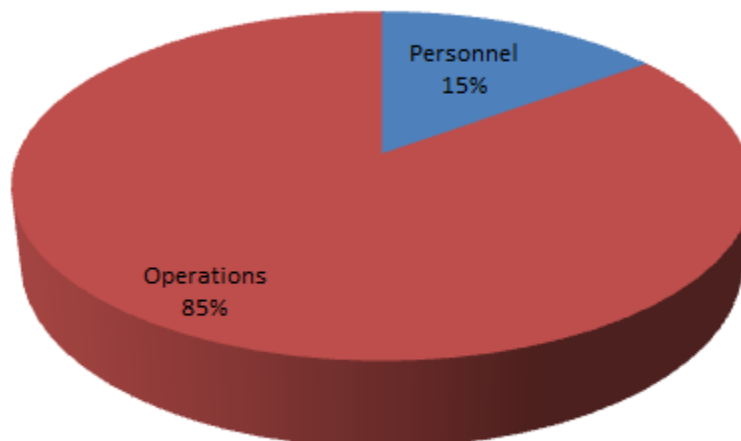
Sanitation & Environmental Services Fund Disposal

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	569,265	441,996	255,206	228,556	242,044
81400 Employee Benefits	253,241	183,625	114,919	134,134	98,813
TOTAL PERSONNEL	822,506	625,621	370,125	362,690	340,857

OPERATIONS					
82100 Transportation Services	1,730	584	825	778	900
82200 Operating Services	1,660,438	1,345,623	2,082,190	1,311,752	1,502,450
82300 Notices Subscriptions Publications	76	3,401	265	1,450	1,450
82400 Utilities	8,207	3,444	920	666	250
82500 Contractual Services	1,236	1,236	0	0	0
82600 Repair & Maintenance Services	217,505	252,646	33,800	82,968	51,000
82700 Employee Programs	1,000	1,750	3,000	0	1,000
82800 Professional Development/Travel	179	0	0	0	1,450
83100 Office Supplies	2,338	2,692	3,250	3,800	3,000
83200 Operating Supplies	8,105	12,649	10,285	8,040	10,000
83300 Fuel & Mileage	299,577	292,568	38,500	42,930	45,000
83500 Machinery & Equipment (<\$25,000)	(1,913)	1,307	8,000	3,000	3,000
83600 Repair & Maintenance Supplies	49,299	17,698	11,270	9,882	12,500
85100 Property & Liability Costs	22,127	22,842	25,364	22,560	18,796
85200 Rentals	869	911	750	3,378	5,000
85300 Permits	1,650	1,650	3,500	3,500	3,500
88000 Transfers to Other Funds	266,011	271,558	279,903	282,203	284,909
TOTAL OPERATIONS	2,538,434	2,232,559	2,501,822	1,776,907	1,944,205

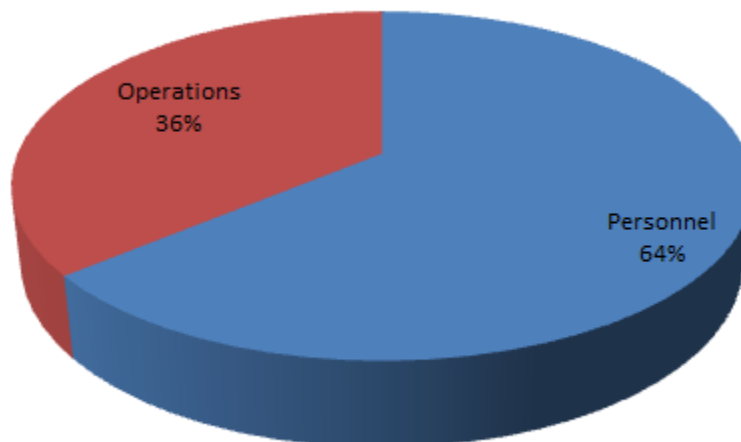
CAPITAL					
89200 Buildings	0	0	25,000	25,000	0
89500 Machinery & Equipment (>\$25,000)	104,000	453,530	0	0	0
TOTAL CAPITAL	104,000	453,530	25,000	25,000	0

TOTAL EXPENDITURES	3,464,940	3,311,710	2,896,947	2,164,597	2,285,062
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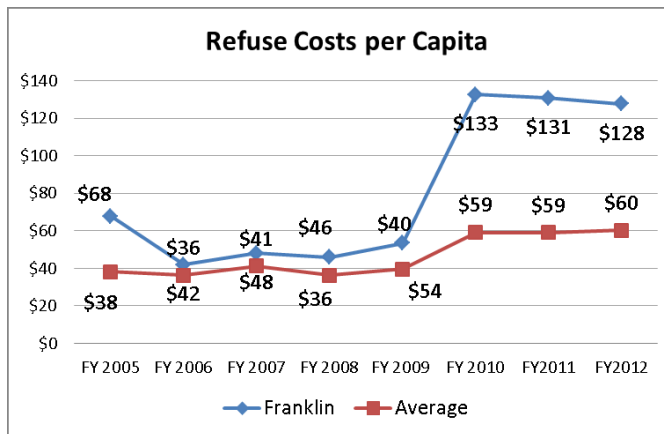
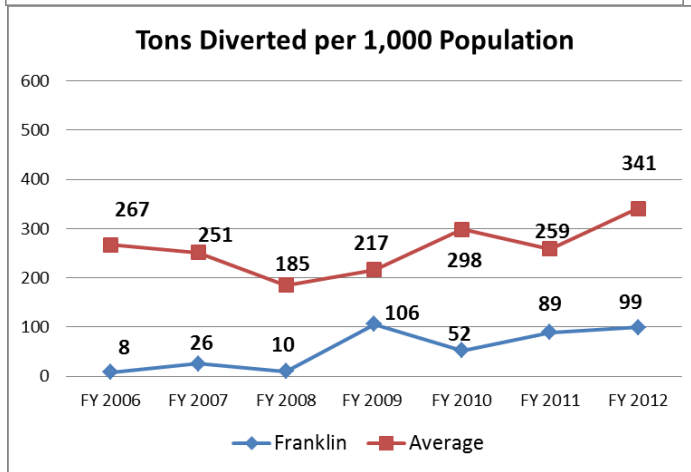
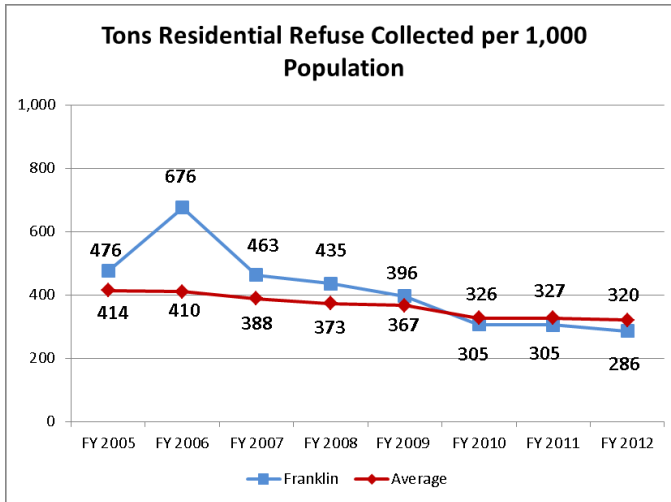


Sanitation & Environmental Services Fund Recycling

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	107,467	113,916	119,938	124,188	120,807
81400 Employee Benefits	41,352	74,000	67,720	62,242	53,619
TOTAL PERSONNEL	148,819	187,916	187,658	186,430	174,426
OPERATIONS					
82100 Transportation Services	698	0	0	43	50
82200 Operating Services	853	196	1,250	750	1,250
82300 Notices Subscriptions Publications	12,226	7,807	13,000	12,858	16,000
82600 Repair & Maintenance Services	7,387	11,219	4,000	17,630	15,000
82700 Employee Programs	1,000	1,750	2,000	2,000	2,000
82800 Professional Development/Travel	269	0	2,500	951	2,500
83100 Office Supplies	33	280	250	250	250
83200 Operating Supplies	5,074	3,121	3,000	4,203	9,000
83300 Fuel & Mileage	11,641	20,205	20,000	21,414	20,000
83600 Repair & Maintenance Supplies	438	0	0	198	250
85100 Property & Liability Costs	2,296	2,436	2,829	2,514	726
86000 Debt Service and Lease Payments	83,638	82,317	82,317	31,286	31,286
TOTAL OPERATIONS	125,553	129,331	131,146	94,097	98,312
TOTAL EXPENDITURES	274,372	317,247	318,804	280,527	272,738



MTAS Benchmarking Program



**Note: Information from FY2012 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

Transit System

Debbie Henry, Executive Director

FRANKLIN TRANSIT – FY 2013-14 BUDGET

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

OPERATIONAL:

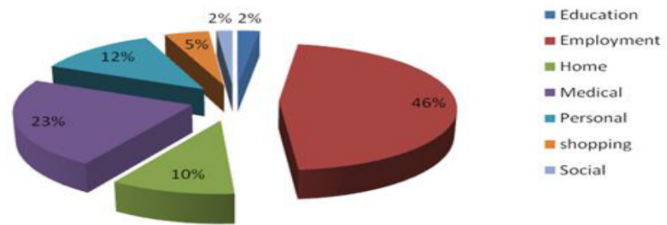
- **21% Ridership Increase System-wide (FY 12-13)**
 - More people are relying on transit; cost effective changes and service expansion currently provides transit to over 90% of Franklin's population
- **30% increase in TODD Ridership (FY 12-13)**

46% of Annual Trips - Employment

transporting Franklin citizens back and forth to work within the City of Franklin –minimum 36 leading employers:
Aetna, CompuPay, Ford Motor Credit, Health Tech Holdings, HCA, IRS, Jackson Life, Kroger's, Macys, Maxor Pharmacy, Nissan North America, Publix, Puckett's, Target, Video Gaming Technologies, etc.

23% of Annual Trips – Medical

Franklin Transit Authority
Average Jan 12-13



CAPITAL:

Replacement of Aging Vehicles

- + Capital Grant Funding
- + Federal Transit Fleet Safety

Niche Market Service Growth:

- Training Program for Special Needs **School to Work Program**
- **Twilight TODD** partnership with DFA - Brewfest; Wine Down Main Street; Vintage Affair; Holly Trolley Event; New Year's Eve 2012, etc..

PLANNING-GROWTH/ECONOMIC DEVELOPMENT FY 13-14:

- **Management of Transit Study for Cool Springs Impact Area (contract with consultant)**

COOL SPRINGS TRANSIT IMPACT AREA



- **GOAL OF STUDY** to determine the extent of a purpose and need for an integrated multimodal transportation network in the Cool Springs area, including but not limited to:

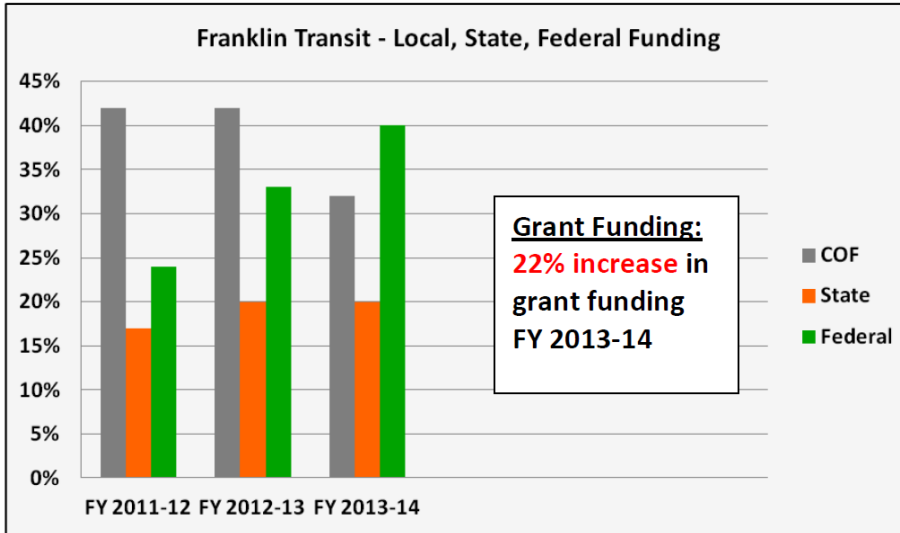
- 1) Transit circulator system,
- 2) Fixed route and express bus service connectivity,
- 3) Park and ride facilities,
- 4) Ridesharing (vanpooling and carpooling);
- 5) Pedestrian system as integrated components.

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

Budget Notes/Objectives

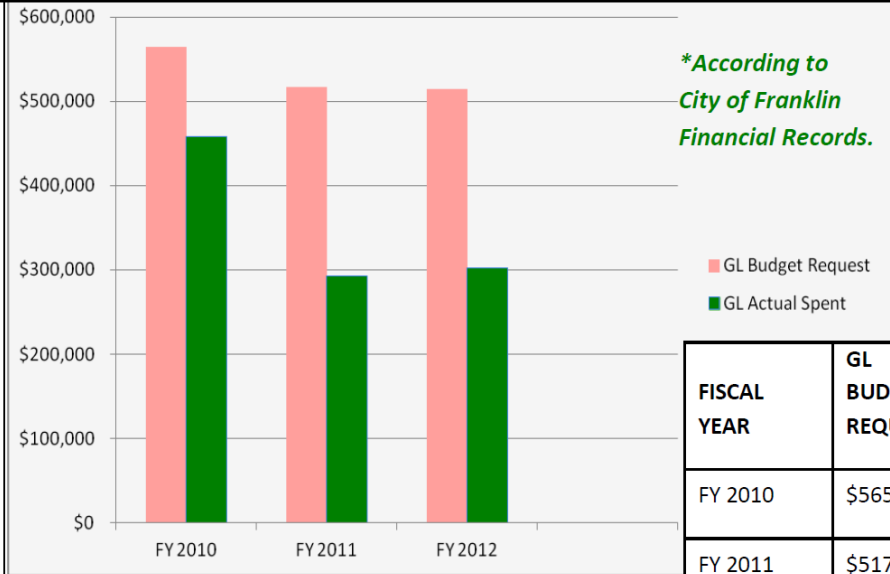
Transit Fund

Requesting slightly more (from \$463,092 in 2013 to \$499,400 in 2014) from City of Franklin General Fund in Fiscal Year 2013-13.



Financial: To date funding available to the Franklin Transit Authority in active grants/contracts with the Federal Transit Administration and TDOT are secured.

FRANKLIN TRANSIT – CITY OF FRANKLIN GENERAL FUND HISTORY (Past 3 years) Budget Request vs. Actual*



FISCAL YEAR	GL BUDGET REQUEST	ACTUAL GL FUND \$\$ TRANSFERRED IN ACCT.*
FY 2010	\$565,000	\$457,842
FY 2011	\$517,100	\$292,414
FY 2012	\$515,000	\$301,688

Transit System Fund

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
33520 TRANSIT OPERATIONS GRANT (FEDERAL)	449,512	743,012	652,723	652,723	823,950
33530 TRANSIT CAPITAL GRANT (FED/STATE)	299,940	137,752	50,400	50,400	106,600
33953 FEDERAL ARRA # 3	0	0	0	0	0
33954 FEDERAL ARRA # 4	127,451	5,119	0	0	0
34500 TRANSIT FARES	64,594	78,861	74,500	74,500	88,000
36100 INTEREST INCOME	5,930	17,742	8,100	8,100	8,400
36500 RENT - CITY HALL & OTHERS	9,733	9,800	9,700	9,700	9,700
36800 SALE OF SURPLUS ASSETS	1,717	0	7,500	7,500	7,500
37100 TRANSFER FROM GENERAL FUND	292,414	301,688	463,092	463,092	499,400
Total Available Funds	1,251,291	1,293,974	1,266,015	1,266,015	1,543,550
OPERATIONS					
82100 Transportation Services	50	0	0	0	0
83500 Machinery & Equipment (<\$25,000)	0	51,871	0	0	0
84000 Operational Units	1,195,752	1,133,730	1,210,015	1,210,015	1,423,550
TOTAL OPERATIONS	1,195,802	1,185,601	1,210,015	1,210,015	1,423,550
CAPITAL					
89500 Machinery & Equipment (>\$25,000)	55,489	108,373	56,000	56,000	120,000
TOTAL CAPITAL	55,489	108,373	56,000	56,000	120,000
TOTAL EXPENDITURES	1,251,291	1,293,974	1,266,015	1,266,015	1,543,550
TOTAL UNALLOCATED FUNDS	0	0	0	0	0





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:

- Engineering Excellence Award for Intelligent Transportation System Project
- Parks Department received Pioneer Athletics “Field of Excellence” award
- Parks Department received TRPA “Excellence in Parks and Recreation Award” for Audio Cell Phone Tour
- Top 10 List for Historic Preservation (Preservation Network)
- Second Most Business Friendly City in the State (Beacon Center)
- Pinkerton Park named #1 Park in Williamson County (*Southern Exposure* and *FranklinIs.com*)



Building and Neighborhood Services

Chris Bridgewater, Director

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin through the permitting and inspection of construction codes (including plumbing, mechanical, and electrical disciplines), property maintenance codes, and the City of Franklin Municipal Code and Zoning Ordinance. The department has multiple responsibilities including: plan review, issuing permits (construction, sign, and tree removal), inspections, property maintenance, administration of the Community Development Block Grant program, and enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance. There are three divisions within this department: 1) Development Services and Zoning, 2) Neighborhood Services, and 3) Construction Permitting and Inspections.

Measurement/Goal	CY10	CY11	CY12	CY13 (Year to Date)
Number of Construction Inspections	16311	20,924	29,215	3959
Construction Inspection Trend	+6%	+28%	+40%	+16%
Avg. Inspections Per Day/Inspector	10	14	21	16
Days Workload above Maximum Recommended (12-15 Insp./day) {Bldg/Elect}	53 / 3	130 / 44	221 / 116	7 / 17
Plan Reviews Conducted	2819	3792	3781	849
Permits Issued	5863	8078	8225	1193
Department Revenue				
Department Revenue	\$725,549	\$1,318,725	\$1,617,066	\$868,112
Department Expenditures				
Department Expenditures	\$1,857,183	\$1,852,196	\$2,319,070	\$1,849,960
Service Request Response Time				
Total Requests Received	673	713	238	110
Average Days to Inspection	9	8	4	4
Average Days to Resolution	19	15	25	10
Property Maintenance Violation Resolution Times				
Total Property Maintenance Violations	594	274	114	61
Average Resolution Time (in days)	51	19	25	10



Sustainable Franklin

The Building and Neighborhood Services Department recycles paper, plastic bottles, and toner cartridges. An electronic plan review system has been implemented, and many of these record documents are now being archived electronically. Most of the filing cabinets in BNS have become obsolete as documents are being scanned into OnBase electronically. As vehicles are being purchased, types are selected that are much more fuel efficient.

2013-2014 Outlook

Cost Control Measure(s)

With the increases in construction activity, Building and Neighborhood Services is adding personnel to continue to provide the same level of service. Two positions will not be filled immediately, but will be on ‘standby’ to determine if the construction activity increases through the peak months of the summer. The funding for these positions is calculated from November onward. BNS will continue to emphasize training and team-building to meet the workloads by providing a flexible and capable team able to absorb peak loads. As additional applications are made available to customers online in Hansen 8/Infor, some efficiencies will be realized.

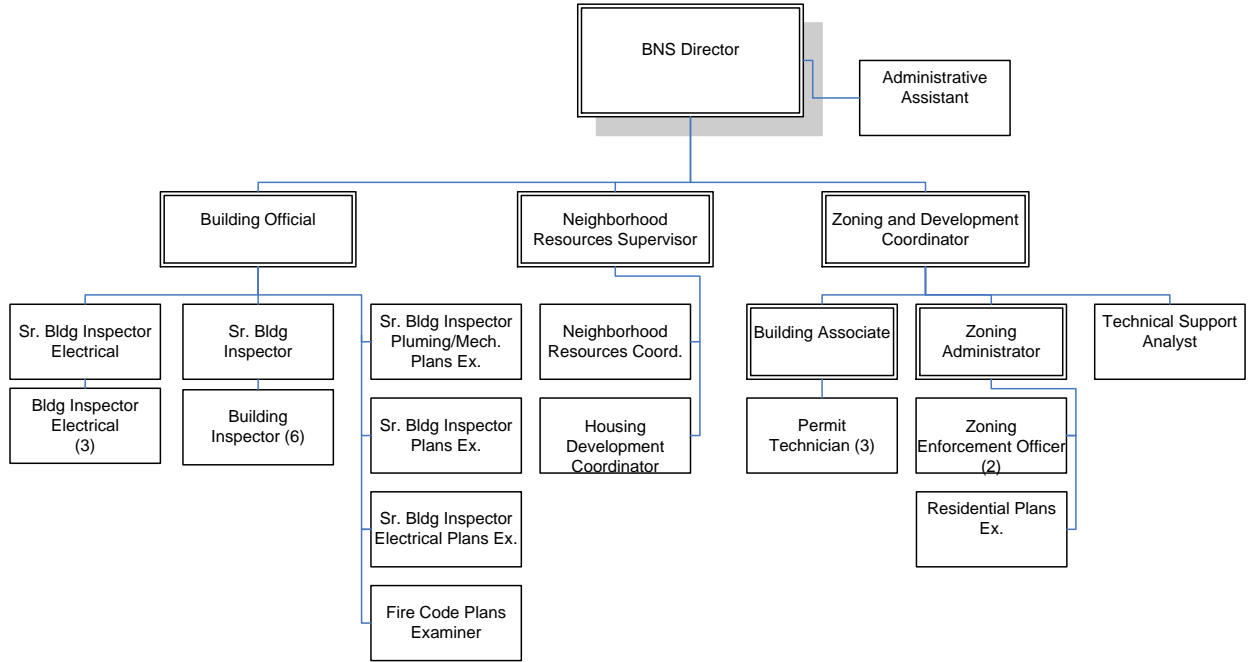
Department Goals

BNS is continuing to improve utilization of newly deployed software packages, Hansen 8/Infor and IDT. Using these two technologies and electronic payment methods, BNS will offer online applications for many processes. BNS is reviewing workflows and identifying efficiencies that can be gained in conjunction with deploying these software packages. With substantial completion of the City wireless network, BNS will utilize electronic devices in the field to gather information about projects and transmit inspection results to permit holders in real-time.

The focus this year will be on team building and customer service. ICMA has a Local Government Customer Service workshop that can be taught here for up to fifty personnel. Other training opportunities that focus on giving personnel additional tools for working with the public will be sought out.

In order to reduce bottlenecks in the Zoning section level of service, additional personnel are approved to relieve the Zoning Administrator of enforcement and construction inspection duties, and allow more focus on plan review and customer service issues.

Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Building & Neighborhood Services
 Personnel by Position

Position	HR	Pay	FY 2013			FY 2014		
	Code	Grade	Full-Time	Part-Time	Unfunded	Full-Time	Part-Time	Unfunded
Bldg & Neighborhood Svcs Director	1106	24	1	0	0	1	0	0
Building Official	1118	22	1	0	0	1	0	0
Zoning & Development Coordinator	1115	20	1	0	0	1	0	0
Neighborhood Resources Supervisor	1117	18	1	0	0	1	0	0
Sr Building Inspector	1111	18	1	0	0	1	0	0
Sr Building Inspector/Electrical	1111E	18	1	0	0	1	0	0
Housing Development Coordinator	1122	17	1	0	0	1	0	0
Building Inspector-Plans Ex Sr	1113	17	1	0	0	1	0	0
Building Inspector-Electrical Plans Ex Sr	1119	17	1	0	0	1	0	0
Building Inspector-Plumbing/Mech Plans Ex Sr	1107	17	1	0	0	1	0	0
Fire Code Plans Examiner	1422	17	1	0	0	1	0	0
Residential Plans Ex	TBD	17	1	0	1	1	0	0
Zoning Administrator	1114	17	1	0	0	1	0	0
Building Inspector-Electrical	1102E	16	3	0	0	3	0	0
Building Associate	1101	16	1	0	0	1	0	0
Building Inspector	1102	16	5	0	0	6	0	0
Technical Support Analyst	2006	15	0	0	0	1	0	0
Combination Inspector, Grade 1	TBD	TBD	0	0	0	0	0	0
Combination Inspector, Grade 2	TBD	TBD	0	0	0	0	0	0
Zoning Enforcement Officer	TBD	TBD	1	0	0	2	0	0
Signs/Design Standards Administrator	1116	14	1	0	0	0	0	0
Neighborhood Resources Coordinator	1110	12	1	0	0	1	0	0
Permit Technician	0015	12	4	0	0	3	0	0
Administrative Assistant	0016	12	1	0	0	1	0	0
		TOTALS	30	0	1	31	0	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Fund Residential Plans Examiner and reclassify to include review of historical and flood zoning issues. Title changed from Residential and Energy Plans Ex.					
Add 1 Building Inspector (DOH Nov)					
Reclassify 1 Signs/Design Standards Admin to 1 Zoning Enforcement Officer					
Reclassify 1 Permit Tech to 1 Technical Support Analyst					
Reclassify Zoning Administrator to include supervisor duties					

Budget Notes/Objectives

Building & Neighborhood Services

Personnel

- The Residential Plans Examiner (Historic/Flood) is approved to be funded this year. With the increase in workload, reviewing residential plans will be shifted from the Building Official, and this position will also be assigned duties for plans examination and inspection for the Flood and Historic Overlays. This will require changes to the job description.
- An additional Building Inspector position is requested in anticipation of further increases to workloads in the coming year. It is unknown how much of an increase will occur, and this position is approved to be activated as needed.
- Comparing inspection peak workloads to 2012 (+16%), addition of an inspector position will reduce days above maximum workload to 102 and 84 (Building and Electrical inspections, respectively)
- A Permit Tech position is approved to be reclassified as a Technical Support Analyst. This position will provide in-house tech support for the IDT plan review software and the Hansen 8/Infor software, as well as managing deployment of new technology within BNS. This position will still provide direct support to the Permitting section.
- There are two existing Zoning Enforcement Officers that administer Signs and General Zoning violations.
- Reclassification of Zoning Administrator job description to include supervisory duties.

Operations

BNS has approved increases in the following areas:

- Adoption of the 2012 ICC Code cycle to increase uniformity with the State and surrounding communities. This would allow contractors to work in the Middle Tennessee area and use the same nationally recognized, minimum construction codes. The expense is in purchasing code books for the entire staff.
- Replacement of an aging copier. Copier has experienced mechanical failures several times this year.
- ICMA Local Government Customer Service Workshop
- Housing Study
- The cellular bill is significantly increased to account for both phones for new personnel and to pay fees on the wireless cards for field inspector laptops.

Grant Programs

- Funding a Housing Study is approved as the first step in developing a long-term strategy by the Housing Commission.

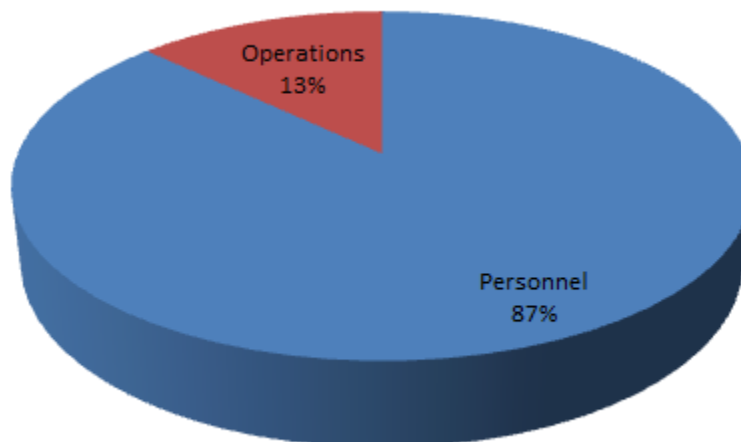
General Fund Building & Neighborhood Services

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	1,177,614	1,268,025	1,374,947	1,260,000	1,393,857
81400	Employee Benefits	529,925	508,612	545,044	522,693	559,366
TOTAL PERSONNEL		1,707,539	1,776,637	1,919,991	1,782,693	1,953,224

OPERATIONS						
82100	Transportation Services	3,635	2,208	2,960	2,453	3,048
82200	Operating Services	2,155	3,286	2,350	3,400	3,415
82300	Notices Subscriptions Publications	8,776	10,108	15,127	8,790	25,634
82400	Utilities	14,354	14,845	13,650	22,742	25,876
82500	Contractual Services	13,914	18,916	8,200	73,447	73,646
82600	Repair & Maintenance Services	9,568	8,574	11,330	12,550	15,548
82700	Employee Programs	1,426	1,207	3,000	3,400	3,478
82800	Professional Development/Travel	7,007	7,292	12,955	12,008	9,028
83100	Office Supplies	7,515	8,830	7,750	9,836	10,395
83200	Operating Supplies	3,228	3,719	5,870	5,160	5,369
83300	Fuel & Mileage	21,086	25,399	22,000	22,011	22,757
83500	Machinery & Equipment (<\$25,000)	4,249	23,227	57,830	80,804	19,300
83600	Repair & Maintenance Supplies	0	86	200	1,917	3,800
84000	Operational Units	34,756	40,340	1,079,470	1,632	45,436
85100	Property & Liability Costs	23,570	26,535	30,698	27,417	10,141
85200	Rentals	1,558	0	0	0	0
85300	Permits	24	76	250	250	250
85900	Other Business Expenses	0	(13,157)	0	0	0
86000	Debt Service and Lease Payments	0	0	7,000	0	13,972
87000	Appropriations	4,950	0	0	0	0
TOTAL OPERATIONS		161,771	181,491	1,280,640	287,817	291,093

CAPITAL						
89100	Land	0	360,942	0	726,960	0
TOTAL CAPITAL		0	360,942	0	726,960	0

TOTAL EXPENDITURES		1,869,310	2,319,070	3,200,631	2,797,470	2,244,317
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Planning and Sustainability

Vernon Gerth, Assistant City Administrator

Catherine Powers, Director

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

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

Measures	2010	2011	2012
Net Acreage Changes	0	0	5.56
Base Zoning Changes			
Acreage Zoned Due to Annexation	0	0	5.56
Acreage Rezoned	218.72	6.19	245.2
Development Process Approval Measures			
Concept Plans	17	1	0
Regulating Plans	8	7	3
Development Plans	0	0	18
Site Plans	55	61	32
Plats	37	42	43
Fees Collected	\$60,708	\$54,716	\$107,170.55
Residential Approvals			
Total Units	756	4	1,033



Sustainable Franklin

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

1. Provide leadership for sustainable effort within the City organization, in the Community, and throughout the region.
2. Support the efforts of the Sustainability Commission and the approval of the 2013 Sustainability Action Plan.
3. Participate in the newly established TVA Sustainable Communities Program.
4. Support City efforts to reduce street light costs and improve lighting quality throughout the community.
5. Pursue additional opportunities for the City to host renewable energy projects.
6. Provide assistance with implementation of the Greenways and Trails Master Plan.
7. Pursue funding opportunities and partnerships that are appropriate for the City as they arise.
8. Continue to pursue technologies and conservation efforts to reduce municipal utility costs.
9. Assist in the implementation of the TDOT Litter Reduction Grant to increase participation in the Blue Bag recycling program and also for the removal of debris from the Harpeth River.

2013-2014 Outlook

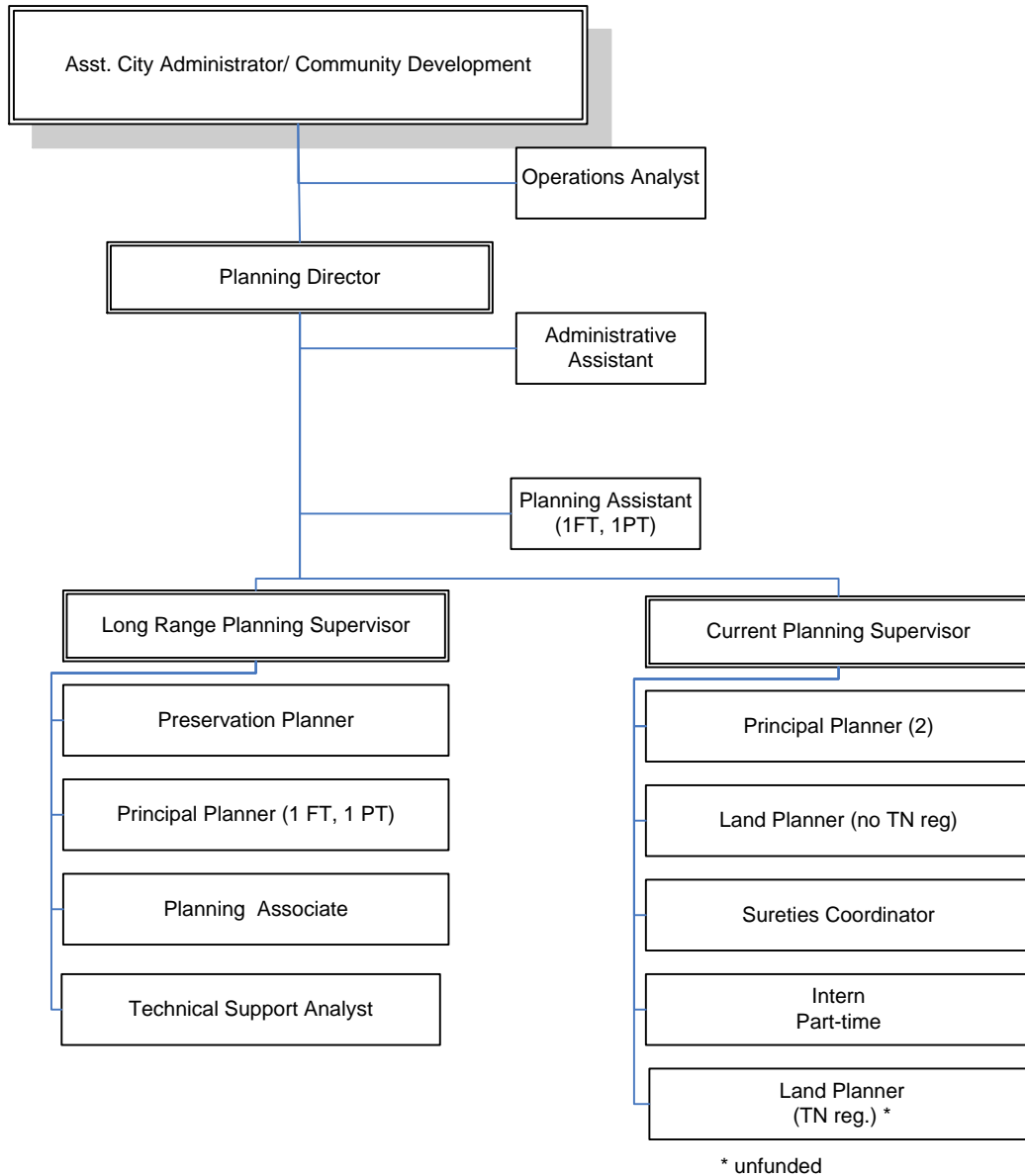
The Planning and Sustainability Department will experience increased development requests in the coming fiscal year. This will include more demand for annexations to support new development in the current Urban Growth Boundary (UGB).

The Department will also oversee a study of the Floodway Fringe and a Character Area Update, as well as a Special Census.

The Planning staff will work with a taskforce of elected and appointed officials and Design Professionals to research alternatives to the current RX Zoning.

As development continues to expand to new areas, collaboration with the Williamson County School District will remain a priority. Finally, staff will continue to explore methods to streamline processes while assuring quality development.

Organizational Chart



Staffing by Position

**City of Franklin
2013-2014 Fiscal Year Budget
General Fund - Planning & Sustainability
Personnel by Position**

Position	Pay Grade	FY 2013		Not Funded	FY 2014		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
ACA Comm Dev	26	1	0	0	1	0	0
Planning Director	25	1	0	0	1	0	0
Long Range Planning Supervisor	22	1	0	0	1	0	0
Current Planning Supervisor	22	1	0	0	1	0	0
Staff Engineer II	21	0	0	0	0	0	0
Land Planner (TN reg)	21	1	0	1	1	0	1
Principal Planner	21	2	0	0	3	0	0
Preservation Planner	19	1	0	0	1	0	0
Land Planner (No Tn. reg)	19	1	0	0	1	0	0
Operational Analyst	TBD	0	0	0	1	0	0
Sureties Coordinator	17	1	0	0	1	0	0
Sustainability and Grants Coordinator	17	1	0	0	0	0	0
Technical Support Analyst	15	0	0	0	1	0	0
Planning Associate	14	1	0	0	1	0	0
Planning Assistant	14	1	1	0	1	1	0
Administrative Assistant	12	1	0	0	1	0	0
Permit Technician	12	1	0	0	0	0	0
Planner (Part-Time)	--	0	1	0	0	1	0
Intern	--	0	1	0	0	1	0
TOTAL		15	3	1	16	3	1

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade
Reclassify 1 Sustainability and Grants Coordinator (PG 17) to 1 Principal Planner (PG21)					
Reclassify 1 Permit Technician (PG 12) to 1 Technical Support Analyst (PG 15)					
Add 1 FT Operational Analyst-(PG-TBD)					
Land Planner (TN reg) Unfunded					

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

Planning & Sustainability

The Planning and Sustainability Department has almost tripled the number of Development Plans processed in 2012 from 2011. Additionally, acreage rezoned has increased substantially from 2011 and has grown from 2010. Finally, revenue has doubled over the amount collected in 2011. Given the current trend, we anticipate continued growth in 2013 and will very likely exceed the number of development reviews in any year since 2008.

The Department is requesting approval to proceed with a Special Census that should provide the City greater income, based on population growth since 2010. We are also participating in CPAT, which will bring experts from the American Planning Association (APA) to Franklin for an in-depth appraisal of the Floodway Fringe areas, particularly on Fifth Street. Staff will also perform the Character Area Update to the Land Use Plan.

In order to provide timely, accurate and efficient reviews as the workload increases and perform those studies needed to assure the best planning practices, the Department is requesting changes in positions.

We are requesting that the Sustainability and Grants Coordinator be upgraded to a Principal Planner. This position will continue to advocate for Sustainability initiatives and pursue grant opportunities but also assist in Long-Range Plans and reviews, as needed. Finally, Planning is requesting the upgrade of a Permit Technician to Technical Support Analyst to act as the point person for all technology related activities in the Department.

All of the staff revisions represent less than a \$50,000 increase to the Personnel budget.

At this time, staff is estimating the Special Census at \$80,000 to cover part-time census takers, office supplies, and related expenses. This expenditure will; however, result in substantial new income.

Finally, Planning is requesting additional funds for computer-related equipment to make reviews more efficient.

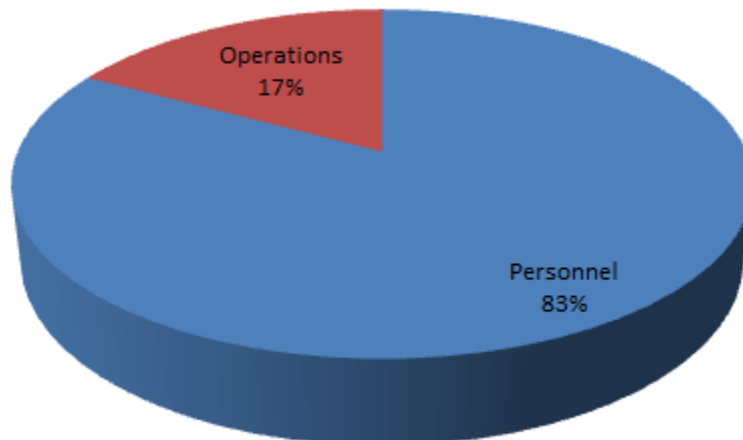


Planning & Sustainability

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	854,668	800,417	824,927	812,000	892,665
81200 Officials Fees	11,100	11,600	14,000	14,000	14,420
81400 Employee Benefits	370,214	305,299	310,134	289,468	296,634
TOTAL PERSONNEL	1,235,982	1,117,316	1,149,061	1,115,468	1,203,720

OPERATIONS					
82100 Transportation Services	2,577	2,544	4,235	3,560	4,335
82200 Operating Services	859	3,319	5,300	6,510	6,800
82300 Notices Subscriptions Publications	20,664	14,776	22,800	19,248	109,650
82400 Utilities	6,565	7,008	9,900	5,527	10,100
82500 Contractual Services	680	10,000	240	500	10,000
82600 Repair & Maintenance Services	7,483	9,603	10,800	6,050	10,800
82700 Employee Programs	0	725	2,500	400	2,850
82800 Professional Development/Travel	20,624	19,173	29,000	21,175	31,960
83100 Office Supplies	7,235	8,020	12,120	6,350	11,785
83200 Operating Supplies	1,184	1,436	2,000	2,000	0
83300 Fuel & Mileage	1,348	1,791	2,600	1,225	2,400
83500 Machinery & Equipment (<\$25,000)	6,150	8,194	4,250	17,766	16,167
83600 Repair & Maintenance Supplies	70	63	0	742	1,000
84000 Operational Units	45,616	10,489	0	1,583	0
85100 Property & Liability Costs	5,302	5,620	6,554	5,828	4,445
85300 Permits	0	23	0	0	0
85900 Other Business Expenses	0	0	0	0	100
TOTAL OPERATIONS	126,357	102,784	112,299	98,464	222,392

TOTAL EXPENDITURES	1,362,339	1,220,100	1,261,360	1,213,932	1,426,112
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Engineering / Traffic Operations Center (TOC)

Paul P. Holzen, Director

ENGINEERING

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

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

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

TRANSPORTATION OPERATIONS CENTER (TOC)

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 103 traffic signals and 22 Closed Circuit Television (CCTV) cameras. In past years the TOC has worked towards providing better traffic flow throughout the City through the Congestion Management Program. That program requires data collection at each of those intersections every 3 years and optimizing the signal timing in each of the City's main corridors.

That work continues as we work towards providing a communications network that allows us to manage and monitor traffic conditions better. FY 2012-2013 provided a major increase in the infrastructure necessary to provide this service when we increased our CCTV cameras from 12 to 22 and the number of traffic signals we communicate directly with from 52 to 66.

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

Signal Control System in the Cool Springs Area. This action will provide the benefits of constant signal optimization.

Traffic Data Collection Program:

Traffic Counts or Data Collection have been and continue to be the most basic building blocks of any traffic management system. With the rapid growth and development of the City of Franklin in the recent past, traffic volumes have also grown and developed. This program was designed to perform “turning movement counts” for each peak hour at each of our nearly 103 signalized intersections every three years.

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

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

Traffic Signal Timing Optimization Program:

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

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

Improvements	2011 Actual	2012 Actual	2013 Projected	2014 Goal
System	SR 96 E *	West Main/5 th Ave/Hillsboro/ Columbia	Cool Springs	SR 96 E
Delay	10%	17.4%	15%	15%
Hydrocarbon	Avg./Results	16.6%	Avg./Results	Avg. /Results
Carbon Monoxide	Avg./Results	16.6%	Avg./Results	Avg. Results

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

STORMWATER

One of the Stormwater Division’s goals is to reduce and eliminate non-stormwater flows (called illicit discharges) from the City of Franklin Municipal Separate Storm Sewer System (MS4) to improve water quality in the Harpeth River Watershed. MS4s discharge directly to rivers and streams without being treated at a treatment plant. This means whatever washes into the city’s storm sewer system ends up in our rivers and streams. By monitoring each outfall point, the City

is able to identify and eliminate sources of water pollution. The City will inform public employees, businesses, and the general public of the hazards associated with illegal discharges and improper disposal of waste. The public can report suspected illicit discharges via the City website or the Stormwater Pollution Hotline (615-791-3218). Documented illicit discharges will be eliminated as soon as possible.

Performance Measure: Field screen each major outfall in the Franklin City Limits for pollutants. If pollutants are identified follow-up inspections will be made to find and eliminate the source of pollution.

Measure/Goal	FY12 Actual	FY13 Projected	FY14 Goal
Watersheds Screened	Inventory 90% Complete; begin Fieldscreening or Major outfalls	2	2
Number of Outfalls testing positive for pollutants	0	1*	TBD
Number of Illicit Discharges Eliminated from Outfalls	0	1*	TBD

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

RIGHT-OF-WAY

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

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

PROJECT NAME	TOTAL NUMBER OF PROPERTIES	NUMBER OF OFFERS	SIGNED, AGREED OR CLOSED	CONDEMNATIONS
Hillsboro Road Improvements Project	63	43	36	7
MTEMC Offsite Easements	67	67	65	2
Century/Beasley Connector	1	0	0	0
Mack Hatcher NW Quad	45	45	41	4
McEwen Drive at Wilson Pike	5	5	3	2
TOTAL	181	160	145	15
			90.6%	9.4%

Sustainable Franklin

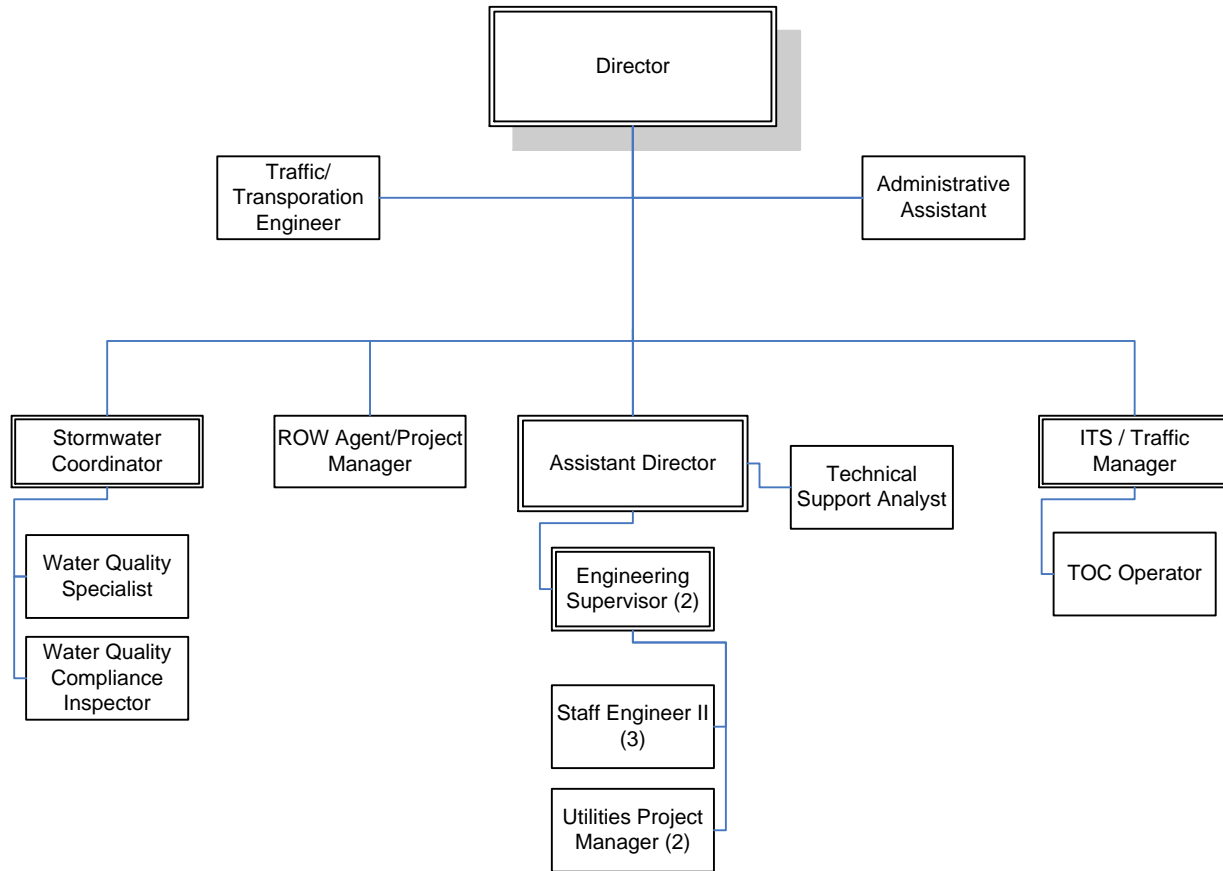


The Engineering Department has continued to be proactive to incorporate sustainable measures into infrastructure projects. Over the past year, staff has implemented a new pilot program that grants water quality and detention credit for Permeable Interlocking Concrete Pavers. This was done to promote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

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

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

Organizational Chart



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

Note: 2 Utilities Project Manager funded through Water Management Department

Staffing by Position

City of Franklin 2013-2014 Fiscal Year Budget Personnel by Position

Engineering Department

Position	Pay	FY 2013			FY 2014		
	Grade	Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
Director of Engineering	25	1	0	0	1	0	0
Assistant Director of Engineering	23	1	0	0	1	0	0
Engineering Supervisor	22	2	0	0	2	0	0
Engineer II	21	3	0	0	3	0	0
Engineer I	20	0	0	0	0	0	0
Right of Way Agent/Project Mgr	18	1	0	0	1	0	0
Technical Support Analyst	15	0	0	0	1	0	0
Administrative Asst.	12	2	0	0	1	0	0
TOTALS		10	0	0	10	0	0

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)
Reclassify 1 Administrative Assistant to 1 Technical Support Analyst	Technical Support Analyst	15	Administrative Asst.	Technical Support Analyst	15

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Traffic Operations Center (TOC)

Position	Pay	FY 2013		FY 2014	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Traffic/Transportation Engineer	23	1	0	1	0
ITS Project Manager	19	1	0	1	0
ITS Specialist	17	1	0	0	0
TOC Operator	14	1	0	1	0
		4	0	3	0

Narrative of Personnel Changes	New Position	Reclassification		
	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Remove ITS Specialist (Trsf to IT)				

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives

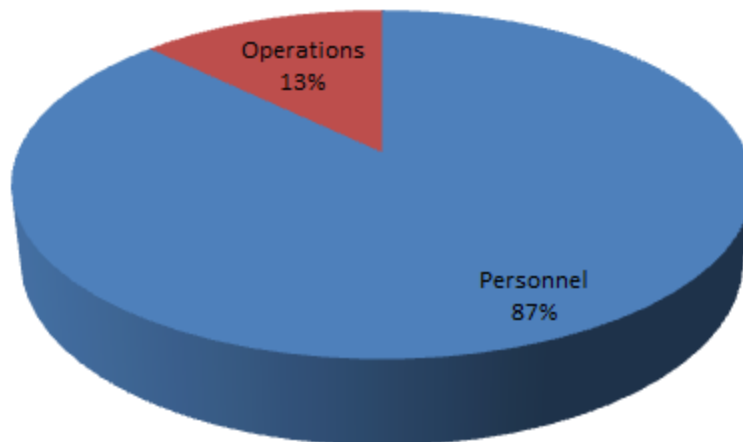
Engineering

- The Engineering Department is requesting 1 additional positions to include an additional Utilities Project Manager to assist with infrastructure planning, capital projects and development projects.



General Fund Engineering

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	390,646	519,748	558,670	510,150	565,416
81400 Employee Benefits	168,631	186,876	212,227	194,284	198,897
TOTAL PERSONNEL	559,277	706,624	770,897	704,434	764,313
OPERATIONS					
82100 Transportation Services	1,035	832	1,000	1,110	1,500
82200 Operating Services	451	1,170	6,140	6,142	6,150
82300 Notices Subscriptions Publications	2,842	5,917	4,680	2,414	3,802
82400 Utilities	2,703	3,522	4,480	4,771	4,950
82500 Contractual Services	1,155	0	10,000	3,500	40,000
82600 Repair & Maintenance Services	1,770	3,904	2,600	2,200	2,200
82700 Employee Programs	(33)	878	825	400	4,360
82800 Professional Development/Travel	6,358	10,529	22,335	21,685	19,000
83100 Office Supplies	2,420	3,167	3,950	3,950	4,550
83200 Operating Supplies	186	1,151	2,515	2,515	1,600
83300 Fuel & Mileage	2,803	1,990	3,250	2,500	3,000
83500 Machinery & Equipment (<\$25,000)	3,105	16,886	22,650	18,900	6,700
83600 Repair & Maintenance Supplies	14	75	100	0	0
85100 Property & Liability Costs	2,849	3,091	3,631	3,230	5,792
85300 Permits	1,625	2,102	3,350	2,920	2,905
85900 Other Business Expenses	0	0	200	0	0
86000 Debt Service and Lease Payments	0	0	0	0	5,525
TOTAL OPERATIONS	29,283	55,214	91,706	76,237	112,034
TOTAL EXPENDITURES	588,560	761,838	862,603	780,671	876,347



Budget Notes/Objectives

Traffic Operations Center

- TOC is requesting \$290,000 in Consultant services as part of the operations budget. This funding is part of the Traffic Signal Timing Optimization and Testing Program for the Cool Springs Area.
- TOC is requesting \$3,115,000 in Capital. Of this amount \$1,432,000 will be reimbursed to the City through grants.

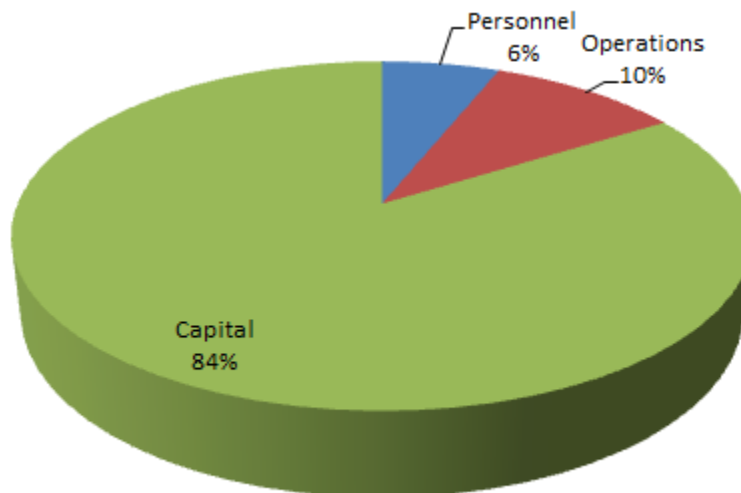
General Fund Traffic Operations Center

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	170,047	177,259	200,344	185,200	160,436
81400	Employee Benefits	61,134	57,450	67,548	61,890	67,871
TOTAL PERSONNEL		231,181	234,709	267,892	247,090	228,307

OPERATIONS						
82100	Transportation Services	0	93	200	95	150
82200	Operating Services	220	0	820	700	350
82300	Notices Subscriptions Publications	2,774	2,407	3,665	1,546	1,740
82400	Utilities	2,472	2,876	2,400	1,800	1,850
82500	Contractual Services	55,595	38,372	152,000	117,203	291,200
82600	Repair & Maintenance Services	732	5,855	1,150	1,511	1,000
82700	Employee Programs	46	0	100	100	150
82800	Professional Development/Travel	2,792	2,702	7,500	8,075	8,850
83100	Office Supplies	173	26	410	410	410
83200	Operating Supplies	95	75	760	525	400
83300	Fuel & Mileage	682	1,268	1,200	1,000	1,200
83500	Machinery & Equipment (<\$25,000)	32,869	68,067	27,700	30,448	29,900
83600	Repair & Maintenance Supplies	100	951	1,400	1,200	1,200
84000	Operational Units	768,851	294,894	0	0	0
85100	Property & Liability Costs	1,122	1,195	1,387	1,235	9,859
85300	Permits	400	1,790	540	140	0
86000	Debt Service and Lease Payments	0	0	10,339	23,935	23,936
TOTAL OPERATIONS		868,923	420,571	211,571	189,923	372,195

CAPITAL						
89500	Machinery & Equipment (>\$25,000)	304,701	287,262	1,415,000	1,137,000	3,115,000
TOTAL CAPITAL		304,701	287,262	1,415,000	1,137,000	3,115,000

TOTAL EXPENDITURES	1,404,805	942,542	1,894,463	1,574,013	3,715,502
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Parks

Lisa Clayton, Director

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

Measurement/Goal	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Cost per Franklin Resident to Support Parks <i>*O&M \$825,225/64,317population</i>	\$10.57	\$10.64	\$11.41	\$12.83
Operational Expenditures				
Administrative	69%	63%	58%	63%
Operations/Program	17%	21%	17%	22%
Maintenance	9%	10%	8%	10%
Capital Improvements	1%	3%	15%	3%
Capital Equipment	4%	3%	2%	2%
Revenues				
Pavilion Rentals	20%	12%	14%	
Contractual User Groups	22%	22%	17%	
Special Event Permits Issued	32%	49%	49%	
Lease Agreements	22%	17%	19%	
Urban Forestry & Recycling				
Trees Planted	238	60	150	
Tree Farm Trees	240	80	65	
Trees Planted by Donation/Grants	150	250	85	
Trees Purchased From Tree Bank	190	29	85	
Lecture Series Attendance	75	112	45	
Blue Bag Recycling (partial year)	69	233	325	

Measurement/Goal	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Park Attendance by Scheduled Users				
Schools	6,580	9,407	8,920	
Athletics	5,205	7,547	7,756	
City Sponsored Special Events	10,180	8,775	12,919	
Outside Sponsored Special Events	40,456	41,986	21,071	
Acres per 1000 residents (The National Recreation & Parks Association recommends 6 acres per 1000 residents. The City of Franklin has a total of 704 acres of parks) * New census population figure used = 64,317				
	12.52	11.28	10.94	



Sustainable Franklin

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

- Increase the use of renewable energy to meet 10% of the City’s peak electrical load within seven years. Replace park lighting with energy saving or LED lights in the park system. (Estimated date of completion: 6-30-2016)
- Installation of a city wide park “Blue Bag” program within the athletic complexes of Jim Warren Park, Liberty Park and Fieldstone Park. (Estimated date of completion: 6-30-14)
- Lawn equipment accounts for 10% of the pollution today. Switching from gasoline to propane can cut emissions by 70% to 80%. Propane powered equipment requires less maintenance because the cleaner burning fuel deposits less carbon in the engine. Convert a minimum of two mowers within the existing fleet of zero-turn commercial mowers from gasoline to propane powered. Estimate and track the yearly cost savings over the next three years as propane is less expensive than gasoline. (Estimated date of completion: 6-30-15)

2013-2014 Outlook

The primary challenge in development of the Parks budget for Fiscal Year 2013-14 is dealing with increases in the general population and growth again within the community and funding existing master plans without large increases in revenue. Total General Fund revenues for the coming year are projected to be increased primarily due to growth in special events, renovation of the Historic Hayes Home and activities within the overall parks system. The Parks personnel will increase with the additional responsibilities of maintaining property obtained from the flood of 2010, the two National Registered City Cemetery and Resthaven Cemetery along with the new extension of 3rd Ave South and Bicentennial Park improvements. Meanwhile, Park General Fund and Hotel/Motel expenses face growing pressure from rapidly increasing costs of fuel, utilities, and existing unfinished park land and facilities.



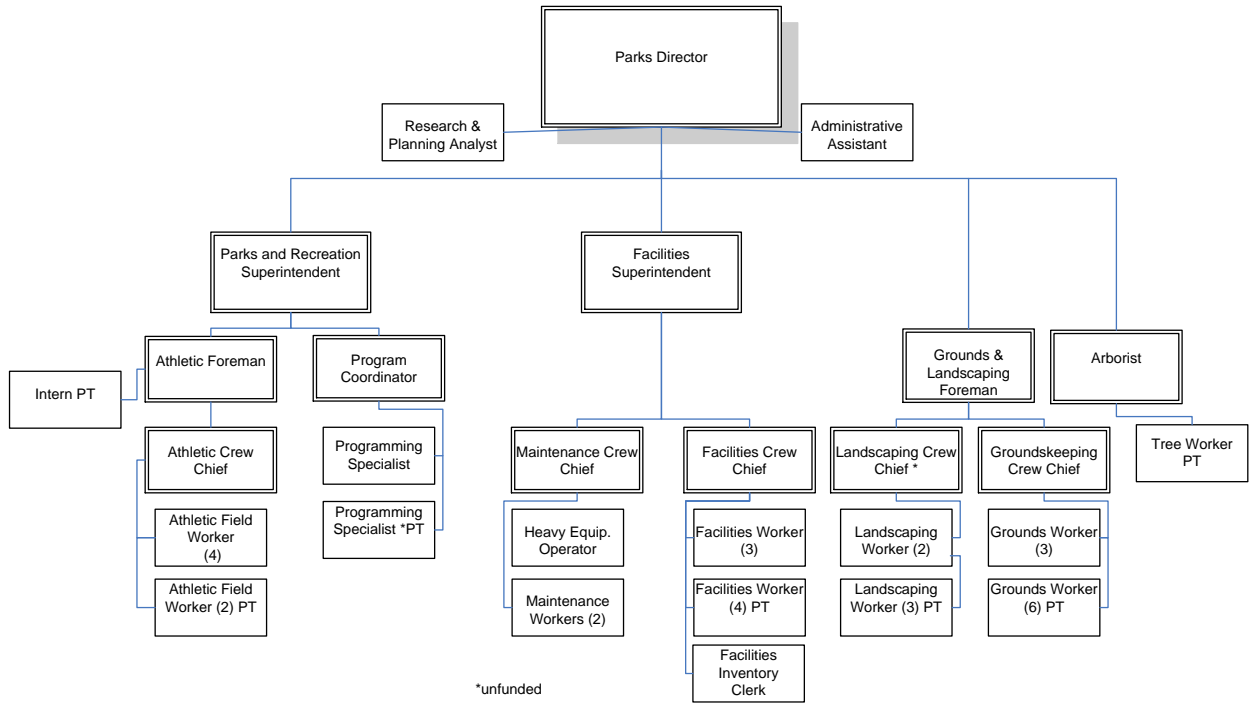
Post Completion of Weatherization & Restoration of the Historic Hayes Home Project 2012.

2013-14: Siding and interior restoration is the next phase for the historic home located in the Parks at Harlinsdale Farm.



2012: Pre-Construction Picture of the Historic Hayes Home

Organizational Chart



Staffing by Position

City of Franklin
 2013-2014 Fiscal Year Budget
 General Fund - Parks
 Personnel by Position

Position	Pay Grade	FY 2013		Not Funded	FY 2014		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
Parks Director	24	1	0	0	1	0	0
Parks & Recreation Superintendent	21	1	0	0	1	0	0
Facilities Superintendent	19	1	0	0	1	0	0
Athletic Foreman	17	1	0	0	1	0	0
Parks Program Coordinator	16	1	0	0	1	0	0
Arborist	16	1	0	0	1	0	0
Grounds & Landscape Foreman	15	1	0	0	1	0	0
Facilities Crew Chief	14	1	0	0	1	0	0
Research & Planning Analyst	14	1	0	0	1	0	0
Athletics Crew Chief	13	1	0	0	1	0	0
Groundskeeper Crew Chief	13	1	0	1FT	1	0	0
Landscape Crew Chief	13	1	0	1FT	1	0	1FT
Maintenance Crew Chief	13	1	0	0	1	0	0
Program Specialist	13	1	1	1 PT	1	1	1 PT
Admin Assistant	12	1	0	0	1	0	0
Heavy Equipment Operator	12	1	0	0	1	0	0
Athletic Field Worker	11	3	1	1 FT	5	2	1 FT
Athletic Turf Worker	11	2	1	0	0	0	0
Tree Worker	11	0	1	0	0	1	0
Facilities Worker	9	3	4	1 FT	3	4	0
Facilities Inventory Clerk	9	1	0	0	1	0	0
Grounds Worker	9	4	6	1 FT	4	6	1 FT
Landscaping Worker	9	2	1	0	2	3	0
Maintenance Worker	9	2	0	0	2	0	0
Intern	IN	0	0	0	0	1	0
TOTALS		33	15	6	33	18	4

Narrative of Personnel Changes	New Position		Reclassification		Pay Grade (if reclassification creates new job title)
	Title	Pay Grade	From Job Title	To Job Title	
Reclassify Title of Athletic Turf Worker to reflect for all existing personnel to be titled Athletic Field Worker (s)			Athletic Turf Worker	Athletic Field Worker	11
Parks Facilities Worker Fund 1 Full-Time previously not funded Hiring Date January 2014		9			
Landscaping Worker Add Two (2) Part-Time		9			
Intern Add One (1) Part-Time		IN			
Groundskeeping Crew Chief Fund 1 Full-Time previously not funded		13			
Landscaping Crew Chief Full-Time Not funded		13			
Parks Programming Specialist Part-Time (Seasonal) Not Funded		13			
Parks Athletic Field Worker Full-Time Not funded		11			
Grounds Maintenance Worker Full-Time Not funded		9			

Budget Notes/Objectives

Parks

REVENUES:

Park General Fund revenues totaled \$28,750 for the 2012-13 fiscal year. The majority of Parks revenue comes from special events, athletic rentals and lease agreements. The City was fortunate to receive over \$25,000 from the State Historical Preservation Office in grant funding for the restoration of the Historic Hayes Home. The Parks Department receive an additional \$65,000 in grant funding to construct a rubberized surface for the existing 44,200 square foot playground, refurbished eight tennis courts at Jim Warren Park and installed sun shades for Liberty Park playground. The department also proudly partnered with Nutro Company to add additional canine agility equipment to Freedom Run Dog Park located at Liberty Park. The city currently has an annual donation of \$10,000 for each dog park's short and long term upkeep. In the new fiscal year, the Parks Departments shall continue the restoration efforts at Harlinsdale Farm facilities and concentrate on designing key connections for the master greenway plan.

EXPENDITURES:

Park General Fund expenditures for the new fiscal budgeted year are \$3,442,168. This is a 7% increase from expenditures in the current fiscal year due to the number of grants inserted into the capital budget in hopes of projects such as Safe Routes to Schools, Recreational Trails Program and greenway connection projects within the parks system. However, in the current budget, there is a large increase due to replacement equipment and utility services (existing and new charges). Parks budgeted personnel in 2013-14 for four positions unfunded (FT: Landscaping Crew Chief's; PT: Parks Programming Specialist; FT: Athletic Field Worker; & FT: Grounds Worker) and to fund two new positions – Groundskeeping Crew Chief, Facility Worker and one intern within the Athletics Division. In addition, 18 part-time (seasonal) employees that will work within the department throughout all divisions: Facilities, Groundskeeping, Landscaping, Urban Forestry & Athletics.

CAPITAL:

Budgeted Park capital projects from the General Fund include in the building improvements category is for design of mechanical, plumbing, electrical and exterior siding restoration improvements for the Historic Hayes Home at The Park at Harlinsdale Farm. In the Parks & Recreational Facilities category, additional split log fencing for the Eastern Flank Battlefield Park along Lewisburg Pike to match existing historical park areas to denote the battlefield. The Parks Department is currently working to construct a new entrance for Fort Granger Park from Eddie Lane. The new parking entrance will encompass gravel parking, split log fencing, interpretive signage and an entranceway sign. The existing entrance will still be available for maintenance access.

SUMMARY:

The Fiscal Year 2013-2014 budget for the City of Franklin Parks Department is a product of months of considerable effort by many individuals beginning with the input and analysis of staff members at all levels of the organization and continuing through the final decisions of BOMA that values strategic planning and is committed to our community's quality of life and efficient stewardship of public funds.

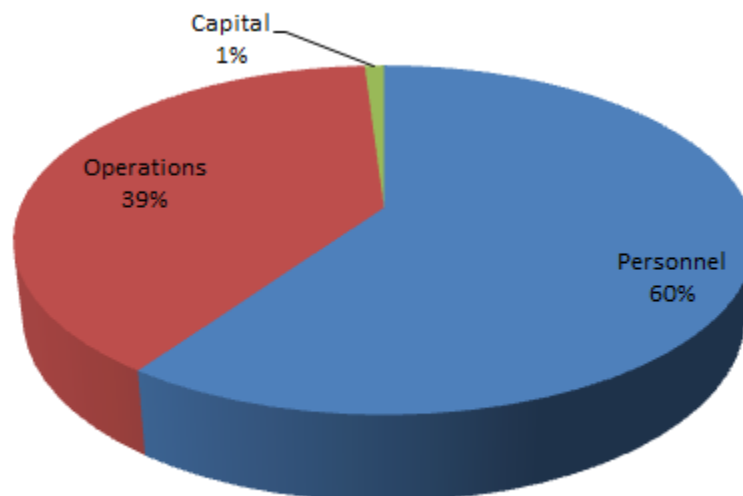
General Fund Parks

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	1,173,959	1,181,444	1,335,783	1,225,750	1,488,418
81400	Employee Benefits	542,973	520,457	588,191	556,092	566,492
TOTAL PERSONNEL		1,716,932	1,701,901	1,923,974	1,781,842	2,054,910

OPERATIONS						
82100	Transportation Services	2,274	6,577	6,200	6,100	8,350
82200	Operating Services	11,810	8,149	15,900	15,000	15,000
82300	Notices Subscriptions Publications	229,629	75,781	38,575	41,801	42,945
82400	Utilities	215,033	228,482	201,540	215,370	216,100
82500	Contractual Services	0	1,840	16,170	14,670	34,927
82600	Repair & Maintenance Services	105,044	105,472	101,360	120,910	92,390
82700	Employee Programs	233	6,355	8,200	7,750	10,175
82800	Professional Development/Travel	17,197	13,725	16,350	16,510	23,875
83100	Office Supplies	8,223	9,416	9,260	10,200	10,080
83200	Operating Supplies	40,719	59,404	64,200	64,200	70,950
83300	Fuel & Mileage	44,887	56,183	52,000	62,115	56,000
83500	Machinery & Equipment (<\$25,000)	96,702	79,567	63,740	58,440	98,310
83600	Repair & Maintenance Supplies	119,023	148,150	180,700	189,240	200,850
84000	Operational Units	521,460	16,747	0	0	374,150
85100	Property & Liability Costs	26,159	34,326	38,420	16,128	40,371
85200	Rentals	6,034	8,311	11,110	12,860	12,260
85300	Permits	1,061	954	1,500	1,500	670
85900	Other Business Expenses	(200)	0	0	0	0
86000	Debt Service and Lease Payments	0	0	0	0	45,355
TOTAL OPERATIONS		1,445,288	859,439	825,225	852,794	1,352,758

CAPITAL						
89300	Improvements	0	0	395,752	136,165	34,500
89500	Machinery & Equipment (>\$25,000)	201,497	36,471	58,451	58,451	0
TOTAL CAPITAL		201,497	36,471	454,203	194,616	34,500

TOTAL EXPENDITURES **3,363,717** **2,597,811** **3,203,402** **2,829,252** **3,442,168**



Economic Development

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of \$25,000 plus an additional amount for the Greater Nashville Regional Council of \$13,507. Membership to the Nashville Area Chamber of Commerce is \$3,000 and the Metropolitan Planning Organization is budgeted at \$7,811. \$50,000 is budgeted for the City's special event grant program. In 2014, \$20,000 is included for continued funding of the business retention program being conducted by the Economic Development Office with the new Chamber of Commerce.

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

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
OPERATIONS					
CONTRACTED SERVICES	45,313	42,742	115,742	115,742	119,318
Williamson Chamber of Commerce-Economic Dev	25,380	25,380	25,380	25,380	25,000
Greater Nashville Regional Council	11,696	12,125	12,125	12,125	13,507
Nashville Area Chamber of Commerce	3,000	0	3,000	3,000	3,000
Nashville Area Metropolitan Planning Organization	5,237	5,237	5,237	5,237	7,811
Special Event Grant Expenditures	0	0	50,000	50,000	50,000
Williamson Chamber Econ Dev - Franklin share	0	0	20,000	20,000	20,000
TOTAL OPERATIONS	45,313	42,742	115,742	115,742	119,318

Community Development Block Grant (CDBG) Fund

This fund is used to account for receipts from CDBG grants and usage of these monies to further community development. In 2014, operating expenditures of \$203,240 are budgeted.

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
25100 BEGINNING FUND BALANCE	19,138	19,266	20,076	(6,582)	20,025
33580 CDBG GRANT (FEDERAL)	444,634	141,492	227,180	179,865	203,240
33953 FEDERAL ARRA # 3	18,926	0	0	0	0
36100 INTEREST INCOME	117	709	630	50	75
39210 CONTRIBUTIONS - OTHERS	10	3,369	0	0	0
Total Available Funds	482,825	164,836	247,886	173,333	223,340
OPERATIONS					
82100 Transportation Services	34	0	0	250	75
82200 Operating Services	0	0	0	250	65
82300 Notices Subscriptions Publications	1,793	810	0	1,600	1,600
82500 Contractual Services	269,192	104,879	227,180	112,990	200,000
82600 Repair & Maintenance Services	145,614	55,000	0	38,218	0
82700 Employee Programs	0	0	0	0	1,500
84000 Operational Units	46,926	10,729	0	0	0
TOTAL OPERATIONS	463,559	171,418	227,180	153,308	203,240
CAPITAL					
TOTAL EXPENDITURES	463,559	171,418	227,180	153,308	203,240
TOTAL UNALLOCATED FUNDS	19,266	(6,582)	20,706	20,025	20,100

Streets

Joe York, Director

The Street Department was established as a separate department in 1987, and is currently located at 108 Southeast Parkway. Infrastructure improvements include: Annual Paving Program, Roadway and Drainage improvements, ongoing Sidewalk Improvement projects and Traffic Signal upgrades. The Street Department currently maintains approx. 296 miles of roadway.

The Street Department operates with a staff of 64 full time employees and 7 part-time employees within four (4) divisions. The four divisions of the Streets Department include: Street Maintenance, Traffic, Stormwater, and Fleet Maintenance.

Measurement/Goal	FY11	FY12	FY13 (Projected)
Cost to pave Streets	\$1,628,332	\$1,650,000	\$1,650,000
Cost to repair sidewalks	\$100,000	\$100,000	\$100,000
Cost of Curb & Gutter	\$0	\$10,000	\$10,000
Leaf Vacuum Season (cubic yds)	7,000 cu yds	5,800 cu yds	7,500 cu yds
Traffic Division Budget	\$1,032,940	\$1,053,709	\$1,160,519
Number of Signs Produced Qty/Cost per Sign			
Stop Signs	100/\$43.00	83/\$43.00	175/\$43.00
Speed Limit Signs	50/\$27.00	32/\$27.00	40/\$27.00
Street Name Signs	150/\$22.00	192/\$22.00	260/\$22.00
Parking Signs	80/\$10.00	17/\$10.00	30/\$10.00
Yield Signs	20/\$41.00	11/\$41.00	30/\$41.00
Warning Signs	N/A	N/A	90/\$29.00
Road Construction	N/A	N/A	60/\$35.00
No U-Turn Signs	N/A	N/A	40/\$30.00
All Way Stop Placards	N/A	N/A	75/\$6.50
Way Finding Signs	4/\$1,200	3/\$1,200	3/\$1,200
Signs for Other Depts	100/\$20.00	140/\$20.00	325/\$20.00
Downtown Banners	120/\$17.00	100/\$17.00	100/\$17.00
Total of 1,228 Signs & Banners =			\$34,402.50



Sustainable Franklin

In 2008, the Street Department established a compost program. The Landscape Division performs the composting process at the old City burner site located on Incinerator Road off Lula Lane. Dump truck loads of leaves vacuumed during the annual leaf season, and brown bags of yard waste picked up by the Solid Waste Dept., are now utilized in the compost process, and no longer transported to the landfill.

The compost program has been a huge success. Large quantities of the compost are utilized by the Parks Dept, Streets Maintenance division & Streets Stormwater division. These divisions have realized a cost savings in comparison with the purchase of like material from local vendors, as well as: fuel costs and disposal fees. Monies have also been generated from the sale of compost, being offered to the public in bulk form for \$20 per cubic yd.

The Fleet Maintenance Division “green” savings result from:

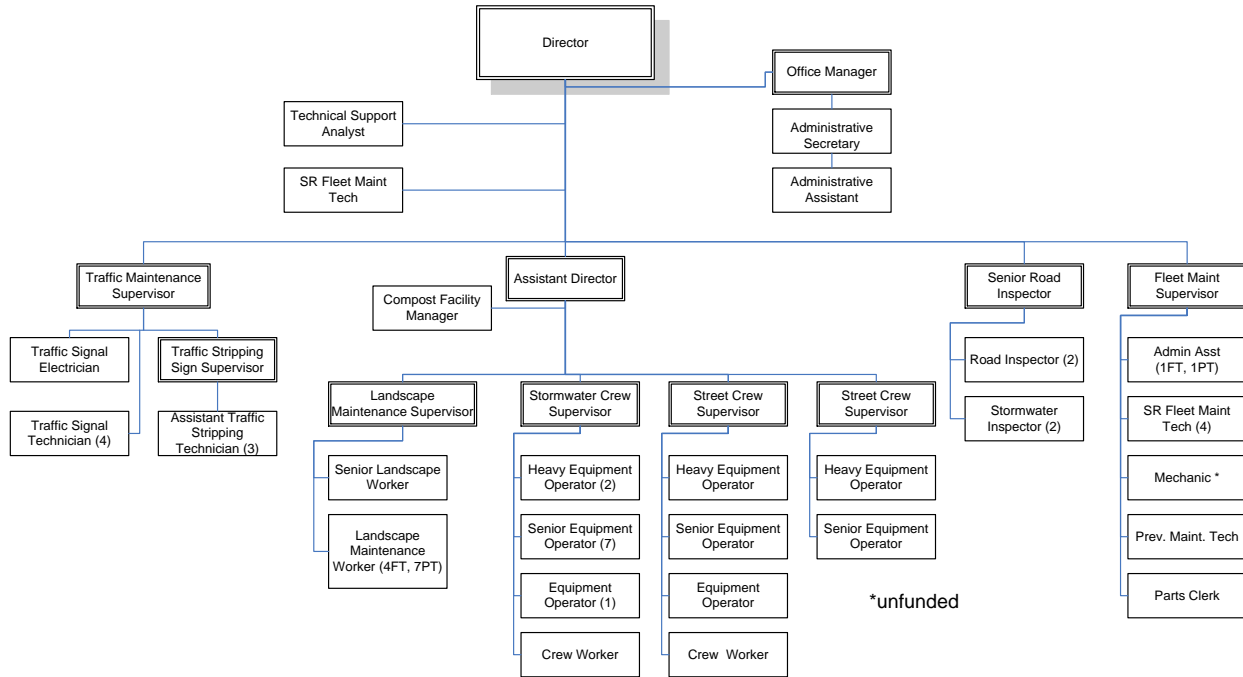
- Utilizing the City “Blue Bag” program
- Utilizing drain socks to filter oil & soluble fluids
- The sale of used oil to be recycled
- Recycling cardboard
- Recycling cleaning fluids
- Proper disposal of tires and metals

The Traffic Division has installed LEDs (Light Emitting Diodes) in all City owned traffic signals. LED lights reduce power consumption, and produce minimal heat, improving signal efficiency and requiring less maintenance. LED lighting has been installed as part of the new McEwen Drive construction project. The Traffic Division has converted 42% of all Downtown street lights to LED lighting.

A total of 25 UPS Systems (Uninterruptable Power Supply) have been installed at major intersections throughout the City. UPS Systems allow signals with LED lights to continue working for up to eight hours during power failures. This helps avoid additional expenditures associated with personnel call-back and police assistance. UPS Systems provide clean, regulated dual conversion power for traffic signal controllers and other sensitive equipment inside the cabinet, and extend their service life.

The Traffic Division sign shop manufactures a variety of signs including all regulatory signs throughout the City as well as signs for the downtown parking garages, other City departments, special events, etc. It is projected over 1200 signs will be produced and installed this fiscal year. In-house sign production results in considerable cost savings to the Street Department as well as other City Departments, as compared to sign purchase from a supplier.

Organizational Chart



Staffing by Position

Street - Stormwater Fund

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
Stormwater Mgmt Coordinator	21	1	0	1	0
Water Quality Specialist	17	1	0	1	0
Water Quality Compliance Inspector	TBD	0	0	1	0
Stormwater Inspector	16	2	0	2	0
Stormwater Supervisor	14	1	0	1	0
Heavy Equipment Operator	12	2	0	2	0
Equipment Operator Sr	11	7	0	7	0
Equipment Operator	9	1	0	1	0
Street Crew Worker	8	1	0	1	0
Intern	---	0	1	0	0
TOTALS		16	1	17	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Added Water Quality Compliance Inspector	Water Quality Compliance Inspector	TBD			
Removed Intern					

**City of Franklin
2013-2014 Fiscal Year Budget
Personnel by Position**

Street-Maintenance Division

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
Street Director	24	1	0	1	0
Assistant Director	22	1	0	1	0
Senior Road Inspector	17	1	0	1	0
Landscape Maint Supervisor	16	1	0	1	0
Road Inspector	16	2	0	2	0
Compost Facility Manager	16	1	0	1	0
Office Manager	16	1	0	1	0
Sr.Fleet Maintenance Technician	15	1	0	1	0
Technical Support Analyst	15	1	0	1	0
Street Crew Supervisor	14	2	0	2	0
Administrative Assistant	12	1	0	1	0
Heavy Equipment Operator	12	3	0	3	0
Landscape Maint Worker Sr	12	2	0	3	0
Sr. Equipment Operator	11	5	0	5	0
Administrative Secretary	10	1	0	1	0
Equipment Operator	9	1	0	1	0
Landscape Maint Worker	9	4	5	4	7
Secretary	9	0	0	0	0
Street Crew Worker	8	3	0	3	0
	TOTALS	32	5	33	7

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) Full time position for Mack Hatcher. Date of hire May 2014	Landscape Maintenance Worker Sr.	12			
(2) part- time positions for Mack Hatcher Date of hire May 2014	Landscape Maintenance Worker	9			

Street-Traffic Division

Position	Pay Grade	FY 2013		FY 2014	
		Full-Time	Part-Time	Full-Time	Part-Time
Traffic Maint Supervisor	18	1	0	1	0
Traffic Sign/Mnt Electrician	16	1	0	1	0
Traffic Striping/Sign Prod Supervisor	16	1	0	1	0
Traffic Signal Technician	14	4	0	4	0
Asst Traffic Striping Technician	12	2	0	3	0
TOTALS		9	0	10	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
(1) Full time Sign Shop	Asst Traffic Striping Technician	12	new	new	

Street-Fleet Maintenance

Position	Pay Grade	FY 2013			FY 2014		
		Full-Time	Part-Time	Unfunded	Full-Time	Part-Time	Unfunded
Fleet Maintenance Supervisor	17	1	0	0	1	0	0
Sr Fleet Maintenance Technician	15	3	0	0	4	0	0
Administrative Assistant	12	1	1	0	1	1	0
Mechanic	12	1	0	0	1	0	1
Parts Specialist	10	1	0	0	1	0	0
Preventive Maintenance PM Technician	10	1	0	0	1	0	0
Total		8	1	0	9	1	1

	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Reclassification of Mechanic			Mechanic	Sr. Fleet Maintenance Tech	
Mechanic - Not funded					

Budget Notes/Objectives

Maintenance Division

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

The Street Maintenance Division currently maintains 296 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Franklin Police Dept., the Transit Authority, and landscaping along the right-of-way of Mack Hatcher Pkwy from Murfreesboro Road to Franklin Road.

Compost & Salt Storage Facilities

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

In 2011-2012, a salt storage facility was constructed inside Liberty Park, with the capability to house approx. 1200 ton of road salt. This facility, combined with the facility located on Incinerator Road, allows for a total storage capacity of 2000 ton of road salt.

Infrared Patch Truck

An infrared patch truck was purchased, and delivered in 2012. Since implementation of this new patch method in Jan. 2012, the cost savings as compared to conventional asphalt patch methods has more than offset the purchase price of the truck.

Infrared Patchwork Completed:

5,724 sq. yards of patching has been completed utilizing the new patch method

Total Green Savings:

Since Jan. 2012, a cost savings of \$188,737 has been calculated

Salt Brine

In 2012, two (2) dump trucks were equipped with tanks for salt brine. During the winter of 2012, TDOT donated approx. 6,000 gallons of brine to the City. It was a mild winter.

Pre-event calculated costs for standard salt spreading method are approx. \$7.50 per lane mile. Pre-event calculated costs for salt brine method are approx. \$1.70 per lane mile. Post-event calculations could double the amount for both methods.

Total Green Savings:

We recommend funding to implement in-house salt brine production. This would result in considerable savings as indicated in the above calculations.

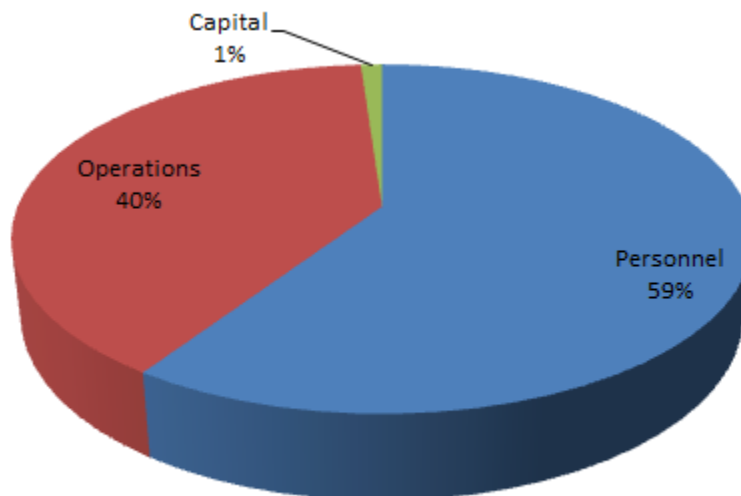
General Fund Streets-Maintenance

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL					
81100 Salaries & Wages	1,485,106	1,377,575	1,362,936	1,369,640	1,436,562
81400 Employee Benefits	765,431	614,007	654,455	634,547	674,862
TOTAL PERSONNEL	2,250,537	1,991,582	2,017,391	2,004,187	2,111,424

OPERATIONS					
82100 Transportation Services	416	694	450	301	705
82200 Operating Services	15,094	14,585	14,500	9,640	4,500
82300 Notices Subscriptions Publications	1,633	3,409	2,450	1,451	2,500
82400 Utilities	880,106	862,399	855,710	852,110	879,630
82500 Contractual Services	8,940	5,626	13,000	5,651	4,300
82600 Repair & Maintenance Services	120,872	46,171	54,700	52,149	56,500
82700 Employee Programs	3,433	1,507	10,050	9,500	13,212
82800 Professional Development/Travel	5,965	2,300	12,550	5,850	10,925
83100 Office Supplies	9,654	8,430	9,500	8,263	9,680
83200 Operating Supplies	18,762	19,914	35,000	34,719	37,345
83300 Fuel & Mileage	70,560	76,515	75,000	75,000	80,000
83500 Machinery & Equipment (<\$25,000)	53,064	65,865	63,390	50,800	39,000
83600 Repair & Maintenance Supplies	230,567	84,592	188,000	181,105	150,220
84000 Operational Units	1,914	2,227	5,000	15,000	5,000
85100 Property & Liability Costs	65,664	62,960	47,451	39,245	55,546
85200 Rentals	2,827	5,749	4,850	3,750	4,800
85300 Permits	108	40	3,350	2,700	720
85900 Other Business Expenses	127	0	0	0	0
86000 Debt Service and Lease Payments	40,857	40,211	40,211	15,284	52,093
TOTAL OPERATIONS	1,530,563	1,303,194	1,435,162	1,362,518	1,406,676

CAPITAL					
89200 Buildings	0	59,463	9,000	9,000	39,100
89500 Machinery & Equipment (>\$25,000)	21,079	183,313	28,000	0	0
TOTAL CAPITAL	21,079	242,776	37,000	9,000	39,100

TOTAL EXPENDITURES	3,802,179	3,537,552	3,489,553	3,375,705	3,557,200
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Budget Notes/Objectives

Traffic Division

The Street Department, Traffic Division currently maintains 103 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

Traffic Division personnel are responsible for maintenance of all downtown decorative street lights, City school flashers, high mast interstate lighting located within the City limits along I-65, McEwen interchange, McEwen Drive from Carothers to Coolsprings Blvd., Carothers Parkway walking trail, and electronic pedestrian crosswalks throughout the City.

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

With commercial grade printing capabilities, the sign design and production system has been utilized for the production of signs for the Parks, Solid Waste, and Police Depts. Seasonal downtown decorative banners were produced and installed during the Spring.

Goal:

We began a pilot program changing out non-incandescent lighting within the downtown area to Light Emitting Diode. Currently, the Traffic Division has converted 42% of Downtown street lights to LED lighting. Grant monies have been applied for (on-going).

GPS and reflectivity activities have been performed on City wide signage, including street names, advanced warning, directional, stop, yield etc. For asset management purposes, all signal data was gathered and entered into the Hansen data base system. This process was completed over the course of several months by physically inspecting, counting and taking GPS points for each signal component. The components include signal poles, traffic signal heads, pedestrian poles and heads, signal control boxes with controllers and monitors, UPS units, signal loops, etc.

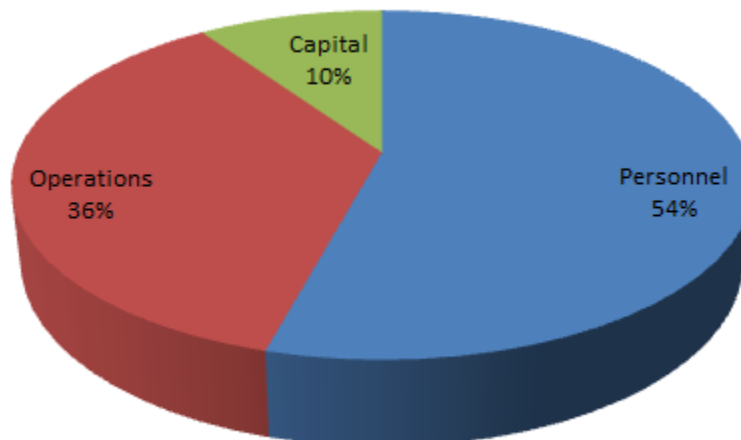
General Fund Streets-Traffic

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	348,980	361,662	382,409	371,000	424,210
81400	Employee Benefits	176,856	164,915	180,666	184,020	221,583
TOTAL PERSONNEL		525,836	526,577	563,075	555,020	645,793

OPERATIONS						
82100	Transportation Services	392	499	310	349	500
82200	Operating Services	15,043	1,136	1,260	83	550
82300	Notices Subscriptions Publications	544	880	600	538	750
82400	Utilities	70,433	56,367	71,000	67,500	78,320
82500	Contractual Services	0	0	260	0	0
82600	Repair & Maintenance Services	55,810	41,514	27,500	25,500	26,250
82700	Employee Programs	2,592	1,789	3,000	2,600	3,000
82800	Professional Development/Travel	326	4,051	8,350	800	8,280
83100	Office Supplies	1,096	1,057	1,300	1,300	1,400
83200	Operating Supplies	6,379	4,904	10,850	10,300	11,750
83300	Fuel & Mileage	13,123	15,533	14,420	16,500	17,000
83500	Machinery & Equipment (<\$25,000)	12,907	22,618	30,000	19,337	13,200
83600	Repair & Maintenance Supplies	200,535	257,051	245,770	194,631	193,250
85100	Property & Liability Costs	7,893	13,900	18,977	7,240	39,663
85200	Rentals	850	499	500	500	500
85300	Permits	0	0	150	50	150
85900	Other Business Expenses	29	0	0	0	0
86000	Debt Service and Lease Payments	0	0	0	0	35,569
TOTAL OPERATIONS		387,952	421,798	434,247	347,228	430,132

CAPITAL						
89400	Infrastructure	0	0	181,000	181,000	115,000
89500	Machinery & Equipment (>\$25,000)	23,556	0	45,000	45,000	0
TOTAL CAPITAL		23,556	0	226,000	226,000	115,000

TOTAL EXPENDITURES		937,344	948,375	1,223,322	1,128,248	1,190,925
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Budget Notes/Objectives

Fleet Maintenance

The Fleet Maintenance Division consists of eight (8) full time employees and one (1) part-time employee. This division provides mechanical services for most of the City's entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the City's fleet include: police cars, passenger vehicles, pickup trucks, dump trucks, heavy equipment, fire apparatus, etc. Due to frequent stop and go activity, and little to no interstate driving, City vehicles have more than the normal wear and tear of everyday vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, and other misc. services.

Goal:

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

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

Measurement/Goal	FY10	FY11	FY12	*FY13
Percent Outsourced	9%	9%	14%	13%
Percent of Service Calls	7%	4%	6%	7%
Cost of Repairs Performed by Fleet Maintenance Per Department				
Administration	\$456	\$1,300	\$660	\$56.82
City Hall Maintenance	\$0	\$972	\$0	\$0
Building & Neighborhood Services	\$8,618	\$2,871	\$5,299	\$6,047.51
Engineering	\$902	\$226	\$920	\$125.43
Fire	\$45,328	\$37,516	\$80,804	\$84,926.21
Human Resources	\$167	\$177	\$2,330	\$268.19
IT	\$155	\$181	\$290	\$1,195.01
Parks	\$23,360	\$12,161	\$21,084	\$9,516.73
Planning	\$575	\$0	\$534	\$117.69
Police	\$106,021	\$60,600	\$137,436	\$93,776.28
Sanitation & Environmental Services	\$386,995	\$158,835	\$244,967	\$203,852.85
TMA	20,327	N/A	N/A	N/A
Water	\$68,747	\$32,138	\$28,606	\$45,307.36
Total	\$646,300	\$307,400	\$522,900	\$445,190.08

Measurement/Goal	FY10	FY11	FY12	*FY13
Total Number of Repairs	2,107	2,646	1,079	1,264

**as of February 27, 2013*



Budget Notes/Objectives

Fleet Maintenance

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

PERSONNEL:

The Fleet Maintenance Division requests the following positions:

- (1) Mechanic be promoted to Sr. Fleet Maintenance Technician. This employee meets and exceeds all qualifications of the Sr. Fleet Maintenance Technician's job description and continues to work toward more ASE certifications in addition to maintaining recertification as needed. Post (1) Preventative Maintenance Technician that was vacated last year and (1) Mechanic to fill position of promoted Sr. Fleet Maintenance Technician.

OPERATIONS:

82610 Vehicle Repair & Maintenance Services – We expect costs to go down due to replacement of aging vehicles and equipment that will now fall under warranty repairs.

82780 Training, Outside – This account has increased due to ongoing technical changes in our vehicles and equipment. The training class cost has increased as well. All 6 technicians will be attending multiple classes next year for advanced training to better serve our customers.

83520 Vehicles (<\$25,000) – Replace Fleet Maintenance pick up as it is 12 years old. It has reached and exceeded its life cycle.

89520 Vehicles (>\$25,000) – Replace the oldest service truck in Fleet Maintenance that is now 16 years old. It has greatly exceeded its life cycle. Operating costs are more each year than the truck is worth. The engine is marginal at best and we have spent over \$6,000 in the last 2 years to keep this truck on the road.

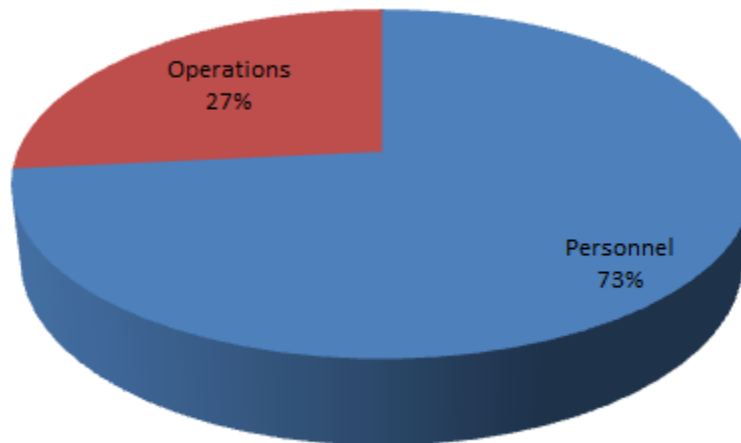
86000 Lease Payments – Lease/purchase will be used to acquire equipment to set up new Fleet Maintenance shop at new Public Works Facility. This will include 6 heavy duty jacks, shelving, racking, Tennant floor care, lubrication distribution equipment, safety items & supplies for the larger shop, and anything left void from construction to complete the shop.

General Fund Streets-Fleet Maintenance

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	279,179	289,829	319,125	314,000	326,606
81400	Employee Benefits	136,347	129,421	146,347	137,180	148,048
TOTAL PERSONNEL		415,526	419,250	465,472	451,180	474,653

OPERATIONS						
82100	Transportation Services	8,534	9,484	6,920	8,900	11,040
82200	Operating Services	2,777	2,761	3,400	2,400	3,750
82300	Notices Subscriptions Publications	279	931	1,060	950	1,460
82400	Utilities	17,584	14,798	16,810	14,130	19,766
82500	Contractual Services	1,500	1,500	8,900	8,800	10,000
82600	Repair & Maintenance Services	247,896	308,054	291,610	267,500	259,000
82700	Employee Programs	1,169	4,120	8,000	6,000	12,100
82800	Professional Development/Travel	753	2,248	7,150	6,600	9,550
83100	Office Supplies	2,671	1,692	3,540	1,550	2,560
83200	Operating Supplies	9,986	9,073	13,110	11,100	14,250
83300	Fuel & Mileage	4,355	5,264	7,730	3,500	5,500
83500	Machinery & Equipment (<\$25,000)	10,710	15,420	29,000	29,500	25,000
83600	Repair & Maintenance Supplies	(217,044)	(213,784)	(292,730)	(288,350)	(290,350)
85100	Property & Liability Costs	2,762	2,930	3,402	3,025	2,797
85200	Rentals	2,668	2,985	2,700	2,200	2,500
86000	Debt Service and Lease Payments	0	0	0	0	82,880
TOTAL OPERATIONS		96,600	167,476	110,602	77,805	171,803

TOTAL EXPENDITURES	512,126	586,726	576,074	528,985	646,456
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Budget Notes/Objectives

Stormwater Fund

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

A walk behind skid steer was purchased in Jan. 2013, and is utilized to clean out underneath low bridges and small ditch swales.

Two (2) laptops have been purchased for inspectors to use in the field. This allows the inspectors to enter and communicate data pertaining to new storm drainage installation, erosion and sediment control inspections, etc. while remaining on the job site.

A position of Water Quality Specialist was added to the Stormwater Division personnel.

The Stormwater Division consists of seventeen (17) employees: 1 coordinator; 1 water quality specialist, 2 stormwater inspectors; 1 compliance inspector; 1 supervisor; & 11 maintenance personnel.

Stormwater is requesting \$397,000 in consultant services as part of the operations budget. This funding is for our BMP Manual Update, GIS Impervious Surface Update and Stormwater Management Master Plan.

Stormwater is requesting \$1,946,000 in Capital for storm water improvement projects.



Stormwater Fund Streets-Stormwater

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds						
25100	BEGINNING FUND BALANCE	5,407,750	6,095,953	4,171,367	5,858,324	5,671,127
32900	STORMWATER PERMIT FEE	3,300	3,082	2,060	7,300	7,500
33350	FEMA/TEMA GRANTS (FED/STATE)	66,444	0	0	0	0
33600	EPA GRANT (FEDERAL)	0	120,200	0	0	0
34300	STORMWATER FEES	2,082,452	2,127,733	2,163,000	2,208,960	2,250,000
35510	STORMWATER LATE PAY PENALTIES	22,357	20,615	20,600	21,500	22,000
36100	INTEREST INCOME	62,303	41,771	43,380	23,040	24,000
36150	LEASE PROCEEDS	34,169	0	0	0	0
39210	CONTRIBUTIONS - OTHERS	0	0	0	110,000	0
Total Available Funds		7,678,775	8,409,354	6,400,407	8,229,124	7,974,627
Personnel						
81100	Salaries & Wages	450,174	577,007	617,414	610,500	642,042
81400	Benefits	226,216	311,164	327,448	313,689	316,684
TOTAL PERSONNEL		676,390	888,171	944,862	924,189	958,726
OPERATIONS						
82100	Transportation Services	44	104	650	393	650
82200	Operating Services	4,044	3,273	2,620	301	1,350
82300	Notices Subscriptions Publications	16,039	2,575	11,685	13,468	13,521
82400	Utilities	15,383	27,753	43,830	42,889	46,268
82500	Contractual Services	16,730	32,350	271,260	216,786	397,270
82600	Repair & Maintenance Services	21,617	52,283	24,500	17,614	49,810
82700	Employee Programs	450	1,125	4,600	4,200	4,745
82800	Professional Development/Travel	4,399	4,737	14,210	12,270	15,144
83100	Office Supplies	144	1,457	850	600	950
83200	Operating Supplies	11,109	10,171	11,505	9,755	12,465
83300	Fuel & Mileage	47,340	60,649	55,000	60,000	64,000
83500	Machinery & Equipment (<\$25,000)	11,173	14,836	29,425	39,075	70,390
83600	Repair & Maintenance Supplies	142,459	121,961	183,900	108,901	186,500
84000	Operational Units	252,010	150,144	171,449	160,836	166,000
85100	Property & Liability Costs	5,500	5,945	6,904	6,142	16,902
85200	Rentals	190	646	5,000	1,500	5,000
85300	Permits	3,587	3,482	11,220	3,561	4,960
85500	Financial Fees	4,441	6,804	0	2,800	5,000
85900	Other Business Expenses	73	0	0	0	0
86000	Debt Service and Lease Payments	13,094	13,094	0	9,820	0
TOTAL OPERATIONS		569,826	513,389	848,608	710,911	1,060,925
CAPITAL						
89400	Infrastructure	258,172	1,094,170	1,870,000	921,599	1,946,000
89500	Machinery & Equipment (>\$25,000)	78,433	55,300	145,000	0	84,000
TOTAL CAPITAL		336,605	1,149,470	2,015,000	921,599	2,030,000
TOTAL EXPENDITURES		1,582,821	2,551,030	3,808,470	2,556,699	4,049,651
TOTAL UNALLOCATED FUNDS		6,095,954	5,858,324	2,591,937	5,672,425	3,924,976

Budget Notes/Objectives

Street Aid & Transportation Fund

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

We currently maintain 296 miles of roadway throughout the City. Many of these roadways will receive cold planning in addition to surface treatment.

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

Street Aid & Transportation Fund

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds						
25100	BEGINNING FUND BALANCE	0	0	0	16,563	0
33220	GASOLINE TAX (STATE)	1,662,300	1,748,202	1,767,500	1,725,000	1,802,500
33953	FEDERAL ARRA # 3	0	0	0	0	0
36100	INTEREST INCOME	0	116	0	50	50
37100	TRANSFER FROM GENERAL FUND	578,450	0	409,262	435,149	490,135
39200	CONTRIBUTIONS FROM DEVELOPER	167,000	0	0	0	0
Total Available Funds		2,407,750	1,748,318	2,176,762	2,176,762	2,292,685

OPERATIONS						
82500	Contractual Services	1,058	1,957	0	0	0
82600	Repair & Maintenance Services	2,273,706	1,717,602	2,176,762	2,176,762	2,292,685
83200	Operating Supplies	0	1,340	0	0	0
85300	Permits	0	49	0	0	0
TOTAL OPERATIONS		2,274,764	1,720,948	2,176,762	2,176,762	2,292,685

CAPITAL						
89400	Infrastructure	132,986	10,807	0	0	0
TOTAL CAPITAL		132,986	10,807	0	0	0

TOTAL EXPENDITURES		2,407,750	1,731,755	2,176,762	2,176,762	2,292,685
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TOTAL UNALLOCATED FUNDS		0	16,563	0	0	0
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Road Impact Fund

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

The budget anticipates \$3.5 million in expenditures, primarily in the form of a transfer to the debt service fund. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011.

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
25100 BEGINNING FUND BALANCE	(522,110)	(796,990)	(1,240,129)	(1,240,129)	(1,773,893)
32800 ROAD IMPACT FEES	2,466,846	1,461,757	3,000,000	2,540,000	3,000,000
32810 ROAD IMPACT CREDITS	0	(70,112)	0	(66,935)	0
36100 INTEREST INCOME	0	0	500	0	0
37500 TRANSFER FROM SOLID WASTE	0	0	0	0	0
Total Available Funds	1,944,736	594,655	1,760,371	1,232,936	1,226,107
OPERATIONS					
82200 Operating Services	0	0	0	0	0
82300 Notices Subscriptions Publications	0	0	100	0	0
82500 Contractual Services	11,078	13,337	25,000	0	0
88000 Transfers to Other Funds	2,730,648	1,821,447	2,867,667	3,006,829	3,513,048
TOTAL OPERATIONS	2,741,726	1,834,784	2,892,767	3,006,829	3,513,048
TOTAL EXPENDITURES	2,741,726	1,834,784	2,892,767	3,006,829	3,513,048
TOTAL UNALLOCATED FUNDS	(796,990)	(1,240,129)	(1,132,396)	(1,773,893)	(2,286,941)



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**OTHER GENERAL FUND
OPERATING EXPENDITURES**

General Fund

General Expenses

Employee Benefits: \$652,500 is budgeted for raises for employees effective July 5, 2013 (the start of the first bi-weekly payroll in 2014). Also, \$125,000 is budgeted for the second year of a merit pay program. \$300,000 is budgeted for implementation of the classification and compensation study to raise employees below the minimum of their new pay grade. \$45,000 is budgeted for additional compensation to the Board of Mayor and Aldermen. Also, \$203,000 is budgeted for insurance coverage for COBRA and retirees that worked for departments in the General Fund.

Notices, Subscriptions, & Publicity: This includes \$6,000 for leadership retreats, \$22,500 for membership dues including TML, and \$500 for public relations.

Utilities. This includes an amount of \$10,300 to cover various utility costs.

Contractual Services: This includes \$15,000 for computer services, \$6,000 for legal services, \$24,250 for the general fund's portion of the annual financial audit, \$15,000 for legislative support, and \$25,000 for the Fourth of July fireworks.

Repair & Maintenance Services. \$20,400 is budgeted for various grounds and building repair and maintenance.

Fuel Hedging Costs: Includes \$50,000 anticipated savings from fuel hedging.

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

The budget also includes \$3,870 to cover various costs similar to those incurred in the current budget: \$2,000 for equipment, \$100 for property tax on rented portions of city property, \$250 for permits, \$20 for recording fees, and \$1,500 for miscellaneous items.

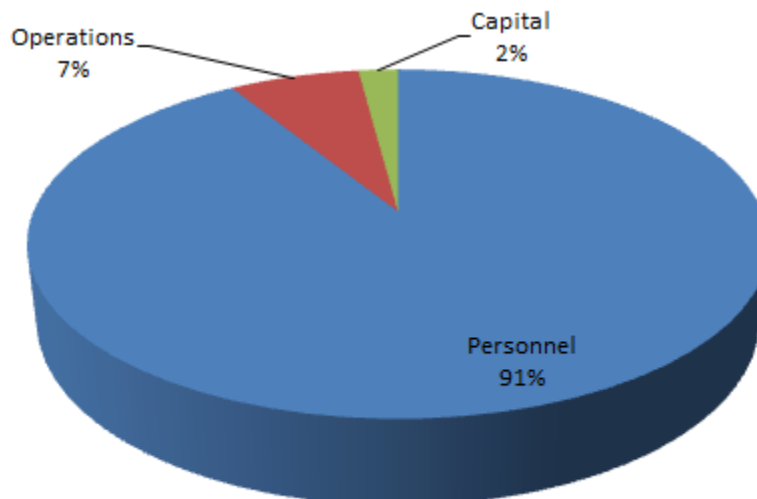
General Fund General Expenses

		Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
PERSONNEL						
81100	Salaries & Wages	0	0	451,250	451,250	1,122,500
81400	Employee Benefits	(984,655)	(353,943)	828,000	828,000	203,000
TOTAL PERSONNEL		(984,655)	(353,943)	1,279,250	1,279,250	1,325,500

OPERATIONS						
82300	Notices Subscriptions Publications	12,652	16,432	16,500	22,224	29,000
82400	Utilities	703	7,681	0	11,461	10,300
82500	Contractual Services	63,776	66,307	49,000	70,236	85,250
82600	Repair & Maintenance Services	(2,400)	0	0	20,377	20,400
83200	Operating Supplies	0	45	0	0	0
83300	Fuel & Mileage	(209,727)	(221,199)	(100,000)	(85,000)	(50,000)
83500	Machinery & Equipment (<\$25,000)	0	21,017	0	1,650	2,000
84000	Operational Units	517,570	103,000	0	0	0
85100	Property & Liability Costs	238,336	0	0	0	0
85200	Rentals	0	0	0	87	100
85300	Permits	1,020	1,020	0	426	270
85500	Financial Fees	1,290	0	0	0	0
85900	Other Business Expenses	915	519	0	1,500	1,500
86000	Debt Service and Lease Payments	0	0	200,000	200,000	0
TOTAL OPERATIONS		624,135	(5,178)	165,500	242,961	98,820

CAPITAL						
89500	Machinery & Equipment (>\$25,000)	0	0	30,000	30,000	30,000
TOTAL CAPITAL		0	0	30,000	30,000	30,000

TOTAL EXPENDITURES	(360,520)	(359,121)	1,474,750	1,552,211	1,454,320
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General Fund Appropriations

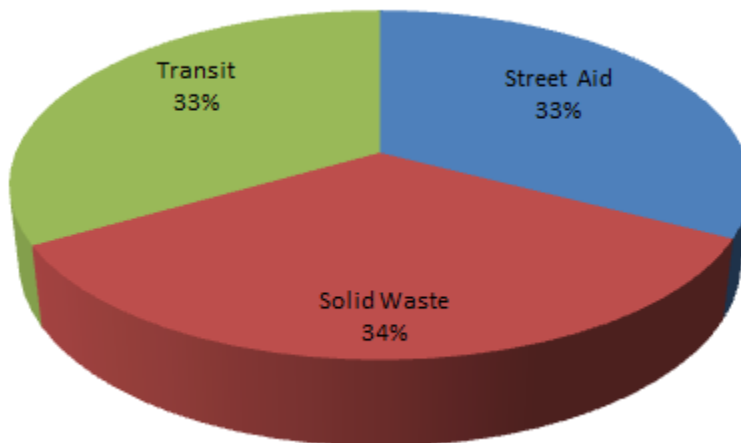
Other than a contractual increase to Regional Transit Authority, all other appropriations in 2014 are the same as 2013.

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
OPERATIONS					
CONTRACTED SERVICES	40,308	46,475	40,308	40,308	68,368
Regional Transit Authority	5,622	11,789	5,622	5,622	33,682
Franklin Tomorrow	29,610	29,610	29,610	29,610	29,610
Sister City Program	5,076	5,076	5,076	5,076	5,076
APPROPRIATIONS TO GOVERNMENTS	180,990	179,582	184,765	184,765	184,765
Health Department	21,150	21,150	21,150	21,150	21,150
Animal Control	52,480	52,480	53,690	53,690	53,690
Spay/Neuter Program	16,435	14,858	19,000	19,000	19,000
Library - Books	59,220	59,220	59,220	59,220	59,220
TN Rehab @ Franklin	22,495	22,495	22,495	22,495	22,495
Franklin Housing Authority	8,460	8,460	8,460	8,460	8,460
IDB & Health/Education Board	750	919	750	750	750
APPROPRIATIONS TO CIVIC ORGANIZATIONS	190,567	190,567	190,567	190,567	168,242
ARC	4,230	4,230	4,230	4,230	4,230
Boys & Girls Club	15,228	15,228	15,228	15,228	15,228
Bridges	15,040	15,040	15,040	15,040	15,040
Community Child Care	29,140	29,140	29,140	29,140	29,140
Community Housing Partnership	8,460	8,460	8,460	8,460	8,460
Gap Foundation	22,325	22,325	22,325	22,325	0
J.L. Clay Center/Senior Citizens	41,654	41,654	41,654	41,654	41,654
Mid-Cum Hum Res/Homemaker	4,700	4,700	4,700	4,700	4,700
Mid-Cum Hum Res/Ombudsman	2,061	2,061	2,061	2,061	2,061
Mid-Cum Meals on Wheels	10,152	10,152	10,152	10,152	10,152
Second Harvest/Nashville's Table	1,269	1,269	1,269	1,269	1,269
Waves	22,913	22,913	22,913	22,913	22,913
Wmson Co Emergency Relief/Graceworks	13,395	13,395	13,395	13,395	13,395
TOTAL OPERATIONS	411,865	416,624	415,640	415,640	421,375

Interfund Transfers

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

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
OPERATIONS					
TRANSFER TO STREET AID & TRANSPORTATION	578,450	0	409,262	435,149	490,135
TRANSFER TO SANITATION & ENV SERVICES	1,508,605	1,314,772	916,747	663,890	508,148
TRANSFER TO TRANSIT FUND	292,414	301,688	463,092	463,092	499,400
TRANSFER TO WATER OPERATING	0	0	0	0	0
TOTAL OPERATIONS	2,860,973	1,616,460	1,789,101	1,562,131	1,497,683





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OTHER SPECIAL FUNDS

Facilities Tax Fund

The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. In 2012, the fund recovered from a deficit fund balance originating from expenditures associated with construction of Franklin's new police headquarters. There are \$2.0 million of capital expenditures budgeted in 2014.

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
25100 BEGINNING FUND BALANCE	(3,039,217)	(291,165)	1,562,647	1,562,647	2,717,822
31600 FACILITIES TAXES	2,748,052	1,845,690	2,163,974	1,990,800	2,000,000
33953 FEDERAL ARRA # 3	0	0	0	0	0
36100 INTEREST INCOME	0	8,122	3,430	4,500	5,000
Total Available Funds	(291,165)	1,562,647	3,730,051	3,557,947	4,722,822
OPERATIONS					
82500 Contractual Services	0	0	0	0	30,000
83200 Operating Supplies	0	0	0	0	3,500
83500 Machinery & Equipment (<\$25,000)	0	0	24,900	24,900	159,045
TOTAL OPERATIONS	0	0	24,900	24,900	192,545
CAPITAL					
89200 Buildings	0	0	70,000	70,000	1,400,000
89500 Machinery & Equipment (>\$25,000)	0	0	1,144,000	745,225	642,205
TOTAL CAPITAL	0	0	1,214,000	815,225	2,042,205
TOTAL EXPENDITURES	0	0	1,238,900	840,125	2,234,750
TOTAL UNALLOCATED FUNDS	(291,165)	1,562,647	2,491,151	2,717,822	2,488,072

Hotel/Motel Tax Fund

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

The approved budget includes 1% of the 4% tax (based on collections in calendar year 2012) to support the Williamson County Convention and Visitors Bureau.

Despite the recent economy, receipts in the hotel/motel fund have largely met expectations. The 2013-14 budget provides for \$2.4 million in expenditures, which is an increase compared to the 2012-13 budget.

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
25100 BEGINNING FUND BALANCE	1,895,995	1,944,996	2,103,082	2,103,082	2,473,245
31700 HOTEL/MOTEL TAXES	1,917,196	2,185,953	2,280,000	2,208,300	2,473,200
33600 EPA GRANT (FEDERAL)	0	100,000	0	0	0
33800 PARKS GRANTS	0	22,575	0	60,000	0
33953 FEDERAL ARRA # 3	0	0	0	0	0
36100 INTEREST INCOME	21,383	17,831	25,550	20,000	20,000
39210 CONTRIBUTIONS - OTHERS	0	0	40,000	0	0
Total Available Funds	3,834,574	4,271,355	4,448,632	4,391,382	4,966,445
OPERATIONS					
82300 Notices Subscriptions Publications	180	277	0	1,671	0
82500 Contractual Services	9,752	35,577	0	0	112,000
82600 Repair & Maintenance Services	0	1,210	0	0	0
83200 Operating Supplies	0	18,807	0	0	0
84000 Operational Units	(202,650)	(367,112)	0	(309,108)	0
87000 Appropriations	373,048	452,192	498,452	498,452	812,757
88000 Transfers to Other Funds	1,708,248	1,813,399	1,590,583	1,612,122	1,155,322
TOTAL OPERATIONS	1,888,578	1,954,350	2,089,035	1,803,137	2,080,079
CAPITAL					
89200 Buildings	1,000	42,500	25,000	25,000	109,000
89300 Improvements	0	171,423	75,000	90,000	211,500
TOTAL CAPITAL	1,000	213,923	100,000	115,000	320,500
TOTAL EXPENDITURES	1,889,578	2,168,273	2,189,035	1,918,137	2,400,579
TOTAL UNALLOCATED FUNDS	1,944,996	2,103,082	2,259,597	2,473,245	2,565,866

Debt Service Fund

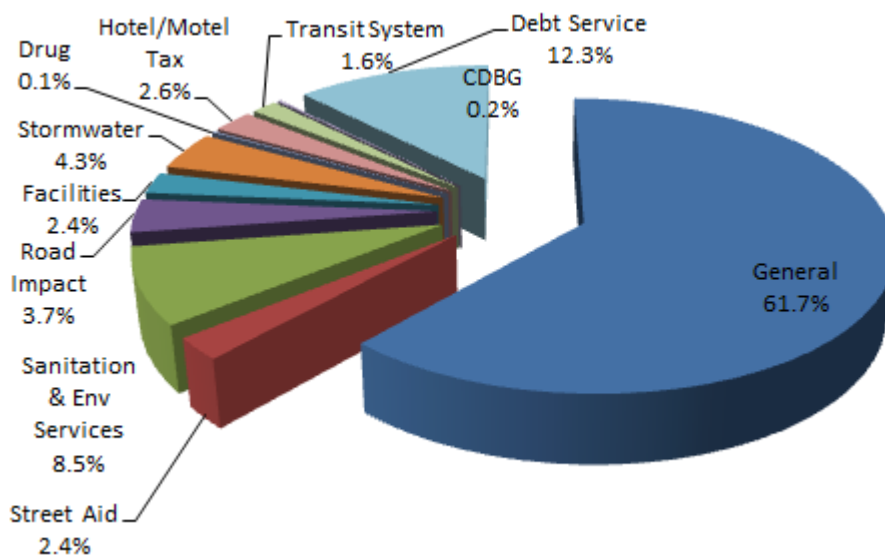
In the FY2010 budget, annual debt service previously paid by the General Fund was moved to this consolidated Debt Service Fund. While a portion of property tax is allocated directly to this fund to pay for General Fund's portion of debt service, transfers are made from the Solid Waste, Road Impact, and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

The table on page 48 of this budget document breaks out the \$11.57 million amount below by principal and interest of each issue, and also shows which debt is supported by general, solid waste, road impact, or hotel/motel revenues.

	Actual 2011	Actual 2012	Budget 2013	Estd 2013	Budget 2014
Available Funds					
25100 BEGINNING FUND BALANCE	465,190	1,099,568	318,138	318,138	43,073
31100 PROPERTY TAXES COLLECTED	4,952,567	4,830,155	5,004,285	4,779,633	5,459,048
33958 REBATE ON BAB / RZEDB	872,753	904,052	904,053	898,505	825,401
36100 INTEREST INCOME	3,846	14,104	10,000	5,000	5,000
36200 BOND PROCEEDS	16,590,000	0	0	0	0
36210 INTEREST-BOND PROCEEDS	891,236	0	0	0	0
37500 TRANSFER FROM SANITATION & ENV SER	532,022	543,115	559,807	564,407	569,819
37510 TRANSFER FROM ROAD IMPACT	2,730,648	1,821,447	2,867,667	3,006,829	3,513,048
37520 TRANSFER FROM HOTEL/MOTEL	1,708,248	1,813,399	1,590,583	1,612,122	1,155,322
Total Available Funds	28,746,510	11,025,840	11,254,533	11,184,634	11,570,711
OPERATIONS					
82200 Operating Services	0	0	0	0	0
86000 Debt Service and Lease Payments	27,646,943	10,707,702	10,926,395	11,141,561	11,565,711
TOTAL OPERATIONS	27,646,943	10,707,702	10,926,395	11,141,561	11,565,711
TOTAL EXPENDITURES	27,646,943	10,707,702	10,926,395	11,141,561	11,565,711
TOTAL UNALLOCATED FUNDS	1,099,567	318,138	328,138	43,073	5,000

Expenditures for All Operating Funds

Fund	<u>FY 2013</u>	<u>FY 2014</u>	<u>Change \$</u>	<u>Change %</u>	<u>% of Total</u>
General	\$55,329,798	\$57,901,958	\$2,572,160	4.6%	66.5%
Street Aid	2,176,762	2,292,685	115,923	5.3%	2.6%
Sanitation & Env Services	8,547,397	7,941,748	(605,649)	-7.1%	9.1%
Road Impact	2,892,767	3,513,048	620,281	21.4%	4.0%
Facilities Tax	1,238,900	2,234,750	995,850	80.4%	2.6%
Stormwater	3,808,470	4,049,651	241,181	6.3%	4.7%
Drug	145,500	138,098	(7,402)	-5.1%	0.2%
Hotel/Motel Tax	2,189,035	2,400,579	211,544	9.7%	2.8%
Transit System	1,266,015	1,543,550	277,535	21.9%	1.8%
CDBG	227,180	203,240	(23,940)	-10.5%	0.2%
Debt Service	10,926,395	11,565,711	639,316	5.9%	13.3%
Less: Interfund Transfers	(6,807,158)	(6,735,872)	71,286	-1.0%	-7.7%
All Funds	\$81,941,061	\$87,049,146	\$5,108,085	6.2%	100.0%



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

2014 Budget												
	General	Street Aid	Sanitation & Env Services	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
Revenues												
Property Tax	6,090,528	-	-	-	-	-	-	-	-	-	5,459,048	11,549,576
Sales Tax	27,500,000	-	-	-	-	-	-	-	-	-	-	27,500,000
Other Taxes	3,839,962	-	-	3,000,000	2,000,000	-	-	2,473,200	-	-	-	11,313,162
Intergovernmental	14,318,767	1,802,500	405,000	-	-	-	-	-	930,550	203,240	825,401	18,485,458
Licenses & Permits	4,395,000	-	-	-	-	7,500	-	-	-	-	-	4,402,500
Charges for Services	73,700	-	6,858,400	-	-	2,250,000	-	-	88,000	-	-	9,270,100
Fines & Fees	1,020,000	-	-	-	-	22,000	170,320	-	-	-	-	1,212,320
Uses of Money & Property	344,001	50	148,500	-	5,000	24,000	4,480	20,000	25,600	75	5,000	576,706
Transfers	-	490,135	508,148	-	-	-	-	-	499,400	-	5,238,189	6,735,872
Other Revenue	320,000	-	21,700	-	-	-	-	-	-	-	-	341,700
Total Revenue	57,901,958	2,292,685	7,941,748	3,000,000	2,005,000	2,303,500	174,800	2,493,200	1,543,550	203,315	11,527,638	91,387,394
Expenditures												
Personnel	38,605,187	-	2,836,217	-	-	958,726	-	-	-	-	-	42,400,130
Operations	15,337,171	2,292,685	4,630,531	3,513,048	192,545	1,060,925	138,098	2,080,079	1,423,550	203,240	11,565,711	42,437,583
Capital	3,959,600	-	475,000	-	2,042,205	2,030,000	-	320,500	120,000	-	-	8,947,305
Total Expenditures	57,901,958	2,292,685	7,941,748	3,513,048	2,234,750	4,049,651	138,098	2,400,579	1,543,550	203,240	11,565,711	93,785,018
Change in Fund Balance	-	-	-	(513,048)	(229,750)	(1,746,151)	36,702	92,621	-	75	(38,073)	(2,397,624)
2013 Budget												
	General	Street Aid	Sanitation & Env Services	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
Revenues												
Property Tax	6,775,285	-	-	-	-	-	-	-	-	-	5,004,285	11,779,570
Sales Tax	25,407,600	-	-	-	-	-	-	-	-	-	-	25,407,600
Other Taxes	3,571,064	-	-	3,000,000	2,163,974	-	-	2,280,000	-	-	-	11,015,038
Intergovernmental	13,509,272	1,767,500	360,000	-	-	-	-	-	703,123	227,180	904,053	17,471,128
Licenses & Permits	4,345,326	-	-	-	-	2,060	-	-	-	-	-	4,347,386
Charges for Services	73,590	-	7,128,500	-	-	2,163,000	-	-	74,500	-	-	9,439,590
Fines & Fees	1,021,450	-	-	-	-	20,600	165,340	-	-	-	-	1,207,390
Uses of Money & Property	526,211	-	106,100	500	3,430	43,380	4,350	25,550	25,300	630	10,000	745,451
Transfers	-	409,262	916,747	-	-	-	-	-	463,092	-	5,018,057	6,807,158
Other Revenue	100,000	-	36,050	-	-	-	-	40,000	-	-	-	176,050
Total Revenue	55,329,798	2,176,762	8,547,397	3,000,500	2,167,404	2,229,040	169,690	2,345,550	1,266,015	227,810	10,936,395	88,396,361
Expenditures												
Personnel	38,090,779	-	2,870,423	-	-	944,862	-	-	-	-	-	41,906,064
Operations	14,806,816	2,176,762	4,956,974	2,892,767	24,900	848,608	145,500	2,089,035	1,210,015	227,180	10,926,395	40,304,952
Capital	2,432,203	-	720,000	-	1,214,000	2,015,000	-	100,000	56,000	-	-	6,537,203
Total Expenditures	55,329,798	2,176,762	8,547,397	2,892,767	1,238,900	3,808,470	145,500	2,189,035	1,266,015	227,180	10,926,395	88,748,219
Change in Fund Balance	-	-	-	107,733	928,504	(1,579,430)	24,190	156,515	-	630	10,000	(351,858)

**CITY OF FRANKLIN, TN
EXECUTIVE SUMMARY
GENERAL FUND REVENUES & EXPENDITURES
FISCAL YEAR 2013-2014**

REVENUES	TOTAL		
	2013	2014	Percent
<i>Local Taxes</i>	35,753,949	37,430,490	5%
<i>Fines & Forfeitures</i>	4,345,326	4,395,000	1%
<i>Licenses & Permits</i>	13,509,272	14,318,767	6%
<i>Other Licenses & Fees</i>	73,590	73,700	0%
<i>Intergovernmental Revenue</i>	1,021,450	1,020,000	0%
<i>Fees & Charges for Services</i>	526,211	344,001	-35%
<i>Other-Miscellaneous</i>	100,000	125,000	25%
<i>Contributions</i>	0	195,000	---
	55,329,798	57,901,958	5%

CATEGORY	TOTAL		
	2013	2014	Percent
<i>Personnel</i>	68.8%	66.7%	-3.2%
<i>Operations</i>	26.8%	26.5%	-1.0%
<i>Capital</i>	4.4%	6.8%	55.6%
	100.0%	100.0%	

EXPENDITURES	TOTAL			PERSONNEL			OPERATIONS			CAPITAL		
	2013	2014	Percent	2013	2014	Percent	2013	2014	Percent	2013	2014	Percent
<i>Department</i>												
<i>Elected Officials</i>	183,345	259,437	42%	145,157	144,259	-1%	38,188	115,178	202%	0	0	---
<i>Administration</i>	599,530	667,753	11%	461,728	480,239	4%	137,802	162,514	18%	0	25,000	---
<i>CIP</i>	213,356	234,830	10%	184,429	206,042	12%	28,927	28,788	0%	0	0	---
<i>Project & Facilities Mgmt</i>	818,377	905,290	11%	371,948	410,381	10%	396,429	494,909	25%	50,000	0	-100%
<i>Human Resources</i>	1,286,481	1,406,554	9%	760,790	835,893	10%	425,691	470,661	11%	100,000	100,000	0%
<i>Law</i>	395,352	461,705	17%	259,709	311,129	20%	135,643	150,576	11%	0	0	---
<i>Communications</i>	371,928	446,162	20%	287,386	312,323	9%	84,542	133,839	58%	0	0	---
<i>Revenue Management</i>	1,366,923	1,288,838	-6%	939,705	858,130	-9%	427,218	430,708	1%	0	0	---
<i>Parks</i>	3,203,402	3,442,168	7%	1,923,974	2,054,910	7%	825,225	1,352,758	64%	454,203	34,500	-92%
<i>Police</i>	13,423,215	13,439,104	0%	10,860,195	10,626,601	-2%	2,563,020	2,812,503	10%	0	0	---
<i>Fire</i>	12,750,847	12,732,033	0%	11,075,224	11,069,557	0%	1,600,623	1,562,476	-2%	75,000	100,000	33%
<i>Finance</i>	827,002	927,839	12%	697,221	778,228	12%	129,781	149,611	15%	0	0	---
<i>Information Technology</i>	3,064,259	4,085,017	33%	1,320,203	1,448,356	10%	1,699,056	2,235,661	32%	45,000	401,000	791%
<i>Purchasing</i>	220,985	204,798	-7%	181,238	183,454	1%	39,747	21,344	-46%	0	0	---
<i>Court</i>	301,557	250,875	-17%	188,843	200,026	6%	112,714	50,849	-55%	0	0	---
<i>Building & Neighborhood Svcs</i>	3,200,631	2,244,317	-30%	1,919,991	1,953,224	2%	1,280,640	291,093	-77%	0	0	---
<i>Planning & Sustainability</i>	1,261,360	1,426,112	13%	1,149,061	1,182,445	3%	112,299	243,667	117%	0	0	---
<i>Engineering</i>	862,603	876,347	2%	770,897	764,313	-1%	91,706	112,034	22%	0	0	---
<i>Traffic Operations Center</i>	1,894,463	3,715,502	96%	267,892	228,307	-15%	211,571	372,195	76%	1,415,000	3,115,000	120%
<i>Streets-Maintenance</i>	3,489,553	3,557,200	2%	2,017,391	2,111,424	5%	1,435,162	1,406,676	-2%	37,000	39,100	6%
<i>Streets-Traffic</i>	1,223,322	1,190,925	-3%	563,075	645,793	15%	434,247	430,132	-1%	226,000	115,000	-49%
<i>Streets-Fleet</i>	576,074	646,456	12%	465,472	474,653	2%	110,602	171,803	55%	0	0	---
<i>General Expense</i>	1,474,750	1,454,320	-1%	1,279,250	1,325,500	4%	165,500	98,820	-40%	30,000	30,000	0%
<i>Appropriations</i>	415,640	421,375	1%	0	0	---	415,640	421,375	1%	0	0	---
<i>Economic Development</i>	115,742	119,318	3%	0	0	---	115,742	119,318	3%	0	0	---
<i>Transfer to Other Funds</i>	1,789,101	1,497,683	-16%	0	0	---	1,789,101	1,497,683	-16%	0	0	---
	55,329,798	57,901,958	5%	38,090,779	38,605,187	1%	14,806,816	15,337,171	4%	2,432,203	3,959,600	63%

**CITY OF FRANKLIN, TN
EXECUTIVE SUMMARY
SPECIAL REVENUE AND DEBT SERVICE FUNDS
FISCAL YEAR 2013-2014**

BEG BAL + REVENUES	TOTAL		
	2013	2014	Percent
<i>Street Aid</i>	2,193,325	2,292,685	5%
<i>Sanitation & Envir Services</i>	8,547,397	7,941,748	-7%
<i>Road Impact</i>	1,760,371	1,226,107	-30%
<i>Facilities Tax</i>	3,730,051	4,722,822	27%
<i>Stormwater Mgmt</i>	8,087,364	7,974,627	-1%
<i>Drug</i>	314,478	240,893	-23%
<i>Hotel/Motel</i>	4,448,632	4,966,445	12%
<i>Transit System</i>	1,266,015	1,543,550	22%
<i>CDBG</i>	221,228	223,340	1%
<i>Debt Service</i>	11,254,533	11,570,711	3%
	41,823,394	42,702,928	2%

EXPENDITURES Fund	TOTAL			PERSONNEL			OPERATIONS			CAPITAL		
	2013	2014	Percent	2013	2014	Percent	2013	2014	Percent	2013	2014	Percent
<i>Street Aid</i>	2,176,762	2,292,685	5%	0	0	---	2,176,762	2,292,685	5%	0	0	---
<i>Sanitation & Envir Services</i>	8,547,397	7,941,748	-7%	2,870,423	2,836,217	-1%	4,956,974	4,630,531	-7%	720,000	475,000	-34%
<i>Road Impact</i>	2,892,767	3,513,048	21%	0	0	---	2,892,767	3,513,048	21%	0	0	---
<i>Facilities Tax</i>	1,238,900	2,234,750	80%	0	0	---	24,900	192,545	673%	1,214,000	2,042,205	68%
<i>Stormwater Mgmt</i>	3,808,470	4,049,651	6%	944,862	958,726	1%	848,608	1,060,925	25%	2,015,000	2,030,000	1%
<i>Drug</i>	145,500	138,098	-5%	0	0	---	145,500	138,098	-5%	0	0	---
<i>Hotel/Motel</i>	2,189,035	2,400,579	10%	0	0	---	2,089,035	2,080,079	0%	100,000	320,500	221%
<i>Transit System</i>	1,266,015	1,543,550	22%	0	0	---	1,210,015	1,423,550	18%	56,000	120,000	114%
<i>CDBG</i>	227,180	203,240	-11%	0	0	---	227,180	203,240	-11%	0	0	---
<i>Debt Service</i>	10,926,395	11,565,711	6%	0	0	---	10,926,395	11,565,711	6%	0	0	---
	33,418,421	35,883,060	7%	3,815,285	3,794,943	-1%	25,498,136	27,100,412	6%	4,105,000	4,987,705	22%

END BAL	TOTAL		
	2013	2014	Percent
<i>Street Aid</i>	16,563	0	---
<i>Sanitation & Envir Services</i>	0	0	---
<i>Road Impact</i>	(1,132,396)	(2,286,941)	102%
<i>Facilities Tax</i>	2,491,151	2,488,072	0%
<i>Stormwater Mgmt</i>	4,278,894	3,924,976	-8%
<i>Drug</i>	168,978	102,795	-39%
<i>Hotel/Motel</i>	2,259,597	2,565,866	14%
<i>Transit System</i>	0	0	---
<i>CDBG</i>	(5,952)	20,100	-438%
<i>Debt Service</i>	328,138	5,000	-98%
	8,404,973	6,819,868	-19%

APPENDICES

APPENDIX A - CAPITAL

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

Approximately three-fourths of the \$8.7 million in capital in this year's budget is:

1. In the General Fund for improvements to the City's Traffic Operations Center. Expenditures of \$3,115,000 are budgeted with offsetting grant reimbursements in revenues.
2. In the Stormwater Fund, several drainage projects are budgeted for a total of \$1,946,000.
3. In the Facilities Tax Fund, construction costs for a new fire station are budgeted for \$1.4 million.

Other capital items included are:

1. In the Sanitation & Environmental Services Fund, a household hazardous waste facility is budgeted. Its costs are offset with \$250,000 of grant revenue and a \$100,000 contribution from Williamson County.
2. In the Facilities Tax Fund for the Sanitation & Environmental Services department, a split-body rear loader is budget (\$297,205) and a backhoe (\$175,000).
3. For the Fire department, there are funds budgeted in the General Fund for a \$100,000 downpayment on replacing Rescue 3, and \$100,000 downpayment in the Facilities Tax Fund for Engine 8.
4. The Transit Fund has \$120,000 budgeted for transit vehicles.
5. In the General Fund, the Information Systems department has \$351,000 for computer hardware including fiber equipment.
6. In the General Fund, the Human Resources department has \$100,000 for a human resources information system.
7. In the Hotel/Motel Tax Fund, there is \$151,500 budgeted for the Harlinsdale Farm Park Main Entrance Road Resurfacing Project.

Listed on the following pages are the items to be funded in FY2013-2014 from the General, Sanitation & Environmental Services, Facilities Tax, Stormwater, Hotel/Motel and Transit funds. It is arranged by type to allow similar projects or items to be located easier.

City of Franklin
 2013-2014 Fiscal Year Budget
 Capital Listing - General and Special Funds

89200 - Buildings

89220 - Building Design & Construction

Fund	Dept	Division	Description	Budget 2014
Sanitation & Environmental Services	Sanitation & Environmental Services	Administration	Household Hazardous Waste facility	450,000
Facilities Tax	Fire		Station 7 Construction	1,400,000
				1,850,000

89230 - Building Improvements

Fund	Dept	Division	Description	Budget 2014
General	Streets	Maintenance	Salt Brine Tanks and Building	15,000
General	Streets	Maintenance	Incinerator Road Open Storage Building	8,500
General	Streets	Maintenance	Salt Storage Facility Construction	10,000
General	Streets	Maintenance	Liberty Park Satellite facility (Mulch Bin)	5,600
Hotel/Motel	Hotel/Motel		Historic Hayes Home MP&E's Construction	80,000
Hotel/Motel	Hotel/Motel		EFBP Facility - Kitchen Renovation Project	29,000
				148,100

Total 89200 - Buildings 1,998,100

89300 - Improvements

89310 - Parks & Recreation Facilities

Fund	Dept	Division	Description	Budget 2014
General	Parks		Sidewalk Extension: Hwy 96 East bridge to Pinkerton Park trail	34,500
Hotel/Motel	Hotel/Motel		EFBP Fencing Project Along Lewisburg Pike	25,000
Hotel/Motel	Hotel/Motel		Fort Granger New Entrance: Fencing, Signage & Gravel Parking	35,000
Hotel/Motel	Hotel/Motel		Harlinsdale Farm Park Main Entrance Road Resurfacing Project	151,500
				246,000

Total 89300 - Improvements 246,000

89400 - Infrastructure

89410 - Drainage

Fund	Dept	Division	Description	Budget 2014
Stormwater	Stormwater		Stream & Rainfall Gauging Stations	36,000
Stormwater	Stormwater		Battle Ave Design and Construction	1,130,000
Stormwater	Stormwater		On Call Stream Restoration Design/Construction	660,000
Stormwater	Stormwater		Regional Retention/Detention Basins	75,000
Stormwater	Stormwater		Fieldstone Farms Sump Pumps	45,000
				1,946,000

City of Franklin
2013-2014 Fiscal Year Budget
Capital Listing - General and Special Funds

89470 - Traffic Signals

Fund	Dept	Division	Description	Budget 2014
General	Streets	Traffic	LED Lenses	10,000
General	Streets	Traffic	Signal Cabinets	30,000
General	Streets	Traffic	EDI Monitors & Controllers	25,000
General	Streets	Traffic	Traffic Signal Pole Painting	25,000
				90,000

89480 - Streetlights

Fund	Dept	Division	Description	Budget 2014
General	Streets	Traffic	LED replacement for Downtown Street Lighting	25,000
				25,000

Total 89400 - Infrastructure 2,061,000

89500 - Equipment (> \$25,000)

89520 - Vehicles (> \$25,000)

Fund	Dept	Division	Description	Budget 2014
General	Fire		Rescue 3 (2001) 12 years old in 2013 - downpayment	100,000
Facilities Tax	Fire		Engine 8	100,000
Facilities Tax	Sanitation & Environmental Services	Collection	Split-Body Rear Loader	297,205
Transit	Transit		Transit Vehicles	120,000
				617,205

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

Fund	Dept	Division	Description	Budget 2014
General	TOC		ITS - ARRA (Adaptive Signal 80/20 Match)	1,250,000
General	TOC		Mallory Station Road @ Mallory Lane and South Springs	210,000
General	TOC		Carothers @ SR96 Turn Lane Extension	120,000
General	TOC		Columbia @ Southeast Pkwy/Shadow Green Dr (\$195,000 from developer)	285,000
General	TOC		Franklin ITS Extension (80/20 Match)	1,250,000
Facilities Tax	Fire		3 Tornado Sirens	70,000
Facilities Tax	Sanitation & Environmental Services	Disposal	Backhoe	175,000
Stormwater	Stormwater		Mulch / Compost Blower	45,000
Stormwater	Stormwater		Tracked Skid Steer	39,000
				3,444,000

City of Franklin
 2013-2014 Fiscal Year Budget
 Capital Listing - General and Special Funds

89532 - Machinery & Equipment (> \$25,000) Grant

Fund	Dept	Division	Description	Budget 2014
Sanitation & Environmental Services	Sanitation & Environmental Services	Collection	Big Belly units (downtown)	25,000
				25,000

89540 - Computer Hardware (> \$25,000)

Fund	Dept	Division	Description	Budget 2014
General	IT		Fiber Equipment (Truck, Trailer, Tools)	75,000
General	IT		Fiber and fiber supplies	200,000
General	IT		EMC VNX Platform (replace SAN @ PD & DR)	76,000
				351,000

89550 - Computer Software (> \$25,000)

Fund	Dept	Division	Description	Budget 2014
General	Administration		Agenda Management Software	25,000
General	HR		Human Resources Information System	100,000
General	General Expenses		Digital Plan Review Solution	30,000
General	IT		Call Manager Update (City phone system)	50,000
				205,000

Total 89500 - Equipment (>\$25,000) 4,642,205

Total Capital 8,947,305

Capital by Fund

General	3,959,600
Sanitation & Environmental Services	475,000
Facilities Tax	2,042,205
Stormwater	2,030,000
Hotel/Motel	320,500
Transit	120,000
Total	8,947,305

Appendix B: CAPITAL PROJECTS

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

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

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

APPENDIX C – IMPACT OF CAPITAL IMPROVEMENTS ON THE 2014 OPERATING BUDGET

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

Capital Improvements Utilizing Bond Funds

The City's Board has approved several capital projects as its "top 10" priorities. The majority are road extensions and improvements. With these roadway improvements come the operating costs that will be needed to maintain them going forward. In the 2014 operating budget, there is \$2.3 million in the Street Aid Fund for roadway and sidewalk maintenance. This is supported by \$1.8 million in gasoline taxes and a transfer from the General Fund of slightly less than \$500,000. In its condition assessment report, the City's Street department has determined an annual amount of \$2.5 million is needed to adhere to a twelve-year replacement cycle. Additional roadway will have an impact beyond repayment of debt service by increasing the funding requirement for maintenance.

Capital Improvements Utilizing Leasing

The City has utilized leasing as a means to acquire needed capital equipment over a period of years in lieu of full payment in the year of acquisition. This has allowed the City to provide funding for police and fire vehicles that may have needed to be delayed without the leasing option. Of course, the impact on future budgets is the leasing payments residing in those departmental operating budgets. Additional leasing is included in the 2014 budget.

Capital Improvements Utilizing Federal and State Funding

Like many jurisdictions, the City utilized stimulus funding when it was available. This allowed the City to undertake improvements to its Traffic Operations Center that would not have been available likely for several years. The City's Transit Fund also benefited from access to these funds in acquiring vehicles and software needed to maintain transit operations. Additional assets in these areas will require future maintenance and insurance coverage.

APPENDIX D – BUDGETARY PLANNING PROCESSES

PLANNING PROCESS	PLANNING PROCESS FOCUS	DESCRIPTION OF PROCESS	IMPACT ON OPERATING BUDGETS
Strategic Planning	Long range planning focus of 5-10 years. Financial and non-financial objectives for budget year.	Departmental plans are developed with assistance from Administration and Finance. Goals and objectives are included in the operating budget. The City's budget system includes at least 5 additional years beyond the current budget year.	Allows for departmental goals to be aligned with Board and central administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this planning process.
Revenue Forecasting	Short to mid-term planning from 1 to 5 years.	As mentioned above, the City's budget system allows up to 5 additional year beyond the current budget.	Helps to shape goals and objectives from the planning process above toward implementation. The City developed a residential recycling program from the planning process during fiscal year 2011.
Capital Improvements Plan	Short to mid-term planning from 1 to 5 years.	With input from the City's Capital Investment Committee, these plans are developed with a focus on priority projects.	Top priority projects are emphasized as the operating budgets are developed and proposed. Projects may be proposed as presented or scaled back depending on operating resources.
Vehicle/Equipment Replacement	Short to long-term planning from 3 to 10 years.	Acquisition of capital equipment is planned based on life cycle.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of capital are considered in developing the budget.
Computer/Hardware Replacement	Short to long-term planning from 3 to 10 years.	Whereas servers may last beyond a 5 year window, computer hardware and non-major software may become obsolete in a much shorter timeframe. Major software is anticipated to last (with period upgrades) potentially 10 years before replacement.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of computer capital are considered in developing the budget.
Street Condition Assessment	Long term planning from 12 to 20 years.	Street maintenance costs have been developed to maintain streets at desired condition.	Street maintenance is a major item within the operating budget. Due to budgetary constraints of anticipated gasoline tax revenue, the 2014 budget includes a lesser amount than indicated in the condition assessment.

APPENDIX E – GENERAL FUND -
FUND BALANCE POLICY

CITY OF FRANKLIN

T E N N E S S E E

General Fund
Fund Balance Policy

City of Franklin
General Fund
Fund Balance Policy

Objectives for Establishing the Fund Balance Policy

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

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

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

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

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

General Fund Replenishment Priorities (Priority order):

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

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

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

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

Financial Stabilization Fund Subaccounts

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

A. Contingency Subaccount

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

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

B. Emergency Subaccount

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

C. Cash Flow Stabilization Subaccount

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

D. Debt Service Subaccount

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

E. Property/Casualty/Health Insurance Subaccount

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

F. Other Post Employment Benefits Obligation (OPEB) Subaccount

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

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

Sizing of Financial Stabilization Fund Account and Subaccounts

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

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

Use of Financial Stabilization Fund Account

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

Restoration of the Financial Stabilization Account and Subaccounts

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

Transfer of Additional Financial Stabilization Fund Account Funds

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

Fund Balance Policy Adoption

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

APPENDIX F –
DEBT MANAGEMENT POLICY

CITY OF FRANKLIN

T E N N E S S E E

Debt Management Policy

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

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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

(I.) Total Budget Resources:		
1. Debt Service as a Percent of Operating Expenditures –		Total GO Debt
<i>Measures debt liability relative to total budget resources</i>		< 12%
		Less Self-Supporting Debt
		<8%
Supporting Data	S&P (04/08) cites <8% as low, 8%-15% as moderate Moody's, 2008 AAA Cities, Population 50k-100k Median @ 8.97%	
Brentwood @		11.40%
Germantown @		8.00%
Franklin - Total GO Debt @		9.78%
Franklin - Less Self-Supporting @		4.77%
Chattanooga @ [AA/AA+]		9.14%
Clarksville @ [Aa3]		17.05%
Murfreesboro @ [A1]		17.31%
Alpharetta, GA @		21.00%
Dublin, OH @		11.37%
Naperville, IL @		6.69%
(II.) Wealth and Income of Community:		
2. Direct Debt Per Capita –		< \$2,000
<i>Measures net debt to population</i>		
Supporting Data	S&P (4/08) cites < \$1,000 as very low, \$1,000-\$2,000 as low and \$2,000-\$3,000 as moderate	
Brentwood @	\$	669.70
Germantown @	\$	535.30
Franklin - Total GO Debt @	\$	1,442.88
Franklin - Less Self-Supporting @	\$	799.01
Chattanooga @ [AA/AA+]	\$	566.84
Clarksville @ [Aa3]	\$	383.30
Murfreesboro @ [A1]	\$	1,865.21
Alpharetta, GA @	\$	941.43
Dublin, OH @	\$	999.90
Naperville, IL @	\$	587.40

2b. Per Capita Debt/Per Capita Income – <i>Measures each person's estimated ability to back their portion of debt based on personal income per capita</i>		< 3.00%
Supporting Data		
Brentwood @		1.22%
Germantown @		0.87%
Franklin - Total GO Debt @		2.78%
Franklin - Less Self-Supporting @		1.54%
Chattanooga @ [AA/AA+]		1.74%
Clarksville @ [Aa3]		0.96%
Murfreesboro @ [A1]		5.95%
Alpharetta, GA @		2.02%
Dublin, OH @		2.43%
Naperville, IL @		1.48%
(III) Property Tax Base: 3. Direct Debt as a % of Market Value – the government's jurisdiction <i>Overall Net Debt divided by the fiscal year or most recent Total Full Value – Measures the overall debt to all taxable property within the government's jurisdiction</i>		
		0.4% - 0.8%
Supporting Data		
	Moody's, 2008 AAA Cities, Population 50k-100k Median @ 0.5%	
Brentwood @		0.3%
Germantown @		0.4%
Franklin - Total GO Debt @		1.0%
Franklin - Less Self-Supporting @		0.6%
Chattanooga @ [AA/AA+]		0.7%
Clarksville @ [Aa3]		0.8%
Murfreesboro @ [A1]		2.5%
Alpharetta, GA @		0.4%
Dublin, OH @		0.7%
Naperville, IL @		0.4%
3b. Debt Burden (Overall Net Debt as a % of Market Value) – <i>Measures the overall debt burden to the taxable market value of the tax base</i>		3% - 6%
Supporting Data		
	S&P (04/08) cites < 3% as low, 3%-6% as moderate Moody's 2008 AAA Cities, Population 50k-100k, Median @ 1.77%	
Brentwood @		2.05%
Germantown @		3.32%
Franklin - Total GO Debt @		3.47%
Chattanooga @ [AA/AA+]		1.80%
Clarksville @ [Aa3]		4.56%
Murfreesboro @ [A1]		4.51%
Alpharetta, GA @		0.68%
Dublin, OH @		0.76%
Naperville, IL @		2.27%

VI. Bond Structure

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

1. Term

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

2. Capitalized Interest

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

3. Debt Service Structure

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

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

4. Call Provisions

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

5. Original Issuance Discount/Premium

Bonds with original issuance discount/premium will be permitted.

6. Deep Discount Bonds

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

7. Structured Products

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

VII. Types of Debt

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

Security Structure

1. General Obligation Bonds

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

2. Revenue Bonds

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

3. Capital Leases

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

Duration

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

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

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

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

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

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

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

Interest Rate Modes

Fixed Rate Debt

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

Variable Rate Debt

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

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

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

VIII. Use of Synthetic Debt

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

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

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

IX. Refinancing Outstanding Debt

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

1. Debt Service Savings

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

2. Restructuring for economic purposes

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

3. Term of Refunding Issues

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

4. Escrow Structuring

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

5. Arbitrage

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

X. Methods of Issuance

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

1. Competitive Sale

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

2. Negotiated Sale

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

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

3. Private Placement

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

XI. Underwriter Selection (Negotiated Transaction)

Senior Manager Selection

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

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

Co-Manager Selection

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

Selling Groups

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

Underwriter's Counsel

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

Underwriter's Discount

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

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

Evaluation of Underwriter Performance

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

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

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

Syndicate Policies

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

Designation Policies

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

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

XII. Consultants

Financial Advisor

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

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

Financial Advisory Services

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

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

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

Conflict of Interest

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

Bond Counsel

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

Disclosure by Financing Team Members

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

XIII. Disclosure

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

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

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

XIV. Debt Policy Review

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

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

APPENDIX G – ADDITIONAL DEMOGRAPHIC & ECONOMIC INFORMATION

The following pages contain demographic and economic information from the City's 2012 Comprehensive Annual Financial Report (CAFR).

CITY OF FRANKLIN, TENNESSEE

**Revenue Capacity Information -
Local Sales Tax Collections**

FISCAL YEAR	ESTIMATE OF TAXABLE SALES SUBJECT TO LOCAL SALES TAX	LOCAL SALES TAX RATE (CITY & WILLIAMSON COUNTY)	TOTAL LOCAL SALES TAX COLLECTED	LESS: COUNTY PORTION (1/2 OF TAX)	LESS: COUNTY ADMIN FEE (1% of City's 1/2 of tax)	LOCAL SALES TAX RECEIVED BY CITY	PERCENT OF GENERAL FUND REVENUE
2012	\$ 2,172,607,228	2.25%	\$ 48,883,663	\$ (24,441,831)	\$ (244,418)	\$ 24,197,413	47.48%
2011	2,040,014,905	2.25%	45,900,335	(22,950,168)	(229,502)	22,720,666	44.81%
2010	1,882,812,211	2.25%	42,363,275	(21,181,637)	(211,816)	20,969,821	45.41%
2009	1,899,219,214	2.25%	42,732,432	(21,366,216)	(213,662)	21,152,554	42.25%
2008	2,081,744,916	2.25%	46,839,261	(23,419,630)	(234,196)	23,185,434	42.31%
2007	2,144,580,382	2.25%	48,253,059	(24,126,529)	(241,265)	23,885,264	45.08%
2006	1,975,820,696	2.25%	44,455,966	(22,227,983)	(222,280)	22,005,703	46.65%
2005	1,776,515,466	2.25%	39,971,598	(19,985,799)	(199,858)	19,785,941	48.07%
2004	1,642,825,679	2.25%	36,963,578	(18,481,789)	(184,818)	18,296,971	47.43%
2003	1,465,205,836	2.25%	32,967,131	(16,483,566)	(164,836)	16,318,730	45.93%

Tennessee Code Annotated Section 67-6-702 authorizes the levy of a local option sales tax. The maximum rate authorized is 2.75%. The current rate is 2.25%. The tax is applied only to the first \$1,600 of any single article of personal property.

The City receives 1/2 of the 2.25% rate collected within the City. Williamson County receives the other 1/2, plus an administrative fee of 1% of the City's 1/2 of the tax.

CITY OF FRANKLIN, TENNESSEE

Revenue Capacity Information -
Assessed Value and Estimated Actual Value of Taxable Property, Last Ten Years

FISCAL YEAR	Real Property Assessment		Personal Property Assessment		Public Utility Assessment			Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
	Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment	Total Taxable Assessed Value			
2012	\$ 1,492,455,650	\$ 1,477,904,852	\$ 152,009,171	\$ 915,060	\$ 54,282,799	\$ 471,130	\$ 3,178,038,662	\$ 10,298,785,436	30.86%	0.3765
2011	1,396,203,808	1,171,557,561	148,428,180	531,997	52,470,801	-	2,769,192,347	9,601,438,372	28.84%	0.4340
2010	1,371,758,898	1,140,259,084	129,518,412	572,304	47,032,940	192,390	2,689,334,028	10,225,661,696	26.30%	0.4340
2009	1,322,570,226	1,029,940,678	121,389,801	-	42,896,113	192,390	2,516,989,208	9,637,668,952	26.12%	0.4340
2008	1,227,826,775	1,000,170,840	125,258,855	-	46,132,783	192,390	2,399,581,643	7,948,798,841	30.19%	0.4340
2007	1,130,759,300	967,302,320	116,376,596	-	45,208,630	221,540	2,259,868,386	7,433,188,531	30.40%	0.4340
2006	838,883,725	719,932,760	98,346,952	-	38,205,538	685,190	1,696,054,165	6,162,312,297	27.52%	0.5500
2005	726,721,150	685,839,480	100,221,979	-	38,207,039	210,789	1,551,200,437	5,292,203,841	29.31%	0.5500
2004	669,984,175	675,626,160	96,306,693	-	36,527,952	495,210	1,478,940,190	5,010,082,404	29.52%	0.5500
2003	627,364,225	667,892,040	98,466,419	-	39,187,688	769,766	1,433,680,138	4,598,585,034	31.18%	0.5500

Source: Tax Aggregate Report of Tennessee

Note: Property of the City is reappraised periodically. Tax rates are per \$100 of assessed value.

CITY OF FRANKLIN, TENNESSEE

**Revenue Capacity Information -
Principal Property Taxpayers, Current Year and Nine Years Ago**

<u>Taxpayer</u>	<u>2003</u>		<u>2012</u>	
	<u>ASSESSED VALUATION</u>	<u>PERCENT OF TOTAL VALUATION *</u>	<u>ASSESSED VALUATION</u>	<u>PERCENT OF TOTAL VALUATION **</u>
<u>Ad Valorem Tax</u>				
Atmos Energy Corp	\$ 15,801,709	1.10%	\$ 20,425,684	0.64%
Middle TN Electric Membership Corp	6,672,254	0.47%	13,183,076	0.41%
Bell South Telecommunications	9,462,859	0.66%		
<u>Real and Personal Property Tax</u>				
Galleria Associates	36,411,360	2.54%	59,953,120	1.89%
HRLP Cool Springs LLC			37,678,400	1.19%
Carothers Office ACQ LLC			29,792,480	0.94%
Landings F C LP	11,299,018	0.79%	24,381,720	0.77%
Wyndchase LLC	13,015,986	0.91%	24,208,600	0.76%
Lightman Cool Springs			20,763,520	0.65%
Williamson Farmers Co-Op	12,147,490	0.85%	19,126,880	0.60%
Crescent Resources	11,204,920	0.78%		
Boyle Cool Springs Joint Venture			18,766,560	0.59%
Williams W. Fred Trust	17,422,740	1.22%		
Franklin Realco LLC			16,834,200	0.53%
Alara Franklin Corp			15,710,680	0.49%
Franklin Cool Springs Corp	9,898,647	0.69%	15,659,635	0.49%
AGL/SLC McEwen No 1 LLC			15,176,080	0.48%
United Dominion Realty LP			14,436,670	0.45%
Weeks Realty			13,912,760	0.44%
AGL/SLC McEwen No 2 LLC			13,177,520	0.41%
Cool Springs Market LP	9,620,360	0.67%		
Crown Brook Ltd	9,600,000	0.67%		
Hammons John Q.	9,560,000	0.67%		
Totals	<u>\$ 172,117,343</u>	<u>12.01%</u>	<u>\$ 373,187,585</u>	<u>11.74%</u>

* Total assessed valuation in 2003 (tax year 2002) was \$1,433,680,138.

** Total assessed valuation in 2012 (tax year 2011) is \$3,178,038,662.

CITY OF FRANKLIN, TENNESSEE

**Demographic and Economic Information -
Principal Employers, Current Year and Nine Years Ago**

Employer	2003			2012		
	Employees *	Rank	Percentage of Total City Employment	Employees **	Rank	Percentage of Total City Employment
Cool Springs Galleria Mall	3,500	1	8.81%	3,500	1	5.95%
Community Health Systems				2,153	2	3.66%
Williamson Medical Center	1,100	3	2.77%	1,397	3	2.38%
Verizon				1,300	4	2.21%
Nissan Americas				1,200	5	2.04%
Healthways				900	6	1.53%
Primus/Ford Motor Credit	2,400	2	6.04%	800	7	1.36%
Mars Petcare US				742	8	1.26%
Lee Co.	700	4	1.76%	625	9	1.06%
Medsolutions				550	10	0.94%
Progeny Marketing Innovations	625	5	1.57%			
AIM Healthcare	500	6	1.26%			
Atmos Energy	454	7	1.14%			
Plus Mark	450	8	1.13%			
LDM Technologies	380	9	0.96%			
Apcom, Inc.	350	10	0.88%			
Total	10,459		26.31%	13,167		22.39%

* City's 2003 Comprehensive Annual Financial Report

** Williamson County Office of Economic Development

APPENDIX H - PAY STRUCTURE

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

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

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
6	\$24,042.42	\$26,446.66	\$28,850.90	\$31,255.15	\$33,659.39	140.0%	1905	N	Refuse Collector
hr	\$11.56	\$12.72	\$13.88	\$15.03	\$16.18				
bi-wk	\$924.80	\$1,017.60	\$1,110.40	\$1,202.40	\$1,294.40				
yr	\$24,044.80	\$26,457.60	\$28,870.40	\$31,262.40	\$33,654.40				
7	\$25,513.26	\$28,064.59	\$30,615.91	\$33,167.24	\$35,718.56	140.0%	1018	N	Custodian
hr	\$12.27	\$13.50	\$14.72	\$15.95	\$17.17	6.1%	1018P	N	Custodian Part-time
bi-wk	\$981.60	\$1,080.00	\$1,177.60	\$1,276.00	\$1,373.60		1877	N	Parking Enforcement Officer
yr	\$25,521.60	\$28,080.00	\$30,617.60	\$33,176.00	\$35,713.60				
8	\$27,038.16	\$29,741.98	\$32,445.79	\$35,149.61	\$37,853.42	140.0%	2005	N	Street Crew Worker
hr	\$13.00	\$14.30	\$15.60	\$16.90	\$18.19	5.9%	2313	N	Utility Service Worker
bi-wk	\$1,040.00	\$1,144.00	\$1,248.00	\$1,352.00	\$1,455.20				
yr	\$27,040.00	\$29,744.00	\$32,448.00	\$35,152.00	\$37,835.20				
9	\$28,621.20	\$31,678.40	\$34,735.59	\$37,792.79	\$40,849.98	142.7%	0051	N	Equipment Operator
hr	\$13.77	\$15.23	\$16.70	\$18.17	\$19.63	5.9%	1512	N	Facilities Worker
bi-wk	\$1,101.60	\$1,218.40	\$1,336.00	\$1,453.60	\$1,570.40		1512P	N	Facilities Worker Part-time
yr	\$28,641.60	\$31,678.40	\$34,736.00	\$37,793.60	\$40,830.40		1416	N	General Services Technician
							1915	N	Grounds Maintenance Worker
							1520	N	Grounds Worker
							1520P	N	Grounds Worker Part-time
							2015	N	Landscape Maintenance Worker
							2015P	N	Landscape Maintenance Worker Part-time
							1517	N	Landscaping Worker
							1517P	N	Landscaping Worker Part-time
							2303	N	Meter Reader
							1502	N	Maintenance Worker
							1916	N	Parts Clerk
							1880	N	Records Clerk
							1217	N	Records Mgmt Tech
							1914	N	Scale Operator
							0010	N	Secretary
							1901	N	Solid Waste Technician
							2306	N	Stock Room Clerk

SCHOOL PATROL: \$419.22/mo

**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>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
10	\$29,957.40	\$33,225.74	\$36,494.07	\$39,762.41	\$43,030.74	143.6%	1301	N	Accounting Technician
hr	\$14.41	\$15.98	\$17.55	\$19.12	\$20.68	4.6%	0014	N	Administrative Secretary
bi-wk	\$1,152.80	\$1,278.40	\$1,404.00	\$1,529.60	\$1,654.40		0014	N	Administrative Secretary-Part-time
yr	\$29,972.80	\$33,238.40	\$36,504.00	\$39,769.60	\$43,014.40		2108	N	Belt Press Operator
							0022	N	Billing/Collections Technician
							1004	N	Facilities Maintenance Worker (formerly Bldg Mt Wkr)
							1011	N	Deputy Court Clerk
							2316	N	Meter Reader SR
							1919	N	Parts Specialist
							1917	N	Preventive Maintenance PM Tech
							1902	N	Solid Waste Driver
							2305	N	Utility Service Worker SR
11	\$31,357.86	\$34,849.83	\$38,341.80	\$41,833.77	\$45,325.74	144.5%	1511	N	Athletic Turf Worker
hr	\$15.08	\$16.76	\$18.44	\$20.12	\$21.79	4.6%	1511p	N	Athletic Turf Worker Part-time
bi-wk	\$1,206.40	\$1,340.80	\$1,475.20	\$1,609.60	\$1,743.20		1820	N	Communications Officer
yr	\$31,366.40	\$34,860.80	\$38,355.20	\$41,849.60	\$45,323.20		0052	N	Equipment Operator SR
							1509	N	Parks Athletic Field Worker
							1508	N	Parks Landscape Worker SR
							1505	N	Parks Maintenance Worker SR
							2314	N	Sewer Equipment Technician
							1903	N	Solid Waste Truck Driver/Operator
							2204	N	Wastewater Operator I
							2203	N	Water Operator I
12	\$32,822.58	\$36,552.47	\$40,282.35	\$44,012.24	\$47,742.12	145.5%	1304	N	Accounts Payable Technician
hr	\$15.79	\$17.58	\$19.37	\$21.16	\$22.95	4.7%	0016	N	Administrative Assistant
bi-wk	\$1,263.20	\$1,406.40	\$1,549.60	\$1,692.80	\$1,836.00		0016P	N	Administrative Assistant Part-time
yr	\$32,843.20	\$36,566.40	\$40,289.60	\$44,012.80	\$47,736.00		1039	N	Chief Deputy Court Clerk
							1110	N	Neighborhood Resources Coordinator
							1824	N	Communications Officer SR
							1886	N	Communications Support Coordinator
							1882	N	Evidence Technician
							1882P	N	Evidence Technician Part-time

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

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min		<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>	<u>CODE2</u>		
12 (cont'd)	\$32,822.58	\$36,552.47	\$40,282.35	\$44,012.24	\$47,742.12				
hr	\$15.79	\$17.58	\$19.37	\$21.16	\$22.95				
bi-wk	\$1,263.20	\$1,406.40	\$1,549.60	\$1,692.80	\$1,836.00				
yr	\$32,843.20	\$36,566.40	\$40,289.60	\$44,012.80	\$47,736.00				
									1310 N Financial Technician
									0053 N Heavy Equipment Operator
									1605 N Human Resources Technician
									2016 N Landscape Mt Worker SR
									0055 N Mechanic
									1308 N Payroll Technician
									0015 N Permit Technician
									1027 N Purchasing Technician
									1030 N Recording Secretary to BOMA
									2319 N Stock Room Supervisor
									1906 N Tractor Trailer Driver
									2019 N Traffic Striping Technician Asst
									1031 N Executive Assistant to City Adm
13	\$34,357.68	\$38,339.76	\$42,321.84	\$46,303.92	\$50,286.00	146.4%			1513 N Facilities Crew Chief
hr	\$16.52	\$18.44	\$20.35	\$22.27	\$24.17	4.6%			1407 N Firefighter
bi-wk	\$1,321.60	\$1,475.20	\$1,628.00	\$1,781.60	\$1,933.60				1519 N Groundskeeper Crew Chief
yr	\$34,361.60	\$38,355.20	\$42,328.00	\$46,321.60	\$50,273.60				1518 N Landscape Crew Chief
									1501 N Maintenance Crew Chief
									1870 N Police Officer
									1510 N Program Specialist
									2320 N Utilities Crew Chief
									2208 N Wastewater Operator II
									2207 N Water Operator II
									1043P N Video Production Assistant Part-time
NOTE:	Effective 6/29/07, FF starting pay includes EMT as part of base								
	<u>EMT only</u>		<u>Paramedic pay (as of 07-2008 is additional (\$4,550 yr)</u>						
	\$11.80 hr		\$13.37 hr						
	\$1,321.60 bi-wk		\$1,496.60 bi-wk						
	\$34,361.60 yr		\$38,911.60 yr						
	(Hourly rate based on 2912 hrs per year)								
14	\$35,964.18	\$40,214.27	\$44,464.35	\$48,714.44	\$52,964.52	147.3%			0025 N Billing/Collections Spvsr
hr	\$17.30	\$19.34	\$21.38	\$23.43	\$25.46	4.7%			1005 N Facilities Maintenance Spvsr (formerly Bldg Mt Spvsr)
bi-wk	\$1,384.00	\$1,547.20	\$1,710.40	\$1,874.40	\$2,036.80				1008 N City Court Clerk
yr	\$35,984.00	\$40,227.20	\$44,470.40	\$48,734.40	\$52,956.80				1105 N Codes Officer SR
									1883 N Communications Supervisor Asst.
									0056 N Diesel Mechanic
									2400 N Legal Secretary
									2311 N Lift Station Technician
									1708 N Planning Assistant
									1881 N Records Supervisor
									1109 N Sign Codes Administrator
									1116 N Sign/Design Standards Administrator

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

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
14 (cont'd)	\$35,964.18	\$40,214.27	\$44,464.35	\$48,714.44	\$52,964.52	147.3%	1918	N	Solid Waste Crew Foreman
hr	\$17.30	\$19.34	\$21.38	\$23.43	\$25.46	4.7%	2012	N	Street Crew Supervisor
bi-wk	\$1,384.00	\$1,547.20	\$1,710.40	\$1,874.40	\$2,036.80		2011	N	Stormwater Supervisor
yr	\$35,984.00	\$40,227.20	\$44,470.40	\$48,734.40	\$52,956.80		2014	N	Traffic Signal Technician
							2018	N	Traffic Striping Spvsr (formerly Traffic Striping Technician)
							2107	N	Wastewater Maintenance Tech
15	\$37,646.16	\$42,180.83	\$46,715.49	\$51,250.16	\$55,784.82	148.2%	1840	N	Detective
hr	\$18.10	\$20.28	\$22.46	\$24.64	\$26.81	4.6%	1405	N	Fire Engineer
bi-wk	\$1,448.00	\$1,622.40	\$1,796.80	\$1,971.20	\$2,144.80		2318	N	TV Truck Sewer Inspector
yr	\$37,648.00	\$42,182.40	\$46,716.80	\$51,251.20	\$55,764.80				
16	\$39,407.70	\$44,244.03	\$49,080.36	\$53,916.69	\$58,753.02	149.1%	1305	E	Accountant
hr	\$18.95	\$21.28	\$23.60	\$25.93	\$28.24	4.7%	1521	E	Arborist
bi-wk	\$1,516.00	\$1,702.40	\$1,888.00	\$2,074.40	\$2,259.20		2321	N	Backflow Inspector
yr	\$39,416.00	\$44,262.40	\$49,088.00	\$53,934.40	\$58,739.20		1603	N	Benefits Administrator
							1101	E	Building Associate
							1102	N	Building Inspector
							1102	N	Building Inspector-Electrical
							1119	N	Building Insp/Electrical Insp/Plans Examiner
							1211	N	Engineering Associate
							1312	N	Financial Analyst
							1120	N	Fire Code Plans Examiner
							1418	N	Fire Inspector
							1210	N	ITS Specialist
							2017	N	Landscape Mt Spvsr
							1035	N	Paralegal
							1035P	N	Paralegal Part-time
							2402	N	Network Technician
							2410	N	Communications Technician
							1506	E	Parks Program Coord.
							1707	E	Planning Associate
							2009	N	Road Inspector
							2020	N	Stormwater Inspector
							NONE	N	Stormwater Mngmt Technician
							NONE	N	Traffic Signal Technician SR
							2206	N	Wastewater Operator SR
							2205	N	Water Operator SR

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

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
17	\$41,251.86	\$46,408.47	\$51,565.08	\$56,721.69	\$61,878.30	150.0%	2317	N	Backflow Inspector SR
hr	\$19.84	\$22.32	\$24.80	\$27.28	\$29.74	4.7%	1111	N	Building Inspector SR
bi-wk	\$1,587.20	\$1,785.60	\$1,984.00	\$2,182.40	\$2,379.20		1111E	N	Building Inspector-Electrical SR
yr	\$41,267.20	\$46,425.60	\$51,584.00	\$56,742.40	\$61,859.20		1113	N	Building Inspector-Plans Ex SR
							1107	N	Building Inspector-Plumb/Mech SR
							NONE	N	Chief Wastewater Operator
							NONE	N	Chief Water Operator
							1823	N	Communications Spvrs
							1409	N	Fire Lieutenant
							1412	N	Fire Marshal Asst - Lieutenant
							1912	N	Fleet Maintenance Spvrs
							2404	E	GIS Specialist
							2109	N	Industrial Pretreatment Coord.
							1216	N	ITS Specialist SR
							1507	E	Parks Athletic Foreman
							1704	E	Planner (4 yr degree)
							1873	N	Police Sergeant
							NONE	N	Police Sergeant - Prof Standards
							NONE	N	Police Sergeant - Training
							1421	N	Fire & Life Safety Educator
							2013	N	Road Inspector SR
							1910	N	Solid Waste Supervisor - Disposal
							1911	N	Solid Waste Supervisor - Collections
							1713	E	Sustainability/Grants Coordinator
							2309	N	Utility Inspector (Water/Sewer Inspector)
							1114	E	Zoning Administrator
18	\$43,183.74	\$48,679.76	\$54,175.77	\$59,671.79	\$65,167.80	150.9%	1302	E	Accounting Supervisor
hr	\$20.77	\$23.41	\$26.05	\$28.69	\$31.33	4.7%	1032	E	Administrative Analyst
bi-wk	\$1,661.60	\$1,872.80	\$2,084.00	\$2,295.20	\$2,506.40		1029	E	Account Mgmt Spvrs (formerly Asst Ofc Mgr-Utility Billing)
yr	\$43,201.60	\$48,692.80	\$54,184.00	\$59,675.20	\$65,166.40		1038	E	Customer Svc Spvrs (formerly Asst Ofc Mgr -Revenue)
							1123	E	Neighborhood Resources Supervisor
							1213	N	ITS Project Mgr
							2010	N	Traffic Maintenance Spvrs
							1214	E	ROW Agent/Project Mgr
19	\$45,205.38	\$51,061.71	\$56,918.04	\$62,774.37	\$68,630.70	151.8%	1309	E	Accountant SR
hr	\$21.74	\$24.55	\$27.37	\$30.18	\$32.99	4.7%	1516	E	Facilities Supt
bi-wk	\$1,739.20	\$1,964.00	\$2,189.60	\$2,414.40	\$2,639.20		1311	E	Financial Manager
yr	\$45,219.20	\$51,064.00	\$56,929.60	\$62,774.40	\$68,619.20		1404	N	Fire Captain
							2405	E	GIS Specialist SR/aka GIS Specialist II

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

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
19 (cont'd)	\$45,205.38	\$51,061.71	\$56,918.04	\$62,774.37	\$68,630.70	151.8%	1122	E	Housing Development Coord
hr	\$21.74	\$24.55	\$27.37	\$30.18	\$32.99	4.7%	1601	E	Human Resources Analyst
bi-wk	\$1,739.20	\$1,964.00	\$2,189.60	\$2,414.40	\$2,639.20		1709	E	Landscape Technician (no TN reg.)
yr	\$45,219.20	\$51,064.00	\$56,929.60	\$62,774.40	\$68,619.20		1705	E	Planner SR (Master's degree)
							1872	E	Police Lieutenant
							1411	E	Training Officer - Captain
							2104	E	Wastewater Plant Supt Asst
							2201	E	Water Plant Supt Asst
20	\$47,323.92	\$53,561.99	\$59,800.05	\$66,038.12	\$72,276.18	152.7%	1417	E	Administrative Svcs Officer
hr	\$22.76	\$25.76	\$28.76	\$31.75	\$34.74	10.0%	2418	E	Business Services Application Manager
bi-wk	\$1,820.80	\$2,060.80	\$2,300.80	\$2,540.00	\$2,779.20		2308	E	Distribution/Collection Supt.
yr	\$47,340.80	\$53,580.80	\$59,820.80	\$66,040.00	\$72,259.20		1419	E	Emergency Medical Svcs Officer
							1208	E	Engineer I
							2414	E	Enterprise Application Manager
							2403	E	Network Administrator
							2417	E	Network Manager
							NONE	E	Parks Director Asst.
							2416	E	Public Safety Application Manager
							1209	E	Stormwater Mngmt Coord.
							2412	E	System Administrator
							2103	E	Wastewater Plant Supt.
							2202	E	Water Plant Supt.
							1115	E	Zoning Coordinator
21	\$52,048.56	\$59,027.91	\$66,007.26	\$72,986.61	\$79,965.96	153.6%	1017	E	Asst. City Recorder-Adm.
hr	\$25.03	\$28.38	\$31.74	\$35.09	\$38.44	10.0%	1012	E	Asst. City Recorder-Billing/Coll.
bi-wk	\$2,002.40	\$2,270.40	\$2,539.20	\$2,807.20	\$3,075.20		1607	E	Benefits Manager
yr	\$52,062.40	\$59,030.40	\$66,019.20	\$72,987.20	\$79,955.20		1026	E	Cable TV Coordinator
							2411	E	Communications Systems Manager
							1022	E	Public Outreach Specialist (formerly Community Relations)
							2413	E	Database Manager
							1202	E	Engineer II
							2415	E	Financial Application Manager
							1401	N	Fire Chief Asst.
							1420	E	Fire Chief Asst. (Fire Marshal)
							1408	E	Fire Marshal
							2406	E	GIS Applications Manager
							2409	E	WEB Master
							1023	E	IT Manager

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

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
21 (cont'd)	\$52,048.56	\$59,027.91	\$66,007.26	\$72,986.61	\$79,965.96	153.6%	1710	E	Landscape Technician (TN reg.)
hr	\$25.03	\$28.38	\$31.74	\$35.09	\$38.44		1706	E	Principal Planner (AICP Certified)
bi-wk	\$2,002.40	\$2,270.40	\$2,539.20	\$2,807.20	\$3,075.20		1706P	E	Principal Planner (AICP Certified) Part-time
yr	\$52,062.40	\$59,030.40	\$66,019.20	\$72,987.20	\$79,955.20		1028	E	Purchasing Manager
							1307	E	Treasurer
							2322	E	Utilities Project Mgr (reports to Eng Dir; paid from Water)
22	\$57,247.50	\$65,053.82	\$72,860.13	\$80,666.45	\$88,472.76	154.5%	2408	E	Application Development Manager
hr	\$27.53	\$31.28	\$35.03	\$38.79	\$42.53	10.0%	NONE	E	City Engineer
bi-wk	\$2,202.40	\$2,502.40	\$2,802.40	\$3,103.20	\$3,402.40		1103	E	Codes Director Asst.
yr	\$57,262.40	\$65,062.40	\$72,862.40	\$80,683.20	\$88,462.40		1041	E	Communications Manager
							1711	E	Current Planning Spvrs (formerly Design/Planning Spvrs)
							1212	E	Engineering Supervisor
							1040	E	Facilities Project Manager
							1606	E	Human Resources Director Asst.
							1714	E	Long Range Planning Supervisor
							1913	E	Solid Waste Director Asst.
							2001	E	Street Director Asst.
							1118	E	Building Official
							1036	E	Staff Attorney
23	\$62,965.62	\$71,694.78	\$80,423.94	\$89,153.10	\$97,882.26	155.5%	1034	E	City Attorney Asst
hr	\$30.28	\$34.47	\$38.67	\$42.87	\$47.05	10.0%	1203	E	City Engineer Assistant
bi-wk	\$2,422.40	\$2,757.60	\$3,093.60	\$3,429.60	\$3,764.00		1313	E	Comptroller
yr	\$62,982.40	\$71,697.60	\$80,433.60	\$89,169.60	\$97,864.00		1306	E	Finance Director Asst.
							1415	E	Fire Deputy Chief
							1010	E	Internal Auditor
							1712	E	Planning Director Asst.
							1816	E	Police Deputy Chief
							1604	E	Risk Manager
							1207	E	Traffic/Transportation Engineer
							2315	E	Water Mngmt Director Asst.
24	\$69,255.96	\$79,014.56	\$88,773.15	\$98,531.75	\$108,290.34	156.4%	1106	E	Codes Director
hr	\$33.30	\$37.99	\$42.68	\$47.38	\$52.06	10.0%	1025	E	Municipal Info Tech Director
bi-wk	\$2,664.00	\$3,039.20	\$3,414.40	\$3,790.40	\$4,164.80		1504	E	Parks Director
yr	\$69,264.00	\$79,019.20	\$88,774.40	\$98,550.40	\$108,284.80		1909	E	Solid Waste Director
							2008	E	Street Director
							1887	E	Police Assistant Chief

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

<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>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
25	\$76,174.62	\$87,081.48	\$97,988.34	\$108,895.20	\$119,802.06	157.3%	1033	E	City Attorney
hr	\$36.63	\$41.87	\$47.11	\$52.36	\$57.59	10.0%	1201	E	Director of Engineering
bi-wk	\$2,930.40	\$3,349.60	\$3,768.80	\$4,188.80	\$4,607.20		2307	E	Director of Water Mngmt
yr	\$76,190.40	\$87,089.60	\$97,988.80	\$108,908.80	\$119,787.20		1303	E	Finance Director
							1406	E	Fire Chief
							1602	E	Human Resources Director
							1701	E	Planning Director
							1812	E	Police Chief
26	\$83,786.88	\$95,974.10	\$108,161.31	\$120,348.53	\$132,535.74	158.2%	1035	E	Asst City Administrator - Community Dev
hr	\$40.29	\$46.15	\$52.01	\$57.86	\$63.71	10.0%	1037	E	Asst City Administrator - Finance/Adm
bi-wk	\$3,223.20	\$3,692.00	\$4,160.80	\$4,628.80	\$5,096.80		1042	E	CIP Executive
yr	\$83,803.20	\$95,992.00	\$108,180.80	\$120,348.80	\$132,516.80				
27	\$92,160.06	\$105,774.77	\$119,389.47	\$133,004.18	\$146,618.88	159.1%	1006	E	Deputy City Administrator
hr	\$44.31	\$50.86	\$57.40	\$63.95	\$70.48	10.0%			
bi-wk	\$3,544.80	\$4,068.80	\$4,592.00	\$5,116.00	\$5,638.40				
yr	\$92,164.80	\$105,788.80	\$119,392.00	\$133,016.00	\$146,598.40				
28	\$101,372.70	\$116,578.35	\$131,784.00	\$146,989.65	\$162,195.30	160.0%	1007	E	City Administrator
hr	\$48.74	\$56.05	\$63.36	\$70.67	\$77.97	10.0%			
bi-wk	\$3,899.20	\$4,484.00	\$5,068.80	\$5,653.60	\$6,237.60				
yr	\$101,379.20	\$116,584.00	\$131,788.80	\$146,993.60	\$162,177.60				

APPENDIX I - EXPENDITURE CLASSIFICATIONS

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

The classifications budgeted under Personnel are:

81100 SALARIES & WAGES

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

81110 REGULAR PAY

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

81120 OVERTIME PAY

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

81130 COURT OVERTIME PAY

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

81150 TEMPORARY WORK BY NON-CITY EMPLOYEES

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

81160 CENSUS WORKERS

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

81200 OFFICIALS FEES

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

81210 BOARD OF MAYOR & ALDERMEN

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

81220 CITY JUDGE

Salary amounts paid to City judge.

81230 PLANNING COMMISSION & BOZA

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

81250 JUDICIAL COMMISSION – WARRANTS

Amounts paid to county for warrant handling.

81400 EMPLOYEE BENEFITS

Amounts paid by the City on behalf of employees; these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, although not paid directly to employees, are part of the cost of personal services.

- 81410 FICA (EMPLOYER'S SHARE)
Employer's share of social security paid by the City.
- 81420 MEDICAL PREMIUMS
Any insurance claims and administrative fees for medical insurance coverage offered by the City.
- 81430 GROUP INSURANCE PREMIUMS
Any group insurance premiums for life, disability and dental insurance coverages offered by the City.
- 81440 EMPLOYEE INSURANCE CONTRIBUTIONS
Employee contributions for various insurance coverages offered by the City.
- 81450 RETIREMENT CONTRIBUTIONS
Any contributions the employee retirement system offered by the City.
- 81460 UNEMPLOYMENT CLAIMS
Amounts paid by the City to provide unemployment compensation claims of former employees.
- 81470 WORKERS COMPENSATION
Amounts paid by the City to provide workers compensation insurance for its employees, including claims. These charges may be distributed to functions in accordance with the budget.
- 81480 TOOL ALLOWANCE
Non-taxable benefit paid to Fleet Maintenance employees who use personal tools in performance of their work.
- 81481 CLOTHING ALLOWANCE
Taxable benefit of up to \$550 per fiscal year paid to police employees who wear "street clothes" in the performance of their duties.
- 81482 CAR ALLOWANCE
Taxable benefit of up to \$2,400 per fiscal year paid to department heads who drive their own personal vehicle in the performance of their job-related duties.
- 81490 MOVING EXPENSES
Benefit offered to some prospective employees as part of an employment package. Depending on the expenses incurred, the benefit may be taxable or non-taxable.

The classifications budgeted under Operations are:

- 82100 TRANSPORTATION CHARGES**
Charges for transport services needed for City operations
- 82110 MAILING & OUTBOUND SHIPPING SERVICES
Amounts paid for postage and related items. Includes metered postage, postage stamps, postage applied by a third-party vendor, fees for courier and metering services, and fees for outbound packages sent by shipping companies, as well as P.O. Box rentals.
- 82120 FREIGHT FOR INBOUND PURCHASED ITEMS
Amounts paid for the transport and/or delivery of inbound purchased goods if such service is invoiced by a vendor other than the vendor that invoiced for the purchased goods.

- 82130 **VEHICLE LICENSES & TITLES**
Amounts paid for titles and licensing of City vehicles.
- 82140 **VEHICLE TOW-IN SERVICES**
Amounts paid for necessary towing of City vehicles.
- 82200 OPERATING SERVICES**
Services necessary for the ongoing operations of the City.
- 82210 **PRINTING & COPYING SERVICES, OUTSOURCED**
Cost of having vendors print and/or copy City documents and publications. Includes cost of paper. Ex.: Annual reports, budgets, letterhead, business cards, forms, etc. Does NOT include expenses related to operating in-house printers and/or copiers (use 82620 for service and maintenance of such equipment, and 83110 for supplies like paper and toner for such equipment).
- 82230 **ARCHIVING / RECORDS MANAGEMENT SERVICES**
Amounts paid for archiving and records management.
- 82240 **TRANSCRIPTION FEES**
Amounts paid to for legal transcription, including preparing legal documents from written or dictated information.
- 82245 **FINGERPRINTING FEES**
Cost incurred by the police department in providing fingerprinting services.
- 82250 **TESTING & PHYSICALS**
Cost incurred for any type of testing or physical (employment physicals, drug testing, promotional testing, etc.).
- 82255 **INVESTIGATIVE POLYGRAPHS**
Costs incurred by police department for investigative polygraphs.
- 82260 **UNIFORM RENTAL & SERVICES**
Costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs. (Does NOT include costs incurred for uniforms purchased by a department, such as garments, work shoes and/or boots, and other uniform-related items; see 83260.)
- 82270 **LANDFILL & BIOSOLIDS MANAGEMENT SERVICES**
Cost incurred for disposal of solid waste and biosolids at landfill sites.
- 82280 **LAB FEES**
Costs incurred for lab testing.
- 82299 **OTHER OPERATING SERVICES**
Costs of all other operating services not listed above.
- 82300 NOTICES, SUBSCRIPTIONS, PUBLICITY**
Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.
- 82310 **LEGAL NOTICES**
Cost of publishing legal notices in newspapers. Ex.: employment, bids, etc.
- 82320 **CITY ELECTIONS**
Costs associated with the holding of City elections.
- 82330 **CITIZENS ACADEMIES**
Costs associated with conducting citizens academies.

- 82340 **LEADERSHIP RETREATS**
Costs associated with retreats held for elected officials or administrative leaders.
- 82350 **DUES FOR MEMBERSHIPS**
Cost of work-related membership dues, both organizational and individual, in professional / trade associations and/or civic groups.
- 82355 **PROFESSIONAL STANDARDS / ACCREDITATION**
Cost of departments maintaining professional standards and accreditation.
- 82360 **PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)**
Costs related to City-sponsored public relations and citizen education. Includes the cost of announcements in professional publications, newspapers or broadcasts over radio and television.
- 82370 **PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED)**
Expenditures for participating in various promotions and special events, usually sponsored by organizations other than the City.
- 82371 **EMERGENCY RELIEF**
Expenditures for supporting relief efforts for disasters and/or emergencies.
- 82372 **UNITED WAY CAMPAIGN**
Expenditures (using registration fees, sponsorship donations and other sources of funds deposited to this account) related to the City's annual United Way campaign. Does not include expenditures for items donated by the City for the campaign.
- 82380 **HOUSEHOLD & BUSINESS SURVEYS**
Costs related to surveys of Franklin citizens and businesses.
- 82385 **SPECIAL CENSUS**
Costs related to performing special counts of the City population.
- 82390 **PUBLICATIONS, NON-TRAINING**
Includes subscriptions to published periodicals, both printed and electronic, as well as other printed material such as pamphlets, books, audios and videos. Does NOT include multiple copies of pamphlets, books, audios and videos used for training purposes (see 83210). Use Computer Services (82510) for computer software subscriptions.
- 82400 UTILITIES**
Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.
- 82410 **ELECTRIC SERVICE**
Expenditures for electric utility services.
- 82415 **ELECTRIC SERVICE – STREETLIGHTS**
Costs for electric service for streetlights within the City.
- 82420 **WATER & WASTEWATER SERVICE**
Costs for water & wastewater service. (Currently, this is not billed to departments).
- 82430 **STORMWATER SERVICE**
Costs incurred by departments for stormwater drainage provided by the City.
- 82440 **NATURAL GAS SERVICE**
Expenditures for gas utility services.
- 82450 **TELEPHONE SERVICE**
Cost for regular local and long distance service.

- 82451 **800 MHZ ACCESS LINE SERVICE**
 Cost for 800 MHZ (radio usage) telephone service. As of 1/9/2007, this cost is allocated as follows: Police (50.3%), Parks (2.2%), Risk Management (0.2%), Codes (3.1%), Fire (16.8%), Water Billing (0.9%), Water / Wastewater (9.2%), Streets (6.3%), Solid Waste (9.9%), Engineering (0.7%), and Administration (0.4%).
- 82455 **CELLULAR TELEPHONE SERVICE**
 Cost for employees' cellular telephone service.
- 82460 **PAGER SERVICE**
 Cost for employees' pager service.
- 82470 **INTERNET AND RELATED SERVICES**
 Cost for internet and related services.
- 82480 **9-1-1 CHARGES**
 Cost incurred connected to 9-1-1 service.
- 82481 **CDPD CHARGES**
 Cost incurred for CDPD (Cellular Digital Packet Data) charges.
- 82482 **DOPPLER RADAR CHARGES**
 Service cost incurred for access to Doppler radar.
- 82483 **CONNECTION CHARGES**
 Charges for service connections not covered elsewhere. Includes Fire-Training Satellite.
- 82500 CONTRACTUAL SERVICES**
 Amounts paid for services rendered by organizations or personnel not on the payroll of the City. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.
- 82510 **COMPUTER SERVICES**
 Cost of computer service and periodic software maintenance, license and subscription fees. Compare with computer software (83550 & 89550).
- 82520 **LEGAL SERVICES**
 Cost of legal services provided by City attorney(s) and other attorneys.
- 82530 **AUDIT SERVICES**
 Cost of auditing services (financial and performance).
- 82540 **ENGINEERING SERVICES**
 Cost of engineering services in anticipation of a project.
- 82550 **AERIAL PHOTOGRAPHY / MAPPING SERVICES**
 Cost of aerial photography for GIS and other mapping of the City (such as for tree inventories).
- 82560 **CONSULTANT SERVICES**
 Other professional, technical, or administrative services not covered elsewhere.
- 82599 **OTHER CONTRACTUAL SERVICES**
 Services purchased to operate, repair, maintain and rent property owned or used by the City. These services are performed by persons other than City employees. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

- 82600 REPAIR & MAINTENANCE SERVICES**
Expenditures for repair and Maintenance services not provided directly by City personnel.
- 82610 **VEHICLE REPAIR & MAINTENANCE SERVICES**
Maintenance services of City vehicles by non-City employees.
- 82620 **EQUIPMENT REPAIR & MAINTENANCE SERVICES**
Maintenance services of equipment by non-City employees. Includes maintenance agreements for in-house printers and copiers.
- 82630 **WATER HYDRANT MAINTENANCE SERVICES**
Maintenance services of City water hydrants (a.k.a., fire hydrants).
- 82640 **PAVING & REPAIR SERVICES**
Maintenance services of City owned streets. Costs over \$25,000 are considered capital.
- 82641 **TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES**
Maintenance services of City traffic signals.
- 82642 **STREETLIGHT REPAIR & MAINTENANCE SERVICES**
Maintenance services of streetlights in City.
- 82643 **SIGN MAINTENANCE SERVICES**
Maintenance services of City signs.
- 82644 **TRAFFIC CALMING SERVICES**
Maintenance services to provide traffic calming, such as speed humps.
- 82645 **STORMWATER MAINTENANCE SERVICES**
Maintenance services to stormwater drainage system.
- 82650 **PARK & FIELD MAINTENANCE SERVICES**
Maintenance services to maintain City parks and sports fields.
- 82651 **PARK & FIELD ELECTRICAL MAINTENANCE SERVICES**
Maintenance services for electrical devices at City parks and sports fields.
- 82652 **LANDSCAPING SERVICES**
Maintenance services for landscaping City owned property or easements.
- 82653 **IRRIGATION SERVICES**
Maintenance services for providing irrigation to City owned property or easements.
- 82654 **GROUNDS MAINTENANCE SERVICES**
Maintenance services to maintain areas around City owned property or easements.
- 82660 **BUILDING REPAIR & MAINTENANCE SERVICES**
Services purchased to clean, repair or maintain buildings (apart from services provided by City employees). Includes security system monitoring, repairs performed by contractors to HVAC, electrical and plumbing systems, etc.
- 82683 **WATER TANK MAINTENANCE SERVICES**
Maintenance services for water tanks.
- 82684 **PUMP STATION REPAIR SERVICES**
Maintenance services for pump stations.
- 82699 **OTHER REPAIR & MAINTENANCE SERVICES**
Any other repair and maintenance service not covered elsewhere.
- 82700 EMPLOYEE PROGRAMS**
Primarily administered by Human Resources, these are programs established for employee development.

- 82710 **RETIREMENT SERVICES**
Services provided to aid employees in retirement planning.
- 82720 **TUITION ASSISTANCE PROGRAM**
Amounts reimbursed by the City to any employee qualifying for tuition reimbursement, based upon City policy.
- 82730 **EMPLOYEE ASSISTANCE PROGRAM**
Services provided to provide needed assistance to individual employees.
- 82740 **EMPLOYEE WELLNESS PROGRAM**
Services provided to provide wellness education and steps to employees.
- 82750 **EMPLOYEE RECOGNITION / RECEPTIONS**
Recognition and receptions provided to employees to reward job performance.
- 82780 **TRAINING, OUTSIDE**
Required training provided to employees outside of City premises.
- 82790 **TRAINING, IN-HOUSE**
Required training provided to employees on City premises. Includes cost of instructor(s) travel to conduct training on site.
- 82800 PROFESSIONAL DEVELOPMENT / TRAVEL**
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.
- 82810 **REGISTRATIONS**
Costs for registrations to conferences, seminars, etc.
- 82820 **GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)**
Expenses related to ground transportation for travel outside of Williamson County. Includes costs incurred for using personal vehicle (on a per mile basis), cabs, shuttles, buses, trains, or car rentals. Also includes parking, toll way tolls, fuel for City vehicles used for out-of-county travel, and fuel for rental vehicles used for out-of-county travel. (Fuel for personal vehicle should be purchased by employee; City should then reimburse employee for use of personal vehicle including fuel at the City's then-current mileage rate.)
- 82830 **AIR TRAVEL**
Costs of travel by airplane, including skycap tips.
- 82840 **LODGING**
Costs of lodging, including hotel bellhop tips, during travel.
- 82850 **MEALS (OUTSIDE WILLIAMSON COUNTY)**
Cost of meals, including server tips, incurred outside Williamson County. For meals within Williamson County, see 83140.
- 82890 **OTHER TRAVEL EXPENSES**
Other travel expenses such as telephone, internet access.
- 82899 **TRAVEL OFFSET**
Amounts provided to City for staff's participation in professional development. (Ex.: presenter at a conference or seminar.)
- 83100 OFFICE SUPPLIES**
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.

- 83110 **OFFICE SUPPLIES**
 Cost of supplies and various other items necessary for the proper operation of an office. Includes: copy / printer paper and toner, writing instruments, legal pads, envelopes, and desk and filing supplies. Does NOT include: printed material (82210), office décor items (83120), furniture (83510 & 89510), equipment (83530 & 89530), computer hardware (83540 & 89540) and computer software (83550 & 89550).
- 83120 **OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)**
 Items purchased to enhance the appearance of work space or offices. Ex.: paintings for wall.
- 83130 **EMPLOYEE BENEVOLENCE ITEMS**
 Items purchased as kindly, good-will and non-compensatory gestures to employees. Ex.: flowers for death within family.
- 83140 **MEALS & FOOD (INSIDE WILLIAMSON COUNTY)**
 Includes the cost of all items of food incurred within Williamson County. Ex.: beverages and related supplies, meeting refreshments, staff luncheons, business meals, meals associated with local training and/or professional development, etc. For meals outside Williamson County, see 82850. For employee recognition and receptions, see 82750.
- 83200 OPERATING SUPPLIES**
 Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.
- 83210 **TRAINING SUPPLIES**
 Includes the cost of supplies ordinarily used for classrooms or general education purposes.
- 83220 **CHEMICALS & LAB SUPPLIES**
 Costs for chemicals as well as items needed for lab testing.
- 83221 **ODOR CONTROL CHEMICALS**
 Costs for items needed for odor control. Ex.: Water Reclamation Facility; pump stations.
- 83240 **MEDICAL SUPPLIES**
 Medical, dental, laboratory and scientific - Includes the cost of all items such as bandages, gauze, corks, braces, general dental and optical supplies, glass tubes, cylinders, instruments.
- 83250 **SAFETY SUPPLIES**
 Cost incurred to enhance safety in the workplace.
- 83260 **UNIFORMS PURCHASED**
 Costs incurred for uniforms purchased by a department. Includes garments, work shoes and/or boots, and other uniform-related items. (Does not include costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs; see 82260.)
- 83265 **UNIFORMS, SPECIALIZED**
 Cost of specialized uniforms purchased by a department. Ex.: Body armor in police department.

- 83270 **CONSUMABLE TOOLS**
Tools used within a department that are not tracked as inventory.
- 83280 **FIREARMS & RELATED SUPPLIES**
Includes cost of all firearms and related supplies with unit costs under \$25,000.
- 83281 **AMMUNITION**
Cost of ammunition used by the police department.
- 83282 **EVIDENCE SUPPLIES**
Cost of supplies used in police department evidence room. All used for any other costs incurred in obtaining evidence.
- 83290 **SOLID WASTE CONTAINERS**
Cost of residential containers distributed by the Solid Waste department.
- 83299 **OTHER OPERATING SUPPLIES**
Includes the cost of those items necessary for operation of an agency which are not covered in another category. Examples are dishes, silverware, paper cups, household articles, hand tools, mattresses, etc., for an institution; supplies for the print shop; recreational equipment for an institution; barber and beauty supplies, supplies for making employee identification (ID) badges, etc.
- 83300 FUEL & MILEAGE (NON-TRAVEL)**
Costs of operating vehicles on duty.
- 83310 **GASOLINE & DIESEL FUEL FOR FLEET (INSIDE WILLIAMSON COUNTY)**
Cost of fleet fuel used for department operations other than travel.
- 83320 **MILEAGE (INSIDE WILLIAMSON COUNTY)**
Standard mileage rate paid to employees for work-related use of their personal vehicle within Williamson County.
- 83400 SUPPLIES PURCHASED FOR RESALE**
Supplies purchased for use in providing City services.
- 83410 **WATER PURCHASED**
Water purchased from Harpeth Valley Utility in providing City water service.
- 83430 **RAIN BARRELS PURCHASED**
Rain barrels purchased for resale as part of City's stormwater management program.
- 83500 EQUIPMENT (<\$25,000)**
Equipment used with an item cost under \$25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.
- 83510 **FURNITURE, FIXTURES (<\$25,000)**
Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost less than \$25,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.
- 83520 **VEHICLES (<\$25,000)**
All vehicles with unit costs of less than \$25,000. Ex.: trailers, motorcycles. Expenditures for on-road rolling stock with a unit cost less than \$25,000 each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles that fit this definition prior to placing the vehicle in

- service for the first time, regardless of cost (e.g., permanent attachments, etc.). Does NOT include off-road rolling stock to which the City does NOT affix a license plate.
- 83530 MACHINERY & EQUIPMENT (<\$25,000)
Expenditures for machinery and equipment with a unit cost less than \$25,000 each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.
- 83540 COMPUTER HARDWARE (<\$25,000)
All computer hardware with a unit cost of less than \$25,000.
- 83550 COMPUTER SOFTWARE (<\$25,000)
Non-recurring cost of computer software purchased for less than \$25,000. Compare with computer services (82510) and computer software >\$25,000 (89550).
- 83600 REPAIR & MAINTENANCE PARTS & SUPPLIES**
Expenditures for supplies for repair and maintenance services provided directly by City personnel.
- 83610 VEHICLE PARTS & SUPPLIES
Parts and supplies for vehicle repairs performed directly by City employees.
- 83620 EQUIPMENT PARTS & SUPPLIES
Parts and supplies for equipment repairs performed directly by City employees.
- 83630 WATER HYDRANT SUPPLIES
Supplies for City water hydrants (a.k.a., fire hydrants).
- 83640 PAVING & REPAIR SUPPLIES
Supplies for City owned streets. Costs over \$25,000 are considered capital.
- 83641 TRAFFIC SIGNAL PARTS & SUPPLIES
Parts and supplies for City traffic signals.
- 83642 STREETLIGHT PARTS & SUPPLIES
Parts and supplies for City streetlights.
- 83643 SIGN SUPPLIES
Supplies for City signs.
- 83644 TRAFFIC CALMING SUPPLIES
Supplies for traffic calming, such as speed humps.
- 83645 STORMWATER MAINTENANCE SUPPLIES
Supplies for stormwater drainage system. Costs over \$25,000 are considered capital.
- 83650 PARK & FIELD MAINTENANCE SUPPLIES
Supplies for City parks and sports fields.
- 83651 PARK & FIELD ELECTRICAL SUPPLIES
Supplies for electrical devices at City parks and sports fields.
- 83652 LANDSCAPING SUPPLIES
Supplies for landscaping City owned property or easements.
- 83653 IRRIGATION SUPPLIES
Supplies for irrigation of City owned property or easements.
- 83654 GROUNDS MAINTENANCE SUPPLIES
Grounds maintenance supplies for areas around City owned property or easements.

- 83660 **BUILDING MAINTENANCE SUPPLIES**
Building maintenance supplies to clean or maintain buildings (apart from services). Includes cleaning supplies, kitchen and bathroom supplies, and supplies for remodeling and redecorating. Example: paint and painting supplies. See also 89230 (“Building Improvements.”)
- 83680 **METER REPAIR AND REPLACEMENT SUPPLIES**
Repair and replacement of water meters and related supplies.
- 83682 **UTILITY LINES REPAIR SUPPLIES**
Repair supplies for City utility lines used for water distribution, wastewater collection and reclaimed water distribution.
- 83683 **WATER TANK MAINTENANCE SUPPLIES**
Maintenance supplies for water tanks.
- 83684 **PUMP STATION REPAIR SUPPLIES**
Supplies needed for pump stations.
- 83685 **OTHER INVENTORY SUPPLIES**
Supplies needed from department inventories not listed elsewhere.
- 83699 **OTHER REPAIR AND MAINTENANCE PARTS & SUPPLIES**
Any other repair and maintenance parts and supplies not covered elsewhere.
- 84000 OPERATIONAL UNITS**
Costs incurred by departments for specific operational units or activities.
- 84110 **K-9 OPERATIONS**
Operating costs incurred for care of canines.
- 84111 **CID OPERATIONS**
Operating costs incurred by Police Department Detective unit.
- 84112 **CID VICE OPERATIONS**
Operating costs incurred by Police Department Detective Vice unit.
- 84113 **SRT OPERATIONS**
Operating costs incurred by Police Department Special Response unit.
- 84114 **DARE OPERATIONS**
Operating costs incurred by Police Department DARE unit.
- 84115 **EVIDENCE PURCHASED**
Operating costs incurred by Police Department for evidence purchased.
- 84116 **INFORMANTS**
Operating costs incurred by Police Department for informants.
- 84117 **INCIDENT COMMAND UNIT**
Operating costs incurred for Police Department incident command unit.
- 84118 **SEX OFFENDER REGISTRY COSTS**
Operating costs incurred by Police Department for sex offender registry.
- 84119 **LICENSE SEIZURE COSTS**
Operating costs incurred by Police Department for license seizures.
- 84121 **CENTURY COURT FIRING RANGE OPERATIONS**
Operating costs incurred by Police Department for firing range.
- 84122 **CIRT OPERATIONS**
Operating costs incurred by Police Department for its Critical Incident Response Team.

- 84123 DIVE TEAM OPERATIONS
Operating costs incurred by Police Department for its dive team.
- 84210 CENTURY COURT TRAINING CENTER OPERATIONS
Operating costs incurred by Fire Department for training center.
- 84310 TRAFFIC OPERATIONS CENTER
Operating costs incurred by Engineering for Traffic Operations Center.
- 84510 REGION RETENTION / DETENTION PROGRAM
Operating costs incurred in Stormwater for Retention / Detention Program.
- 84610 CITY SPONSORED TRAINING PROGRAM
Operating costs incurred for City sponsored training, example: Planning.
- 84615 REGIONAL FIRE TRAINING
Operating costs incurred for Regional Fire Training.
- 84620 TREE BANK PROGRAM
For any Tree Bank expenditure, the department should use 110-84620-45900.
- 84910 COOL SPRINGS CONFERENCE CENTER OPERATIONS
Operating costs (profit / loss) by conference center.
- 84920 2ND AVENUE PARKING GARAGE OPERATIONS
Operating costs incurred for 2nd Avenue Garage operations.
- 84930 4TH AVENUE PARKING GARAGE OPERATIONS
Operating costs incurred for 4th Avenue Garage operations.
- 84940 TRANSIT OPERATIONS
Operating costs incurred for transit operations.
- 84950 GRANT PROGRAM – BIG READ
Expenses incurred for the City’s participation in the Big Read program.
- 85100 PROPERTY & LIABILITY COSTS**
Property and liability costs.
- 85110 PROPERTY & LIABILITY INSURANCE
Cost of property and liability insurance premiums.
- 85120 PROPERTY DAMAGE COSTS
Cost for property damage for which City is responsible, less reimbursements and proceeds from insurance settlement, if any.
- 85130 LEGAL SETTLEMENTS
Cost for legal settlements for which City is responsible.
- 85140 SURETY / NOTARY BONDS
Cost for providing surety / notary bonds for personnel handling funds.
- 85150 WARRANTIES PURCHASED
Cost of warranties purchased in lieu of insurance.
- 85190 DEPRECIATION
Non-cash expenditure pertaining to the decline of asset values over time.
- 85200 RENTALS**
Costs for renting or leasing land, buildings, equipment, and vehicles.
- 85210 BUILDING & OFFICE RENTAL
Expenditures for leasing or renting land and buildings for both temporary and long-range use by the City.

- 85220 **PROPERTY TAX – RENTAL PROPERTY**
Property taxes paid by the City due to rental of property to taxable organizations.
- 85230 **LAND USE RENTAL**
Rental cost of land. Ex.: parking lot, impound lot, etc.
- 85240 **EQUIPMENT RENTAL & LEASES**
Expenditures for leasing or renting equipment or vehicles for both temporary and long-range use by the City. These expenditures include bus and other vehicle rental when operated by a local capital lease arrangements and other rental agreements.
- 85250 **STORAGE RENTAL**
Rental cost for storage of City equipment, etc. at a non-City owned facility.
- 85260 **VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)**
Rental cost of vehicle(s) to transport persons for City business within Williamson County.
- 85300 PERMITS & FEES**
Costs incurred by City for necessary permits and fees.
- 85310 **PERMITS**
Costs related to permits for the City or its employees.
- 85320 **STATE FEES**
Fees paid to the State of Tennessee. Includes cost of certifying, licensing and credentialing City personnel, cost of obtaining elevator permits, and cost of renewals thereof.
- 85325 **FEDERAL FEES**
Fees paid to the federal government. Includes cost of fees paid to the U.S. Court System.
- 85330 **UTILITY DISTRICT FEES**
Costs related specifically to utility district fees.
- 85340 **RECORDING & FILING FEES**
Costs related specifically to property acquisition recording fees (Sadie Wade, Register of Deeds) and filing fees (Williamson County Circuit Court).
- 85500 FINANCIAL FEES**
Costs incurred related to financial operations.
- 85510 **BANKING FEES**
Costs incurred by City for banking fees.
- 85520 **INVESTMENT FEES**
Costs incurred by City for investments.
- 85530 **E-COMMERCE FEES**
Costs incurred by City for e-commerce, including credit card processing.
- 85540 **BILLING SERVICES**
Costs incurred by City for billing services.
- 85550 **CASH SHORT / OVER**
Non-material, unintentional differences in daily cash deposits.
- 85560 **PRIOR YEAR TAX WRITE-OFFS**
Amount of prior year taxes written off by the City as non-collectible.
- 85570 **BAD DEBT EXPENSE (NET OF RECOVERIES)**
Amount of bad debts, net of recoveries, written off by the City as non-collectible.

- 85575 LEAK ADJUSTMENTS
Adjustments to customer accounts due to leaks.
- 85580 LATE CHARGES
Costs incurred for late payments.
- 85590 BOND COMPLIANCE
Costs incurred for compliance with bond requirements.

- 85900 OTHER BUSINESS EXPENSES**
Business-related expenditures not classified elsewhere.
- 85990 MISCELLANEOUS
Non-recurring expenditures not classified elsewhere.

- 86000 DEBT SERVICE**
Costs incurred by City for outstanding debt.
- 86100 PRINCIPAL
Amounts owed by City for debt principal.
- 86200 INTEREST
Amounts owed by City for debt interest.
- 86300 PAYING AGENT & OTHER DEBT FEES
Amounts owed by City to its paying agents and other debt fees.
- 86400 BOND SALE EXPENSES
Amounts incurred upon issuance of bonds.
- 86500 AMORTIZATION OF BOND PREMIUM
Reduction of bond premium over the life of a bond issue.

- 87000 APPROPRIATIONS**
- 87110 CONTRACTED SERVICES
Appropriation to organizations for contracted services.
- 87120 APPROPRIATIONS TO GOVERNMENTS
Appropriations to other governments for services.
- 87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS
Appropriations to civic organizations providing social services.

- 88000 TRANSFERS TO OTHER FUNDS**
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.
- 88020 TRANSFER TO STREET AID & TRANSPORTATION FUND
- 88030 TRANSFER TO SANITATION & ENVIRONMENTAL SERVICES FUND
- 88040 TRANSFER TO ROAD IMPACT FUND
- 88050 TRANSFER TO FACILITIES TAX FUND
- 88060 TRANSFER TO STORMWATER MANAGEMENT FUND
- 88070 TRANSFER TO DRUG FUND
- 88080 TRANSFER TO HOTEL/MOTEL TAX FUND
- 88090 TRANSFER TO TRANSIT FUND
- 88100 TRANSFER TO CAPITAL PROJECTS FUND
- 88150 TRANSFER TO WATER OPERATING FUND

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

The expenditure classifications budgeted under Capital are:

89100 LAND

89110 LAND ACQUIRED

Expenditures for the purchase of land, including right-of-way.

89120 EASEMENTS ACQUIRED

Expenditures for the purchase of easements.

89200 BUILDINGS

89210 BUILDINGS ACQUIRED

Expenditures for acquiring existing buildings. These expenditures include the principal amount of capital lease payments resulting in the acquisition of buildings, except payments to building authorities or similar agencies.

89220 BUILDING DESIGN & CONSTRUCTION

Expenditures for design and construction of new buildings.

89230 BUILDING IMPROVEMENTS

Expenditures for improvements made to existing buildings. In this instance, “improvements” means any expenditure greater than \$25,000 that adds new capacity to an existing building or extends the estimated useful life of an existing building. Examples: **an addition, a new roof or a new HVAC system.**

89300 IMPROVEMENTS

Expenditures for acquiring improvements not associated with buildings.

89310 PARKS & RECREATION FACILITIES

Cost of acquisition and improvements to City parks.

89320 DISTRIBUTION SYSTEMS

Cost of acquisition and improvements to City’s water, wastewater, and reclaimed distribution systems.

- 89400 INFRASTRUCTURE**
- 89410 DRAINAGE
Cost of improving drainage.
- 89420 STREETS
Cost of adding or improving streets.
- 89430 CURB & GUTTER REPLACEMENT
Cost of adding, improving, and replacing curb and gutter.
- 89440 GATEWAY ENHANCEMENT & STREETScape
Cost designated for adding or improving gateway enhancement and streetscape.
- 89450 BRIDGES & TUNNELS
Cost of adding or improving bridges and tunnels.
- 89460 SIDEWALKS
Cost of adding or improving sidewalks.
- 89470 TRAFFIC SIGNALS
Cost of acquiring and installing traffic signals.
- 89480 STREETLIGHTS
Cost of installing or improving streetlights.
- 89500 EQUIPMENT (>\$25,000)**
Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.
- 89510 FURNITURE, FIXTURES (>\$25,000)
Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost more than \$25,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.
- 89520 VEHICLES (>\$25,000)
Expenditures for on-road rolling stock with a unit cost in excess of \$25,000 each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, pickup truck bed covers and bed liners, patrol car light bars, window tinting, etc.). Examples of vehicles include automobiles and on-road trucks to which the City affixes a license plate. Does NOT include off-road rolling stock to which the City does NOT affix a license plate.
- 89530 MACHINERY & EQUIPMENT (>\$25,000)
Expenditures for machinery and equipment with a unit cost in excess of \$25,000 each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.
- 89540 COMPUTER HARDWARE (>\$25,000)
Computer hardware with a unit cost over \$25,000.
- 89550 COMPUTER SOFTWARE (>\$25,000)
Non-recurring cost of computer software with a unit cost over \$25,000. Compare with computer services (82510) and computer software <\$25,000 (83550).

APPENDIX J - GLOSSARY OF TERMS

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

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

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

ASSESSED VALUE: A value established for real and personal property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced.

BOND: A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

BOND PROCEEDS: Resources derived from issuance of bonds for specific purposes.

BOND RATING: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. The City of Franklin has an Aaa rating from Moody's and Standard & Poor's.

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

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

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

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

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

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

adopted by the Board of Mayor and Aldermen each year.

CAPITAL INVESTMENT FUND: Used to account for acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions. Although included in the City's annual financial report, this fund is not budgeted.

CAPITAL IMPROVEMENTS PLAN (CIP): Issued separately but in coordination with the budget document, the CIP is the plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five-year period. Generally, projects over \$25,000 are included in the CIP.

CAPITAL: Category of expenditures for capital acquisitions that include:

- (a) land or easements,
- (b) buildings acquired, constructed, or improved,
- (c) parks and recreation facilities,
- (d) infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights, and
- (e) capital equipment over \$25,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

CITY CHARTER: The private act of the Tennessee General Assembly of

1903 which grants unto a body politic to be the City of Franklin.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND: Used to account for receipts from CDBG grants and usage of these monies to further community development.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Issued at the end of a fiscal year, it includes comparisons to the budgeted amounts in the general and special revenue funds to ensure compliance with the legally adopted budget. The CAFR is prepared in accordance with GAAP (Generally Accepted Accounting Principles), the accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

DEBT SERVICE: Payment of long term debt principal, interest, and related costs.

DEBT SERVICE FUND: Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

DEPARTMENT: A major administrative or operational division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may include activities or divisions which are accounted for in different funds, the Streets Department for example.

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

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

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

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

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

FUND: A fund is a fiscal and accounting entity with a self balancing set of accounts. It is also the legal level of budgetary control for the City.

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

GENERAL FUND: The general operating fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks.

GENERAL OBLIGATION BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

HOTEL/MOTEL TAX FUND: A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.

INTENT TO AMEND: Similar to a budget amendment, this is used to indicate approval of a budget change on 1 reading. Although it does not formally amend the budget, it allows an approved action that was not originally budgeted to proceed. (The intent to amend will be included with the next budget amendments presented to the Board for 3 readings).

LOCAL SALES TAX: This is the City's most significant revenue source. The local sales tax rate is 2.25%. The City receives half of the tax amount, less a 1% administrative fee retained by the County, for sales that occur inside the City. Local sales tax applies only to the first \$1,600 of a single article purchase of tangible personal property.

MODIFIED ACCRUAL: The basis of accounting where expenditures are recognized when incurred and payment is due and revenues are recognized when they are measurable and available (generally collected within 60 days).

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

OPERATIONS: Category of expenditures for ongoing operations that includes:

- (a) mailing and shipping,
- (b) operating services such as printing and testing and physicals,
- (c) notices and subscriptions such as legal notices, citizens academies, dues for memberships, and publications,
- (d) utilities,
- (e) contractual services including consultants,
- (f) repair and maintenance services and supplies,
- (g) employee programs, including training and professional development
- (h) fuel,
- (i) supplies purchased for resale,
- (j) equipment under \$25,000 (which are not depreciated over time as capital assets in the City's annual financial report),
- (k) costs grouped within operations units such as K-9 operations,
- (l) property and liability costs,
- (m) rental costs,
- (n) permits and fees such as those paid to the State,
- (o) financial fees such as banking or investment fees,
- (p) debt service,
- (q) appropriations to government and non-profit organizations, and

- (r) interfund transfers.

PERFORMANCE

MEASUREMENTS: Any systematic attempt to learn how responsive a government's services are to the needs of constituents through the use of standards, workload indicators, etc.

PERSONNEL: Category of expenditures that includes:

- (a) employee salaries and wages,
- (b) officials fees to the Mayor and Aldermen, the City judge, and the Planning Commission, and
- (c) employee benefits.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently \$0.3765 per \$100 of assessed valuation.

PROPERTY TAX RATE ORDINANCE: The rate at which real and personal property in the City is taxed which is adopted by the Board of Mayor and Aldermen each year.

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

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

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

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

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

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

SPECIAL REVENUE FUND: Special revenue funds are used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources are to be used to finance a particular activity. The City has nine (9) special revenue funds: Street Aid & Transportation, Solid Waste, Road Impact, Facilities Tax, Stormwater, Drug, Hotel/Motel, Transit System, and Community Development Block Grant (CDBG) funds.

STORMWATER FUND: A special revenue fund used to account for the City's stormwater drainage operations. Revenues are primarily from charges to

residential and commercial customers based on paved areas.

STREET AID & TRANSPORTATION FUND: A special revenue fund used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

TAX BASE: The total assessed value of real property within the City.

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

TRANSIT SYSTEM FUND: A special revenue fund used to account for the City's transit operations. 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.