



FY 2015

Approved Budget City of Franklin, Tennessee



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City of Franklin, Tennessee

Approved

**Fiscal Year 2014-2015
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 66,335 according to the City's 2014 special census. The City of Franklin is the ninth largest and one of the fastest growing municipalities in the State of Tennessee.

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

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



Board of Mayor & Aldermen

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Brandy Blanton

Pearl Bransford

Beverly Burger

Margaret Martin

Dana McLendon

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Michael Skinner

Eric Stuckey, City Administrator

Russell Truell, Assistant City Administrator of Finance and Administration

Vernon Gerth, Assistant City Administrator of Community Development

Fred Banner, Information Technology Director

Paul Holzen, Engineering Director

Lanaii Benne, Asst. City Recorder

Mike Lowe, Comptroller

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Chris Bridgewater, Bldg & Neighborhood Services Director

Catherine Powers, Planning & Sustainability Director

Becky Caldwell, Sanitation & Environmental Services Director

David Rahinsky, Police Chief

Lisa Clayton, Parks Director

Milissa Reiersen, Communications Manager

Rocky Garzarek, Fire Chief

Lawrence Sullivan, Asst. City Recorder

Shirley Harmon, Human Resources Director

Brian Wilcox, Purchasing Manager

Mark Hilty, Water Director

Brad Wilson, Project and Facilities Manager

Joe York, Streets Director

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May 9, 2014

Mayor Moore, Aldermen, and citizens of Franklin,

Through the budget process, we as a city government take stock of our community and the role we play in serving the community. Our strengths, opportunities, and challenges are identified and assessed. 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. The City organization has emerged leaner and sharper.

This past year, the Board of Mayor and Aldermen (BOMA) working with key City staff has developed, for the first time, a 20-year strategic plan. This plan, *FranklinForward*, focuses on four key strategic themes:

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

A series of goals have been established to guide our progress as a community. Specific, measureable objectives have also been identified that help our staff team measure performance and gauge success. Together, the strategic plan, goals, and objectives bring added focus to our work and to the direction provided in the budget process.

Today the local economy is growing at a strong pace. Over the past year, the community has added more than 4,000 jobs, most coming from the expansion of existing local businesses. New development projects are under construction or are gaining momentum in the development process. Franklin is on the move! 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, extensive transportation planning, and development process improvements. These efforts will continue. 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 2014-15 (FY15) and for our growth planning efforts to be put into action.

As a part of the budget process, we assess our opportunities and needs while working within our financial means to allocate resources. Given the financial constraints at the state and national level, local governments must realize that now, more than ever, the ability to respond to community needs rests largely in our own hands. Legislative action at the federal and state level has limited portions of our revenue growth or has added to mandated expense. In some cases, it is the lack of action, as in the case of transportation funding that has placed burdens on our ability to provide desired services to our citizens. Through it all, the City of Franklin continues to move forward by maintaining/improving service levels, investing in our future, and enhancing our community's competitive position.

Budget Overview

The proposed general fund budget is \$56,134,703, which represents an increase of 0.9% compared to the current \$55.6 million budget for 2013-14. This modest increase in our budget is primarily due to cost increases in the services we purchase, the funding of some previously unfunded positions, and the expansion of services in the areas of public safety, streets, and parks, all of which were significantly impacted by growth. The proposed 2014-15 budget remains \$3 million below funding levels in the budget adopted six years ago for fiscal year 2008-09.

The 2014-15 proposed budget for all funds is \$90,497,625, which represents an increase of 6.8% compared to 2013-14. The primary reasons for this \$5,723,479 increase across funds are increases in the Sanitation and Environmental Services, Facilities Tax, Stormwater, Hotel/Motel, Transit, and Debt Service funds. There are decreases within a few funds (Street Aid, Road Impact, Drug, and Community Development Block Grant).

Highlights of the Proposed 2014-15 Budget

- The budget is balanced, with current revenues equaling expenditures.
- The budget is in compliance with the Board of Mayor and Aldermen's debt and fund reserve policy, significantly exceeding the reserve requirements.
- A targeted group of new positions are added in the budget. These positions are in areas such as Fire, Streets-Maintenance, and Parks, which have been impacted by growth. Specifically, the opening of a new fire station located in the Westhaven neighborhood creates the need for 12 new positions, and the landscaping and road maintenance on new and improved roadways (Mack Hatcher Parkway and Hillsboro Road) requires 3 full-time and 2 part-time additional positions.
- The budget also includes the first full year of operations at the new consolidated Public Works facility and funding for the development of a one-stop permit area in City Hall.
- A general salary increase of 2% effective July 4, 2014, is provided for employees, plus \$125,000 for funding of the merit pay program for a third year.
- The second and final phase of the classification and compensation plan will be implemented. In 2014, the first adjustments—raising pay for employees below the new minimum salary—occurred. Phase II completes the adjustment process within pay grades.
- The main budget proposal will leave the City property tax rate unchanged, marking the 28th year without a property tax rate increase. (The last increase was in fiscal year 1987). An alternative budget is proposed that includes a small, three-cent increase in the tax rate to fund badly needed street resurfacing and to seed a reserve for future capital projects.
- The budget anticipates additional state-shared tax revenue resulting from the special census completed February 2014. It also anticipates limited growth from taxes and fees that are restricted by statute or affected by recent legislative changes.
- The City's Sanitation and Environmental Services function is now fully self-supporting due to cost containment efforts over the past several years and a modest rate increase of \$1.50 per month (the first rate increase in five years). In order to achieve greater efficiency and cost savings, residential collection routes will be reconfigured, moving to a four day schedule.
- The proposed budget incorporates performance measures and sustainability initiatives for every department.

General Fund Overview and Issues

Revenues. In total, general fund revenues for 2014-15 are projected at \$56.1 million, up 3.5% from the 2013-14 estimated actual of \$54.2 million and up 0.9% from the 2013-14 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 51% of total general fund revenue. The proposed 2014-15 budget projects local sales tax at \$28.8 million, an increase of 4.3% compared to the 2013-14 budget. It also represents a growth of 4%, or \$1.1 million, compared to the estimate of \$27.7 million for the current year. The State of Tennessee Funding Board identified a range of 2.2% to 2.9% for statewide growth in 2014-15. (Economists provided the State Fund Board a wider range of 2.2% to 3.5%). Personal income is expected to rise by 4.4% in fiscal year 2015.

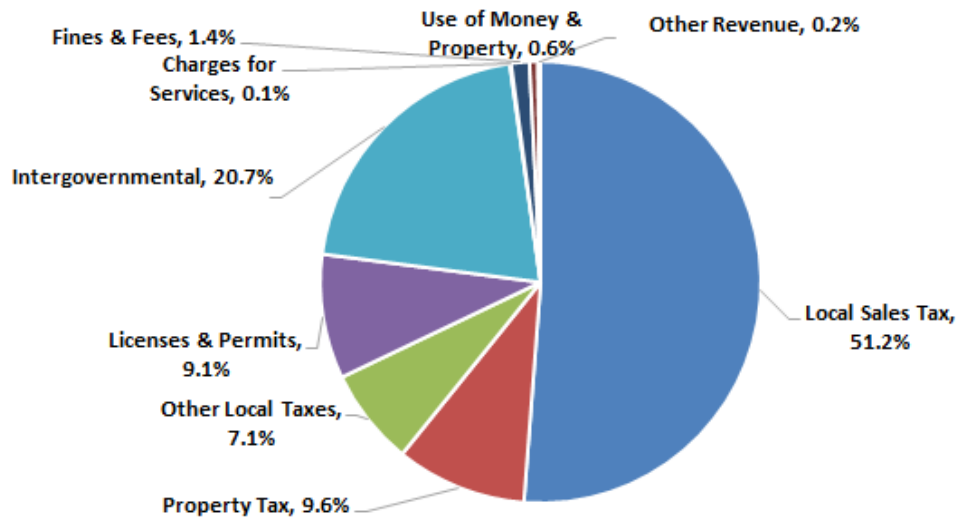
Intergovernmental Revenue. The second-largest category of revenue is intergovernmental revenue (20.7% of total general fund revenue) and is projected to be \$11.6 million, a decrease of 2.8% compared to the 2013-14 budget. This decrease is due primarily to lower anticipated grant revenues for the traffic operations center. State shared taxes are projected to increase as a result of the Franklin Special Census. A new population count of 66,335 has been certified and submitted to the state. Due to the recently completed special census, the City projects receiving an additional \$323,000 per year in state shared revenue.

Property Tax. The third-largest revenue source for the City is property tax, which accounts for 9.6% of general fund resources. The amount of property tax revenue going to general fund operations for 2014-15 is \$5.4 million, compared to \$6.0 million in 2013-14. (The General Fund portion is the result of the total property tax of \$12.8 million less \$1.0 million due to the City's Industrial Development Board, plus an additional \$6.4 million for the debt service fund). This decrease of property tax in the General Fund is due to additional property tax needed for debt service on the consolidated public works facility, roadway improvement projects, and pension obligation bonds. Compared to the 2013-14 budget, the amount of property tax dedicated to debt service has increased by more than \$984,000, or 18%. At the rate of \$0.3765 per \$100 of assessed valuation, the City of Franklin's property tax rate is the lowest in the state among cities of 25,000 or more in population.

License and Permit Revenue. The City's fourth-largest source of revenue is license and permit fees, which accounts for 9.0% of total general fund revenue. In total, this revenue category is projected at \$5.1 million, up 15% from last year's budget. The largest factor in this increase is an anticipated increase in building permits and electrical inspections based on estimated results for 2013-14. Building permit revenue is projected at \$1.3 million, an increase from the 2013-14 budget of 43%. This revenue level is the highest since pre-recession levels of 2007-08 and is a clear sign of the substantial increase in development activity in the community.

Other Revenues. Other revenue categories of note include fines and other fees, which are projected to be relatively stable. As a part of the 2014-15 work plan, City staff will be conducting a review of its building, permitting, and inspection fees. These fees have not been adjusted in four years.

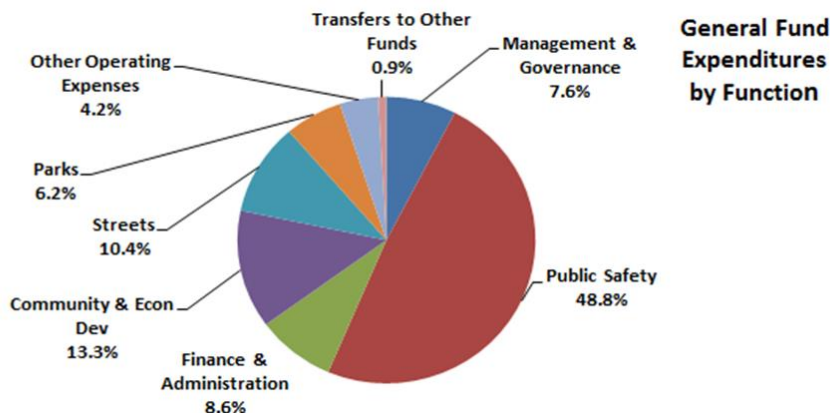
General Fund Revenue by Source – FY15



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. The City’s relative dependency on sales tax has in fact increased to 51.2% in FY15 compared to 47.5% in the prior year original budget.

Expenditures. Total general fund expenditures for the proposed budget are \$56.1 million, an increase of 0.9% from the budget for fiscal year 2013-14. 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 nearly half (48.8%) of the total proposed general fund budget.

General Fund Expenditures by Function – FY15



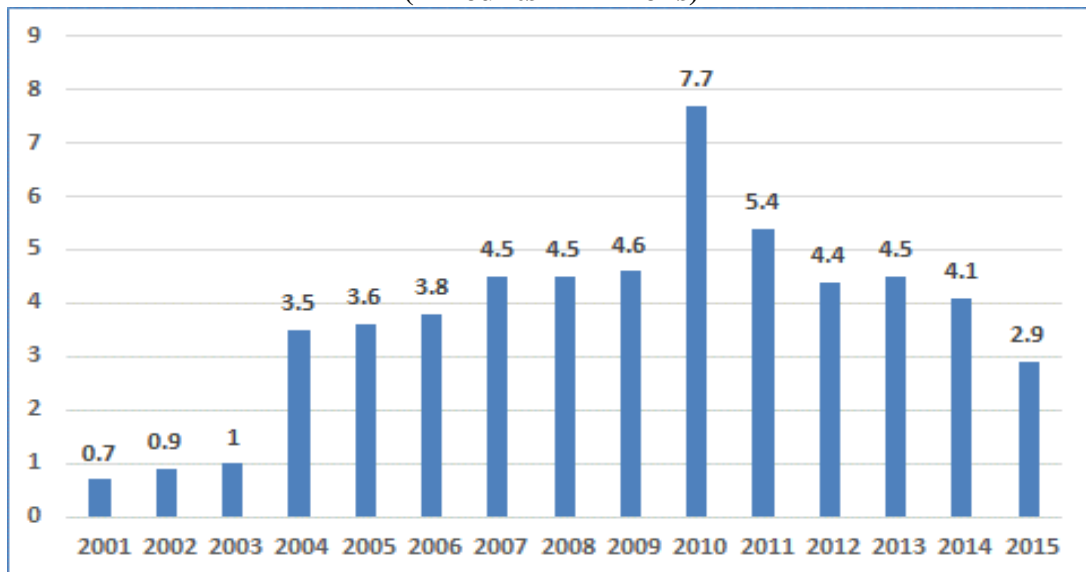
Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 72.6% of the City’s general fund budget. Overall employment-related costs are projected at \$40.7 million, slightly higher than the current budget of \$38.6 million.

Pension Expense. Over the past several years, the Board of Mayor and Aldermen has acted decisively to address the condition of our City’s pension program. First, BOMA acted in 2009 to provide an additional contribution of \$2 million to bolster the pension fund. This investment coupled with recovery in many of our investments overall greatly strengthened the pension fund. Second, after careful consideration BOMA adopted changes to the pension system for employees hired after February 15, 2010. These changes provided a more sustainable structure for the City while still maintaining a highly competitive benefit that included greater choice for employees. Then in FY 2014, BOMA issued \$10 million of pension obligation bonds to significantly reduce the City’s unfunded pension liability.

Collectively, these improvements to the City’s pension program resulted in a reduction in the required actuarial contribution amount over the past several years. The City’s actuary has determined an estimated pension contribution for 2014-15 of \$2.9 million. The general fund’s portion of the pension contribution is \$2.3 million, or 4.1%, of the total general fund budget. New pension rules from the Government Accounting Standards Board as well as statements about bond ratings from Moody’s Investment Services will require us to continually review our pension funding strategy.

The chart below depicts the expenditure level in the employee pension category since 2001. 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.

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



Position Vacancies. In an effort to control staffing costs, the City has continued to closely monitor vacant positions. 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 27 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 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.

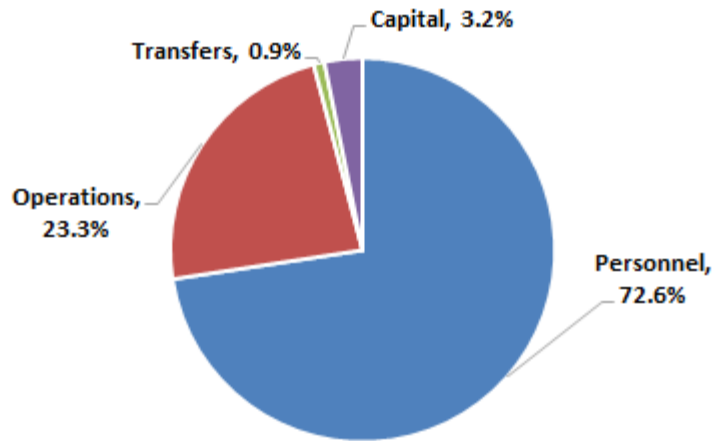
Salary Adjustment. The proposed budget includes a 2% cost-of-living increase for all employees effective July 4, 2014 (the beginning of the first bi-weekly pay period of the fiscal year). Over the past several years, many public and private organizations have laid off employees, cut wages and benefits, and/or implemented unpaid furloughs to respond to difficult economic times. The City of Franklin has avoided taking such measures and has kept dedicated employee team members in place. Also, the proposed budget includes an additional \$125,000 to fund a merit pay program for the third year. This merit pay will consist of one-time pay supplements based on team members' performance on their major work objectives.

Pay Plan. In addition to the market adjustment for all employees, a group of employees were identified in the implementation of a new market-based Pay Plan adopted in 2013. Phase I moved employees who were below the minimum pay scale of the new pay grades into their respective pay grades. Phase II, the final stage of the Pay Plan implementation, further adjusts employees within the pay ranges to a level appropriate for their experience, length of service, and prior performance. The projected cost of Phase II is \$698,000.

Employee Benefits. Last year a policy was established to define the percentage share that the City pays toward employee health insurance and to maintain that level of support going forward. Under this approach, the City pays 85% of the premium for single coverage and 80% of the premium for employee family coverage for active employees. By doing this, we as an organization communicate to our team the importance of controlling healthcare expenses as we share in managing this cost together. As a part of last year's budget process, it was determined that this cost-sharing policy would be phased in over two years for employees under the Option II (the higher deductible plan). The FY15 budget will complete this transition, with the City paying 85% of single coverage and 80% of family coverage for active employees under either of the two health insurance options.

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 related to their career path with the City of Franklin.

General Fund Expenditures by Category



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 23.3% of general fund expenditures. The proposed budget amount of \$13.1 million for operations, excluding transfers below, is an increase of 14.3% from the revised 2013-14 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. There are no operating subsidies to the Street Aid and Sanitation and Environmental Services funds in 2015. The transfer to the Transit fund is \$499,400, the same amount as 2014. A subsidy had been provided in prior years to the Street Aid fund to reduce the resurfacing program cycle to less than 20 years but not to the recommended 12 years. This is the first year the Sanitation and Environmental Services fund has no budgeted subsidy. The subsidy to this fund has moved from a \$4.47 million general fund subsidy in FY2008 to being fully self-sufficient (no subsidy) in FY15.

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 2014-15 general fund budget, capital expenditures are projected at \$1.8 million, a decrease of 54%, or \$2.2 million compared to the 2013-14 budget, primarily due to use of equipment leases for capital purchases and fewer dollars budgeted for improvements to the traffic operations center. There is no planned use of general fund reserves to support capital equipment expenditures in 2014-15. 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 lease-purchase arrangements is being leveraged

to replace certain vehicles and equipment that have a high benefit-to-cost replacement ratio, thereby taking advantage of low interest rates.

Outside Agency Funding. The City funds various government, human service, non-profit, and community service organizations through its budget each year. In total, the 2014-15 budget funds these organizations at \$425,986. Except for a small increase in costs for the City's portion of the Regional Transit Authority's commuter bus service between Franklin and Nashville (downtown and Vanderbilt University areas), other appropriations are at the same level as 2013-14. City funding for the new, unified Williamson County 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 Chamber's Economic Development Office.

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 \$30.9 million (55% of annual expenditures). With no draw from general fund reserves planned, this same fund balance is projected for fiscal year 2014-15. Clearly, the City is maintaining significant reserves to comply with BOMA policy and to protect against future economic downturns. The BOMA-adopted debt and fund reserve policy provides a needed framework for maintaining the City's triple-A bond rating by both Moody's Investors Services and Standard & Poor's. Bond ratings generally reflect 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.

Capital Funding Reserve Proposal. Over the past several years, the Board has struggled with infrastructure needs driven by current and projected growth. The latest capital investment process highlighted many needs and relatively little funding capacity under the existing revenue and reserve structure. An important element in maintaining Franklin's quality of life in the midst of significant growth is successfully addressing infrastructure needs in a timely, cost-effective manner. To this end it is my recommendation that the Board of Mayor and Alderman take action to build a Capital Project Reserve. This initiative would include two components:

1. Identify funds in the City general fund reserve above the 45% level as eligible for use in priority capital projects. Based on the reserve projection from the proposed budget, this amount would be approximately \$5.6 million (projected general fund reserve of \$30.9 million minus 45% reserve level of \$25.3 million).
2. Enact a \$.03 property tax increase. Half of the proceeds (approximately \$500,000) would be earmarked for additional local street resurfacing. The current funding level provided by the local share of state gas tax is inadequate to meet our City's needs. This additional funding will help provide more than a 25% increase in funds available for the resurfacing program. Timely and adequate street resurfacing is directly associated with avoidance of major, more costly capital outlays in future years. The remaining half of the revenue will be added to the capital projects reserve fund for future project needs. Even with this modest property tax increase, the City of Franklin will continue to maintain the lowest municipal property tax rate in the state for cities with a population over 25,000.

Other Operating Funds

Street Aid and Transportation Fund. The City receives state gasoline tax funds to provide for the maintenance of streets. The proposed 2014-15 budget for this fund is \$1.9 million, a decrease of 16.9% from the 2013-14 revised budget. This decrease is driven by the absence of a transfer from the general fund that was provided to try to reduce the anticipated street resurfacing cycle from 20 or more years. \$169,950 of the \$1.9 million is included for sidewalks. The general fund is unable to contribute to street resurfacing efforts each year at current revenue levels. For that reason, the alternative budget proposal includes an additional \$500,000 for road resurfacing and repairs.

Sanitation and Environmental Services Fund. The proposed 2014-15 budget for the City's Sanitation and Environmental Services Fund of \$8.1 million represents an increase of 2.6% compared to the 2013-14 budget. Unlike prior years, the 2015 budget includes no transfer from the general fund. In FY2008, the City had a general fund subsidy to Sanitation and Environmental Services operations of \$4.47 million.

One important factor in reducing this subsidy is increased diversion of waste from the landfill. The Blue Bag residential curbside recycling program has contributed to this, with an average of 50% of Franklin households participating and approximately 16% 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 third year, landfill and hauling services provided through an interlocal agreement with Bi-County Solid Waste. FY15 will mark the first contractually-specified three-year inflationary adjustment to the landfill and transportation fees paid to Bi-County.

The proposed budget proposes an increase in the residential customer rate from \$15 per month to \$16.50 per month. This will be the first increase after holding the customer service fee unchanged for five consecutive years. During that period, our payroll and transportation costs have been absorbed in the budget. As operational costs continue to increase, and an adjustment to the disposal fees becomes effective in July of this year, it is necessary to pass along some of the costs to our customers. On a comparative basis, our full-service collection fees are still below fees charged throughout the area by haulers with more limited service. In order to achieve greater efficiency and cost savings, residential waste collection routes will be reconfigured and will move to a four day schedule. The modified routes are the result of recommendations from the City's new routing software that seeks to maximize the efficiency of routes. On the commercial side, fees will be increased by a percentage similar to the residential rate and removal of the fuel surcharge is proposed.

Road Impact Fund. The road impact fund has seen collections increase with new development. The proposed budget anticipates \$3.0 million in expenditures in the form of a transfer to the debt service fund. This transfer pays the principal and interest on arterial road projects that the City has undertaken to account for trip generation by new businesses and residential development. A study of the road impact fee rate structure is currently under consideration by the Board of Mayor and Aldermen.

Facilities Tax Fund. The facilities tax fund provides for the collection of privilege tax for new development to help pay for new public facilities/equipment made necessary by growth. The budget is proposed with \$4.3 million in new Sanitation and Fire expenditures for 2014-15. The largest expenditure in the Facilities Tax Fund in 2014-15 will be the construction and equipping of

a new fire station in the Westhaven neighborhood, serving the western portion of Franklin. Estimates included in the 2014-15 budget project a year-end balance of \$5.5 million in the facilities tax fund. Planning for the construction of another fire station in the City's southeast section is also underway, and construction is incorporated in the City's 2014-18 Capital Investment Funding Plan. The facilities tax rates have not been updated since 2007, and a review of the City's future capital needs is overdue. An amount of \$30,000 is included in FY15 to accommodate a rate study by an outside consulting firm.

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 \$4.8 million for fiscal year 2014-15, an increase of approximately \$736,000 from the 2013-14 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. The Stormwater rates have not been reviewed in more than ten years. A study of the fee structure will be undertaken in FY15.

Drug Fund. The drug fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are used to support drug investigations. The proposed budget includes expenditures of \$127,000, a decrease of \$11,098.

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, the 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 also dedicates one-fourth of the 4% tax to support the Williamson County Convention and Visitors Bureau. As the economy improves and travel activities increase, receipts in the hotel/motel fund are expected to experience steady growth. The proposed 2014-15 budget provides for \$3.1 million in expenditures, which is an increase of 29% compared to the 2013-14 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, the same as fiscal year 2013-14. In total, the transit budget is recommended at \$1.7 million, approximately \$165,000 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. CDBG funds are specifically targeted to benefit low- and moderate-income families and neighborhoods. For 2014-15, funding is expected to reach \$192,125. If Federal budget cuts affect the City's CDBG funding, appropriate reductions will need to be made to the City's CDBG program.

Debt Service Fund. In 2009-10 the City created a separate debt service fund. The fund is used to account for resources set aside to fund debt service and the actual principal and interest payments made. The proposed 2014-15 budget for the debt service fund is \$12.3 million. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed 2014-15 budget includes \$6.4 million of property tax for payment of debt service. Sequestration in Washington 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 2013, the City issued almost \$10 million in pension bonds and \$7.5 million in bonds for the new public works facility. In 2010, the Board adopted its first multiyear Capital Funding Plan that merges Board project priorities with funding capacity. This funding capacity is driven by the Board's debt policy that was developed and adopted in 2009. Franklin's debt policy is comprehensive and includes an array of benchmarks for assessing our debt capacity.

Summary

The City of Franklin has emerged from the economic challenges of recent years in excellent financial condition. Our reserves are at strong levels, our debt obligations are relatively low and manageable, and our tax rates are among the lowest in the state. Even with the modest increase proposed in the alternative budget (Capital Project Reserve), Franklin would maintain the lowest rate among sizeable cities in Williamson County and the State of Tennessee. The City leadership team has taken decisive action over the past five 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, 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, Lawrence Sullivan, Glenda Driver, 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

Budget Ordinance

ORDINANCE NO. 2014-12

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN
ADOPTING A BUDGET FOR THE FISCAL YEAR 2014-2015;
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, 2014 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 2014-2015 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, 2014 - June 30, 2015**

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

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

SECTION IV: That this Ordinance shall take effect on July 1, 2014, from and after its passage on Third and Final Reading; the health, safety and welfare of the citizens of the City of Franklin requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By: _____
ERIC S. STUCKEY
City Administrator

By: _____
DR. KEN MOORE
Mayor

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

Property Tax Ordinance

ORDINANCE NO. 2014-13

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2014-2015; 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 2014-2015 pay a tax of 40.65 Cents (\$.4065) to and for the use of the City of Franklin on each One Hundred Dollars (\$100.00) of assessed valuation of such property, and pay a proportional amount of tax for each amount of assessed valuation under One Hundred Dollars (\$100.00) all of said taxes to be collected by the proper officers of the City of Franklin for use in funding in whole or in part the budget as adopted by this ordinance.

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

General Fund	17.16 cents (\$.1716) or percentage approximate to 42% based on certified tax rate
Debt Service Fund	20.49 cents (\$.2049) or percentage approximate to 50% based on certified tax rate
Street Aid Fund	1.50 cents (\$.0150) or percentage approximate to 4% based on certified tax rate
Capital Projects Fund	1.50 cents (\$.0150) or percentage approximate to 4% based on certified tax rate

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

ATTEST: CITY OF FRANKLIN, TENNESSEE

BY: _____
ERIC S. STUCKEY
City Administrator

BY: _____
DR. KEN MOORE
Mayor

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

Refuse and Trash Disposal Rate Ordinance

ORDINANCE 2014-14

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN TO AMEND APPENDIX A – COMPREHENSIVE FEES AND PENALTIES, CHAPTER 17 REFUSE AND TRASH DISPOSAL, OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."

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, 2014 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: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Appendix A, Chapter 17 of the Franklin Municipal Code is hereby amended and the following substituted in lieu thereof:

“Appendix A, Chapter 17, Refuse and Trash Disposal

Residential	
1 st container	\$16.50 per month (one pick-up/week)

SECTION II. BE IT FINALLY ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that this Ordinance shall take effect for billing cycles beginning July 1, 2014, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY: _____
ERIC STUCKEY
City Administrator

BY: _____
DR. KEN MOORE
Mayor

PASSED FIRST READING: _____
PASSED PUBLIC HEARING: _____
PASSED SECOND READING: _____
PASSED THIRD AND FINAL 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 2013-14 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 (22nd year)
- GFOA Distinguished Budget Presentation Award (6th year)
- Tennessee 3-Star Award for Community Economic Preparedness (10th year)
- Tree City USA (10th 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.

Franklin Forward

Vision for 2033

Objectives for Developing a Strategic Plan



FUNDAMENTALS

- A plan that supports the City’s Mission:
“Franklin will continually strive to be a community of choice for individuals, families, and businesses to grow and prosper through an excellent quality of life supported by exceptional, responsive, and cost-effective City services.”
- A plan that supports traditions important to our citizens:
 - We strive to determine our own destiny.
 - We pursue bold but attainable growth.
 - We collaborate with others to shape our future.
- A plan that reflects public service values:
 - Transparency in stewardship of public resources.
 - Accountability and integrity.
 - Emphasis on results that improve the community.

THEMES

A Safe Clean and Livable City

Having a safe, clean, and livable city is a primary requisite for our citizens and they are supportive of the means necessary to assure the idyllic yet progressive character of Franklin. Residents want to live healthier, sustainable lives and will support services that deliver high standards. Franklin takes pride in the professionalism and quality of our police, fire, and emergency response teams. We understand the importance of code enforcement as a means of precluding declining and unsafe neighborhoods and business districts. The City recognizes its role as a steward of the environment as we deliver essential services while preserving the natural beauty of the community.

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

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

- Goal: The violent crime rate in Franklin will remain at least half of the national average and decrease by 3% annually.
 - Benchmarks: The National Violent Crime Rate for 2011 was 386 per 100,000 residents. The Violent Crime Rate in Franklin was 166 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- Goal: The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.
 - Benchmarks: The Property Crime Rate Nationally was 2,908 per 100,000 residents. The Property Crime Rate in Franklin was 1,710 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- Goal: Franklin Police will establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.
 - Benchmarks: The National Clearance Rate for Violent Crimes in 2011 was 47 percent. The Violent Crime Clearance in Franklin was 76 percent (FBI, Crime in America, Uniform Crime Report).
 - Benchmarks: Nationally, the Property Crime Clearance rate was 18.6 percent. The Property Crime Clearance rate in Franklin was 33 percent (FBI, Crime in America, Uniform Crime Report).
- Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TEMBP).
 - Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) – (This metric captures total response time from the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.)
- Goal: The Franklin Fire Department will reduce property fire loss per \$1 million of appraised value.
 - Baseline: Fire Loss per \$1 million of Appraised Value was \$87.26 in 2012. – (This measures fire loss in dollars per \$1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with \$0 value.)

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

- Goal: Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey
 - Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.
- Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.

- Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)
- Baseline: The current number of days to respond and resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
- Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

Franklin will provide high-quality water and wastewater treatment services that will meet the needs of our growing community.

- Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)
 - Goal: To have a reliable, efficient, and scalable infrastructure
 - Baseline: Baseline energy costs for water and sewage delivery is \$1,595,352 (FY2012 sum actual expenditures from water fund and wastewater fund)
 - Baseline: Baseline of unaccounted water within the system is 20.8% (FY2012)
 - Baseline: Baseline of sanitary score is 97 (2012)
- Franklin will continue to meet or exceed regulatory requirements for water quality.
 - Goal: To have no violations of regulatory requirements for water quality.
 - Baseline: Zero water quality violations in 2012. (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)
- Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.
 - Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.
 - Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan.)
 - Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).

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

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
 - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a “Smarter City” by the Natural Resources Defense Council for sustainability (the first in Tennessee).
 - Baseline: To review the criteria for becoming a “Smarter City” and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>

- Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.
 - Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
 - Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).
- Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.
 - Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Franklin will be a leader in residential recycling efforts.

- Goal: To increase the percent of diversion through the “blue bag” recyclable program by 3% per year.
 - Baseline: Current diversion of blue bag tonnage was 16% as a percent of the total tons of household garbage collected by City of Franklin. (March, 2013).
- Goal: To reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.
 - Baseline: Current household participation was 49% as a percent of the total number of household refuse stops by the City of Franklin. (March, 2013)
- Goal: To reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)
 - Baseline: As of 2012, collections were: Batteries = 9,341 lbs.; Oil = 576 gallons; Paint = 142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.

An Effective and Fiscally Sound City Government Providing High Quality Service

Franklin citizens have high expectations for their government. As the city continues to grow, it must remain vigilant in the prudent management of taxpayer funds by continuously working to improve the quality, efficiency, and cost effectiveness of services demanded by its citizens. The pace of technological change and innovation in our world is accelerating, and the City depends on the expertise and creativity of its employees to integrate new ideas and tools that will improve service delivery and operational efficiency while maintaining the sense of personal touch our citizens have come to expect.

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with

opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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

- Franklin will develop a quality level of service expectation for its citizens.
 - Goal: To have 90% citizen satisfaction rated excellent/good for services as reported by community survey.
 - Baseline: Data to be collected in next community survey.
- Franklin will have a dynamic social media presence to increase effective communication with the public.
 - Goal: To continue to increase the public’s use of social media forms of communication with the City of Franklin.
 - Baseline: Current communication contacts with citizens through website hits-32,662; social media: Facebook followers– 7,462, Twitter followers - 4350, YouTube views - 38,664.
- Citizens will have online access to city services.
 - Goal: To enhance online services for citizens.
 - Baseline: The City of Franklin currently has 100 services available for citizens to complete online in 2013.

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

- Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without a over-dependence on a single dominant revenue source.
 - Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.
- Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody’s, Fitch, and S&P).
 - Baseline: As of 2012, Moody’s and Standard & Poor's have rated Franklin at AAA.

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

- Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.
 - Goal: To attract talented workers, the City of Franklin’s salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.
 - Baseline: 2012 average salary is 92.1% of target market index.
 - Goal: To actively recruit and retain a workforce representative of the community.
 - Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city

population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.

- Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.
 - Goal: To have a safe and healthy workplace.
 - Baseline: 21 Franklin employees had accidents in FY 2013.
 - Baseline: Number of lost work days by employees in FY2013. [Need data.]
 - Goal: To have effective training and development objectives within every employee’s work plan
 - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
 - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
 - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]

Quality Life Experiences

Franklin citizens are proud of their community. They it to remain among the best places to live in the United States—a place envied for its engaging quality of life. People are invested in their neighborhoods as well as in the city. They willingly volunteer, participate, and support the many activities, recreational pursuits, and special events that bring them together as a community.

Franklin’s rapidly growing and increasingly diverse population, both in age and ethnicity, is both a strength as well as a challenge to the vision of our city. Our citizens understand the importance of ensuring that everyone who works within our community is able to live within our community.

A critical part of sustaining our unique sense of inclusiveness is ensuring that a range of housing options is available for varying income and demographic groups. As our boundaries expand, the efficient and effective varieties of land uses—residential, commercial, open space, and institutional—are critical components for sustaining our vibrant community. Our citizens are concerned that traffic congestion is increasing everywhere—on major streets and in neighborhoods. They would like a functional transportation system, more bicycle and pedestrian connections between residential neighborhoods and shopping districts or employment centers, and better transit options, not only within the city but connecting the greater metropolitan region.

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

- Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.
 - Goal: To have 90% or better of citizens who consider Franklin’s quality of life to be excellent/good.
 - Baseline: 94% of citizens responding to community survey considered the overall

quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

- Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.
 - Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.
 - Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.
 - Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.
 - Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).
- Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.
 - Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.
 - Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

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

- Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin
 - Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.
 - Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

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

- To reduce citizen perception of traffic congestion in Franklin
 - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
 - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.

- Goal: To increase the Walkability Index Score for Franklin.
 - Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org.
<http://www.walkfriendly.org/communities/community.cfm?ID=70> and
<http://www.walkscore.com/TN/Franklin>
- Goal: To become a more bicycle friendly community.
 - Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.
- To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services
 - Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.
 - Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)
 - Goal: To increase the number of riders using the Franklin Transit Authority.
 - Baseline: 52,034 riders in 2009 (Last data available on Nashville MPO site).
 - Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.
 - Baseline: [none: need data point related to air quality].

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

- Goal: To improve ranking as one of the 100 Best Places to live in the United States.
 - Baseline: Ranked of 52 (CNN Money Magazine, 2012).
- Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.
 - Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)
- Goal: To improve ranking as one of the top business-friendly cities in Tennessee.
 - Baseline: Ranked as 2nd in Tennessee (Beacon Center for Tennessee, 2012).
- Goal: To remain one of the top rated healthy cities in Tennessee.
 - Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)
- Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).

- Baseline: 11.28 acres per 1,000 citizens (Parks Department).
- Goal: To remain below the national Cost of Living Index of 100.
 - Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).
- Goal: Maintain status as a Tree City U.S.A.
 - Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).
- Goal: To improve ranking as one of the best cities for start-up businesses in the United States.
 - Baseline: Ranked top 50 in the nation (http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm).
- Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.
 - Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)
- Goal: To reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).
 - Baseline: The 2010 census shows 7.4% of citizens live in poverty in Franklin (2010 Census).

Sustainable Growth and Economic Prosperity

Franklin has a heritage of economic stability, defying many of the struggles faced in other communities and the nation. This heritage is a result of a dedication to sustainable growth through thoughtful public policy decisions and well-managed developments. The community values the diversity of high-quality and high-worth places—the mix of suburban and downtown shopping districts that serve the community’s needs and are magnets for out-of-town visitors; a vibrant corporate and office environment that is the home to industry-leading businesses of all sizes; well-designed and maintained parks and recreational gathering places that also focus on historical, cultural, or natural attributes; and opportunities to pursue a wide range of activities without leaving the community.

City leaders also understand the importance of having a self-sustaining economic engine that through collaboration and partnership with both private and public entities supports efforts that attract, retain, and create quality jobs to ensure a diverse economic base, a resilient and growing tax base, and thriving neighborhoods.

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

- Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.
 - Baseline: Citizen Perception reported through community survey.
- Goal: Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.
 - Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)
- Goal: To increase the assessed valuation per square mile for land in City of Franklin

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

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

- Opportunities for increasing tourism experiences.
 - Goal: To increase tourist visits to Franklin.
 - Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).
 - Goal: To increase private investment in Franklin’s Historic Area.
 - Baseline: Franklin issued 116 Certificates of Appropriateness for construction in 2012 (Planning and Sustainability).
 - Baseline: The value of investment dollars from COA’s for 2012 was \$7,565,260 (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)
 - Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center
 - Baseline: [Need 2012 fiscal year data on number of participants or equivalent proxy]
- Opportunities for revenue enhancements through tourism and sales revenues.
 - Goal: To increase the revenue generated from Hotel/Motel taxes.
 - Baseline: Franklin received \$2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)
 - Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.
 - Baseline: \$24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)
 - Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center
 - Baseline: [Review Conference Center data for appropriate metrics]

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

- Encourage job growth and retention within the city.
 - Goal: To increase the number of jobs in the city over the previous year.
 - Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].
 - Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.
 - Baseline: Franklin’s unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).

- Encourage expansion and retention of business opportunities in the City of Franklin.
 - Goal: To increase the net number of business licenses within the city over the previous year.
 - Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
 - Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).
 - Goal: To increase the number of small businesses over the previous year.
 - Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)
 - Goal: To increase the number of businesses with more than 100 employees over the previous year.
 - Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).
 - Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.
 - Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).
 - Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.
 - Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)

City of Franklin

2014-15 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 2015 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.
- Adopt funding plan for the fiscal year 2014-2018 CIP (Capital Investment Program).
- 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 January 2014
Department Requests Due	Prior to Initial Meetings
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 8, 2014
Proposed Budget Distributed to Board of Mayor and Aldermen	Friday, May 9, 2014
Budget Hearings (as needed)	Monday-Thursday, May 12-15, 2014
First Reading of Budget, Tax Rate, and Sanitation Rate Ordinances	Tuesday, May 27, 2014
Second Reading (Public Hearing)	Tuesday, June 10, 2014
Third & Final Reading	Tuesday, June 24, 2014
New Fiscal Year	Tuesday, July 1, 2014

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.

One amendment was made to the City’s proposed budget. The property tax ordinance included an increase in property tax of 3 cents per \$100 of assessed value to be added in equal parts to the Street Aid Fund (1.5 cents) and the Capital Projects Fund (1.5 cents). The original budget document did not assume the additional revenue. In order to properly reflect that revenue and the associated expenditure, the individual funds below are amended as:

Amendment to Proposed Budget Document

STREET AID FUND

REVENUE

Property Tax Revenue	Increase	\$500,000
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EXPENDITURES

Streets Maintenance	Increase	\$500,000
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Net Increase (Decrease) to Total Street Aid Fund Balance		-\$0-

CAPITAL PROJECTS FUND (see note below)

REVENUE

Property Tax Revenue	Increase	\$500,000
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EXPENDITURES

Capital Projects (as approved)	Increase	\$500,000
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Net Increase (Decrease) to Total Capital Projects Fund Balance		-\$0-

Note: For the Capital Projects Fund, the budgetary information above is for reporting purposes only as this fund is not included in the Operating and Capital Equipment Budget.

Please note: The transmittal letter (on pages 7 through 17) is shown as it was originally submitted for the proposed budget. Therefore, it does not include the amendment above.

City of Franklin Demographic Information

Income

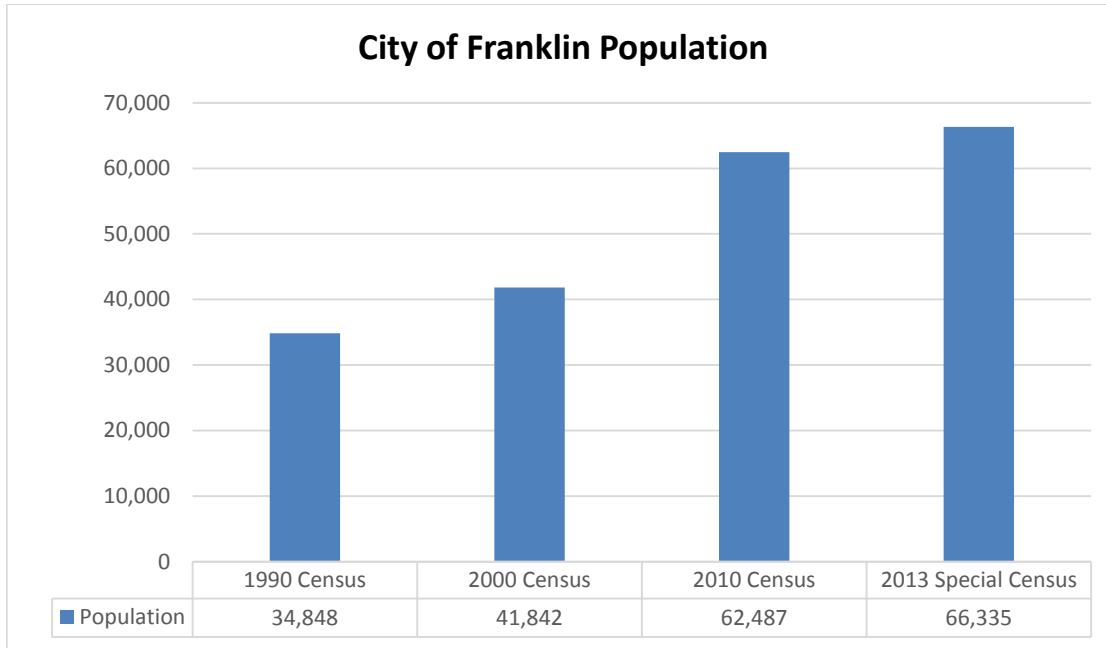
Median Household Income
Average Household Income
Per Capita Income

Franklin

\$79,894
\$98,156
\$38,342

Williamson County

\$91,146
\$115,926
\$41,270



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,508	6.0%	8,501	7.0%
High School	6,593	15.8%	21,407	17.6%
Some College	7,531	18.0%	22,341	18.4%
Associate Degree	2,542	6.1%	7,181	5.9%
Bachelor's Degree	15,053	36.1%	41,561	34.2%
Graduate Degree	7,512	18.0%	20,550	16.9%
Total	41,739		121,541	

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 healthcare, financial, agricultural, wholesale, retail, manufacturing, and service industries. No single industry is critical to the region's economy. The City of Franklin covers an area of approximately 41 square miles, and serves a population of 66,335 according to the 2014 Special Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population increasing almost 70 percent between 2000 and 2010.

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

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

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



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



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

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

Awards & Recognitions

BEST SOUTHERN TOWN
GARDEN AND GUN MAGAZINE

Best Cities for Home Ownership (#11)
NERDWALLET

Best Places to Live
Money Magazine 2012

America’s Favorite Towns (#8)
Travel and Leisure Magazine

Control Authority Pretreatment Excellence Award – Water Reclamation Facility
Kentucky/Tennessee American Water Works Association and Water Environment Federation

Municipal Field of the Year – Parks Department
Tennessee Turf Grass Association

BEST PLACE IN TENNESSEE (#11)
MOVOTO REAL ESTATE

National Savvy Award – Communications Division
National City/County Communicators & Marketers Association (3CMA)

#1 in Land Trust Preservation in Tennessee
LAND TRUST FOR TENNESSEE

Top 100 Places to Live
Relocate America

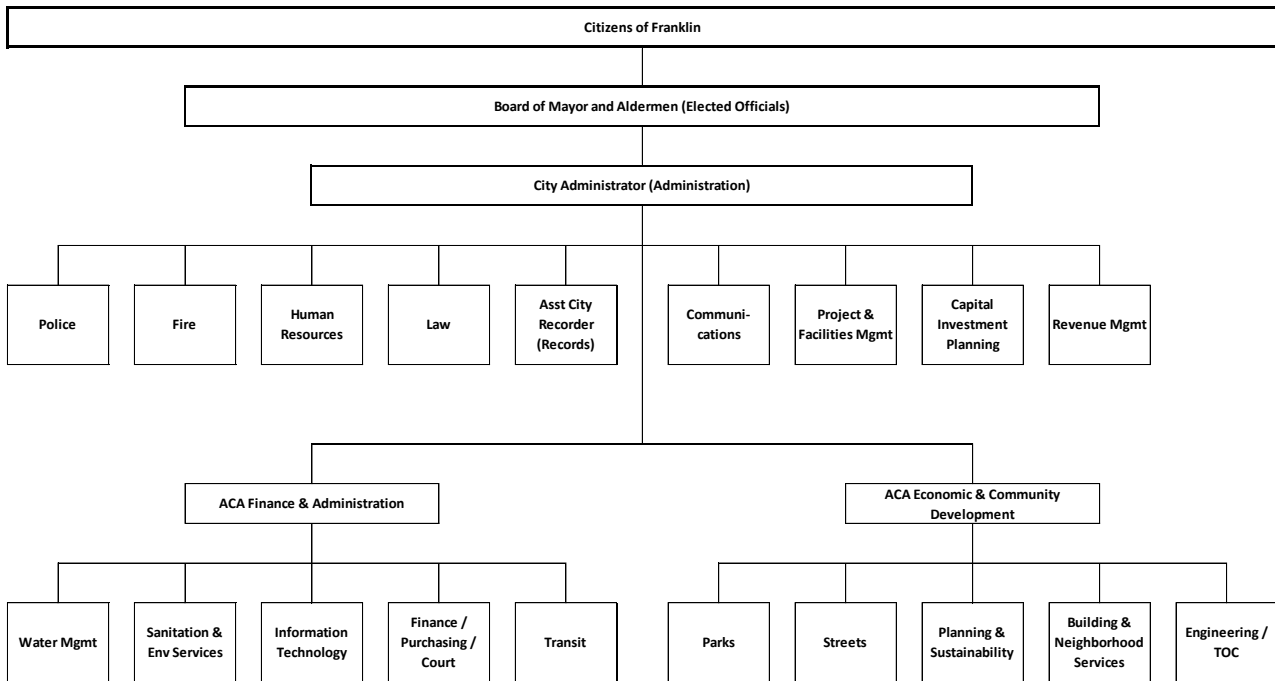
Top 5 Most Romantic Main Streets
National Trust for Historic Preservation

BEST TOWNS IN TENNESSEE FOR YOUNG FAMILIES (#4)
NERDWALLET

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.

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

The new approved plan was to be implemented in two phases. Phase I, which was included in the FY14 Budget, moved all employees into the proper pay grade. Phase II, which is included in the recommended FY15 Budget, will adjust employees position within the pay ranges based on the tenure and experience in their current position and with the City overall.

City of Franklin

Authorized Full-Time Positions

As of July 1, 2014, total authorized employment for the municipal government's General and Special Funds is 647 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	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Administration	11	9	9	9	5	5	6	5	6	6
Building & Neighborhood Services	23	25	27	27	28	28	28	30	31	32
Capital Investment Planning	*	*	*	*	2	2	2	1	2	2
Communications	1	1	1	1	3	3	3	3	3	3
Court	3	3	3	3	3	2	2	2	2	2
Engineering	6	9	11	9	8	8	8	10	11	12
Finance	11	11	11	11	11	11	9	9	10	10
Fire	142	156	158	158	158	158	158	160	161	173
HR	6	6	6	8	8	9	10	11	11	11
Law	*	3	3	3	3	4	4	4	5	5
IT	10	14	17	17	17	17	17	19	18	19
Parks	18	20	25	29	29	30	31	33	34	33
Planning & Sustainability	11	12	13	17	18	18	18	15	17	16
Police	160	169	176	176	176	175	175	175	176	176
Project and Facilities Management	5	5	5	5	7	6	6	6	7	7
Purchasing	*	2	2	2	2	2	3	3	3	3
Revenue Management	7	11	14	14	14	13	14	15	14	13
Sanitation & Environmental Services	51	53	56	59	51	51	52	49	48	48
Stormwater	9	11	11	11	11	11	16	16	17	18
Streets	37	41	41	43	52	52	47	49	52	55
TOC	3	3	3	3	3	3	3	4	3	3
TOTAL	514	564	592	605	609	608	612	619	631	647

Note 1: Twenty-six (26) vacant full-time positions above are not funded in fiscal year 2015.

Fire	2
Law	1
Parks	2
Police	20
Streets	<u>1</u>
Total Not Funded	<u><u>26</u></u>

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 proposed budget provides for sixteen (16) additional authorized full-time positions in the new fiscal year. In 2015, twenty-six (26) full-time positions, as well as two (2) part-time positions, will not be funded.

<u>DEPARTMENT</u>	<u>TITLE</u>	<u>PAY GRADE</u>
BUILDING & NEIGHBORHOOD SERVICES	Planning Associate – Transferred from Planning & Sustainability	D
CAPITAL INVESTMENT PLANNING	Administrative Assistant (part-time) - Added	D
ENGINEERING	Engineering Associate – Added	TBD
FINANCE	Intern (part-time) – Added	INTERN
FIRE	Twelve (12) Firefighters – Added for Station 8 (for 4 months) Two (2) Firefighters – Not funded Intern – Not funded Accreditation Manager (part-time) – Not funded	E E INTERN TBD
INFORMATION TECHNOLOGY	Network Analyst - Added Telecommunications Technician II – Replaces ITS Specialist One (1) Intern - Eliminated	H G INTERN
LAW	Assistant City Attorney – Not funded	K
PARKS	Two (2) Tree Workers (part-time)- Added Landscaping Crew Chief – Not funded Athletic Worker – Not funded Program Specialist (part-time) – from not funded to funded Grounds Worker (seasonal) – Added Athletic Foreman – Eliminated Program Coordinator – Eliminated Recreation Foreman – Added	B E B D B F E F
PLANNING & SUSTAINABILITY	Land Planner (No TN Reg)– Added Administrative Secretary (part-time) - Added Planner – Reclassification from Planning Assistant Land Planner (TN Reg) – Eliminated (previously unfunded) Planning Associate – Transfer to Building & Neighborhood Services	F B F G D

<u>DEPARTMENT</u>	<u>TITLE</u>	<u>PAY GRADE</u>
POLICE	<p>Twelve (12) Master Patrol Officers – Reclassified from Police Officers Two (2) Sergeants – Not funded Three (3) Detectives – Not funded Twelve (12) Police Officers – Not funded Two (2) Communications Officers – Not funded Records Clerk – Not funded</p>	<p>F G F E D D B</p>
REVENUE MANAGEMENT	<p>Billing & Collection Technician - Eliminated Two (2) cashiers (part-time) – Added to increase pool from 3 to 5. The pool is budgeted to be equivalent to 2 FTE’s.</p>	<p>C B</p>
SANITATION & ENVIRONMENTAL SERVICES	<p>Collection Sanitation & Environmental Services Driver – Transferred from Recycling Two (2) Sanitation & Environmental Services Workers (full-time) – Transferred from Recycling Sanitation & Environmental Services Workers (part-time) – Transferred from Recycling</p> <p>Recycling Sanitation & Environmental Services Driver – Transferred to Collection Two (2) Sanitation & Environmental Services Workers (full-time) – Transferred to Collection Sanitation & Environmental Services Workers (part-time) – Transferred to Collection</p>	<p>C B B C B B</p>
STORMWATER	<p>Water Quality Specialist I – Added Reorganization to create two (2) Crew Chiefs</p>	<p>F E</p>
STREETS	<p>Maintenance Senior Maintenance Technician – Transferred to Fleet Three (3) Landscape Maintenance Workers – Added (Mack Hatcher/Hillsboro Rd. streetscape) Two (2) Landscape Maintenance Workers (part-time) – Added (Mack Hatcher/Hillsboro Rd. streetscape) Reorganization to create two (2) Crew Chiefs</p> <p>Fleet Senior Maintenance Technician – Transferred from Maintenance Mechanic – from not funded to funded Preventative Maintenance Technician – Not funded</p>	<p>F B B E F E TBD</p>

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 2014-15, this reserve would be \$18,524,452, based on budgeted expenditures of \$56,134,703.

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	\$30,887,649	\$0	\$30,887,649	0.0%	Budgeted expenditures match budgeted revenues.
CDBG	\$23,670	\$125	\$23,795	0.5%	Other than interest income, budgeted expenditures match budgeted revenues.
Debt Service	\$131,956	(\$126,956)	\$5,000	-96.2%	Other than to maintain a small surplus, budgeted revenues cover budgeted expenditures.
Drug	\$196,498	\$46,161	\$242,659	23.5%	Increase intended for future drug-enforcement programs.
Facilities Tax	\$6,124,876	(\$606,670)	\$5,518,206	-9.9%	Decrease due primarily to budgeted capital including construction of a new fire station.
Hotel/Motel Tax	\$1,689,759	(\$245,097)	\$1,444,662	-14.5%	Decrease due to expenditures for Parks Master Plan and Designs
Road Impact	\$16,118	\$819,397	\$835,515	5083.7%	Increase due to anticipated additional collections in 2015
Sanitation & Environmental Services	\$0	\$0	\$0	n/a	No operating subsidy from general fund in 2015
Stormwater	\$5,337,047	(\$2,376,972)	\$2,960,075	-44.5%	Decrease due primarily to budgeting of several drainage projects in 2015.
Street Aid & Transportation	\$0	\$0	\$0	n/a	No operating subsidy from general fund in 2015
Transit System	\$0	\$0	\$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance
	\$44,407,573	(\$2,490,012)	\$41,917,561	-5.6%	

City of Franklin

Economic Outlook

The U.S. Economy

After five years of sluggish recovery, the U.S. economy is poised for strong growth in 2014 and 2015. Inflation-adjusted gross domestic product (GDP) grew by 1.9 percent in 2013, compared to 2.8 percent in 2012 and 1.8 percent in 2011. Despite the slow pace of the recovery, many indicators now point to stronger fundamentals in the economy and rising growth prospects in the year ahead. Consumer confidence rose and remained high for most of 2013, amid persistent fiscal uncertainties from Washington. Rising home prices and exuberant stock markets were the main factors that boosted confidence. Inflation-adjusted household net worth grew by almost 10 percent in 2013, surpassing for the first time its level before the 2008 financial crisis. As a result, consumers spent more and firms were more eager to hire. Inflation-adjusted consumer spending grew by 2.0 percent and the economy added approximately 2.2 million jobs in 2013, an average of 182,000 jobs per month.

The unemployment rate fell by more than a full percentage point over the course of the year, down to 6.7 percent in December, 2013, and 6.3 percent in April, 2014. That is the lowest it has been since 2008. For the third consecutive year, both construction and manufacturing sectors recorded net payroll employment growth, adding 164,000 and 60,000 jobs respectively. The rebound of the housing sector, which started in 2012, was sustained in 2013.

Household spending on new housing grew by 14.6 percent. That is the second consecutive year of double-digit growth. The number of housing starts increased by 148,000 units, or 19%, to reach a total of 931,000 units in 2013. Home prices also kept their upward trend dating back to 2012. Despite its solid performance, the housing sector still has far to go to fully recover. Sales of new houses are still less than one half their pre-crisis level.

The Federal Reserve maintained its accommodating monetary policies throughout 2013. Citing improving labor market conditions, it announced in December that it would start reducing its purchase of long-term assets, labelled “quantitative easing.” This move by the Fed, commonly referred to as “tapering,” was widely anticipated by observers since mid-2013. The reaction of the markets to the announcement was mostly favorable, as the move was perceived as a confirmation by the Fed that the economy is strengthening. The Fed also insisted that, provided inflation is not an issue, it would maintain its targeted interest rate at low levels until the unemployment rate falls well below 6.5 percent and other indicators confirm strong labor market conditions.

At the April 30th Federal Open Market Committee meeting, the Fed reaffirmed its continuation of the “taper.” This will likely put some upward pressure on interest rates, especially longer-term rates, but the Fed has repeatedly announced that they will continue to keep short-term interest rates near zero. Higher interest rates would be welcomed by retirees and other savers, but will be costly for borrowers. Additional rate-induced costs for home mortgages will act to suppress some of the expected gain in the housing market. There is currently before the U S Senate a proposal to reform federal housing agencies, which would also make mortgage cost and availability more difficult, particularly for first time buyers.

The federal government deficit was lowered to \$680 billion in 2013, after four consecutive years of deficits higher than a trillion dollars. The persistent political divide in Washington forced a two-week government shutdown in October. A compromise was reached in December 2013, as the two parties agreed on the outline of the federal budget for 2014 and 2015. The passage of the bipartisan budget deal removes some of the fiscal uncertainties that have clouded the outlook for the economy over the past three years.

State and local government purchases fell again in 2013, but are expected to increase slowly over the next few years. The slow global recovery and the strength of the U.S. currency continues to hold back U.S. exports. However, for the third straight year, exports have grown slightly faster than imports. The trade deficit is now slightly less than 3 percent of GDP, the lowest it has been since 2009. Inflation remains subdued in part because of falling energy prices. As measured by the consumer price index (CPI), overall prices rose by 1.5 percent in 2013 compared to 2.1 percent in 2012 and 3.1 percent in 2011. “Core” CPI, which excludes prices of energy and food, increased by 1.8 percent compared to 2.1 percent in 2012.

The current economic momentum is expected to bring self-sustained growth to the economy in 2014. The positive outlook for the global economy in the coming year will also help boost U.S. exports. Inflation-adjusted GDP is projected to grow by a solid 2.7 percent in 2014, followed by 3.2 and 3.4 percent growth in 2015 and 2016 respectively. This year was expected to start on a relatively healthy note with 2.0 percent growth in the first quarter, followed by 2.5 percent growth in the second quarter. Unusually cold weather has subdued the first quarter estimates, but as recently as May 5th many economists raised their second quarter growth estimates to 3.6 percent based on strong economic results in March and April. The economy is projected to grow at a 3.3 percent annual rate in the second half of the year.

Despite stronger growth, inflation will likely remain quiet as energy prices continue to fall and market competition restrains sellers’ pricing power. Although many remain cautious regarding the sustainability of the recovery, most observers agree the U.S. economy is now in much better shape than it was a few years ago and faces brighter prospects in the coming year.

The Tennessee Economy

Tennessee’s economy showed improvement in 2013. Inflation-adjusted gross domestic product grew by 2.6 percent for the year and nonfarm employment increased by 1.5 percent, representing an addition of over 40,000 jobs to the state economy. Despite this job growth the annual unemployment rate increased slightly, from 8.0 percent in 2012 to 8.2 percent in 2013. Nominal personal income was up 2.7 percent for the year, slightly behind the pace of income growth for the nation. Nominal taxable sales increased at a rate of 2.8 percent in 2013. This followed a 4.8 percent gain in taxable sales in 2012.

Tennessee is expected to see slightly faster growth in 2014 and 2015. Nonfarm employment is expected to increase by 1.5 percent in 2014 followed by stronger 1.8 percent growth in 2015. Leisure and hospitality, professional and business services, and transportation equipment will experience the largest rates of job growth. Manufacturing employment will continue to grow, but at a rate of 1.0 percent in 2014 and 0.5 percent in 2015. Growth in the manufacturing sector will

be carried by gains in durable goods, driven largely by strong automotive sales, which will offset job losses in nondurable goods manufacturing.

Tennessee's unemployment rate should fall to 7.5 percent in 2014, and 7.0 percent in 2015. This will mark the first time since 2008 that unemployment drops below 8.0 percent; however, it is still well above pre-recession levels. The number of unemployed people is projected to decline by 8.3 percent this year and 6.2 percent in 2015, but will remain above the national unemployment rate. Nominal personal income is projected to rise by 4.2 percent this year, followed by 4.5 percent in 2015. On a fiscal year basis, nominal personal income will increase by 3.3 percent in FY2014 and 4.5 percent in FY2015. Nominal taxable sales will show improved growth over 2013, increasing by 3.4 percent this year and 3.8 percent next year. On a fiscal year basis, nominal taxable sales are expected to rise by 3.1 percent in FY2014 and 3.9 percent in FY2015. Tennessee's Department of Revenue estimates a slightly higher rate of sales tax collections at 4.1%.

Economic Outlook

The short term outlook for the national and state economies is as bright as it has been since the end of the recession, but major components of the economy like the labor and housing markets have been slow to heal. The housing market continues to struggle to regain momentum of past years, occasionally falling below the rate of new construction necessary to maintain required housing levels.

Unemployment rates remain elevated and the labor force participation rate has moved to unprecedented lows, but a full recovery to prerecession levels of annualized employment is expected by 2015. Manufacturing is expected to see employment gains sustained until 2017, when job growth will revert to trend and begin contracting again. Professional and business services and education and health services will enjoy especially strong growth in the coming decade. The state unemployment rate will continue to drift down and should reach 6.0 percent by 2020. That level would remain well above the 4.8 percent low that was registered in 2007.

Modest employment growth, large numbers of unemployed people and significant numbers of new entrants to the labor market will together keep the unemployment rate from falling faster. This will likely mean continued downward pressure on the state's labor force participation rate.

Inflation-adjusted gross domestic product is expected to increase by 2.8 percent in 2014 and 2.9 percent in 2015, slightly outpacing the 2.6 percent growth rate in 2013. The unemployment rate will fall to 7.5 percent in 2014, and 7.0 percent in 2015. Nonfarm employment is expected to grow by 1.5 percent in 2014, while manufacturing employment will expand by 1.0 percent. Nominal personal income is forecasted to increase by 4.2 percent in 2014, followed by 4.5 percent growth in 2015. Nominal taxable sales will rise by 3.4 percent in 2014, and 3.8 percent in 2015. Inflation-adjusted GDP is projected to grow by a solid 2.7 percent in 2014, followed by 3.2 and 3.4 percent growth in 2015 and 2016 respectively.

Engines of growth in 2014 include an improving global economy and a slow but sustained recovery in the housing sector. However, overall growth will be slightly dampened by an expected 5.2 percent contraction in federal government jobs in 2014, followed by an additional percent contraction of federal jobs in 2015.

Manufacturing is in the midst of a short-term renaissance and job gains have been realized dating back to 2011. The long-term forecast indicates that manufacturing employment in Tennessee will return to its trend decline in 2017. By 2023, manufacturing will account for only about one in-ten jobs in Tennessee, compared to 15.5 percent of the employment pie in 2003. It is important to note that manufacturing output will continue to grow despite anticipated employment setbacks. In fact, manufacturing will see its share of state output rise slightly in the decade ahead.

Foreign investment promises to accelerate in Tennessee in the next few years, based on improvement during 2013. Twenty foreign firms either initiated new operations or significantly expanded existing ones over the past year. This number was roughly one-third higher than the previous year. Foreign investment was actually higher in 2013 than for 2008, 2009 and 2010 combined. The largest investment was an \$800 million plant by a South Korean firm, but Japan accounted for nine of the twenty firms making investment. State exports exceeded \$8 billion in two consecutive quarters. While this level is still below prior years, the rate of export growth in Tennessee was more than double the national level. New jobs created from foreign investment last year was over 4,600.

Professional and business services, along with education and health services, will account for much larger shares of statewide employment by 2023. Overall economic growth will slow slightly after 2016 as a result of slower growth in the labor force. Perhaps the most significant weak spot in the economy today is the highly-elevated unemployment rate that continues to grip many regions of the state. Unfortunately, there will be no quick resolution of this problem.

Local Economic Outlook

Tennessee's per capita income was about 89% of the national average in 2012, trailing the national average by \$4,993. Williamson County continues to have the highest per capita income in the state, with median household income listed as \$90,759. Numerically that ranks the County as sixteenth highest in the nation. Only four counties in the state—Williamson, Davidson, Fayette and Montgomery—have income above the national average. Measures like per capita income, median household income and poverty rates tend to be highly correlated with educational attainment by the adult population, reflecting well on the workforce capacity in Franklin and Williamson County. In 2012, Williamson County was fourth-highest among large U. S. counties for job growth with a 5.5% increase in employment, according to the Bureau of Labor Statistics county-level employment and wage report. Nonfarm employment increased by 28,800 jobs in the Nashville Metropolitan Statistical Area (MSA) during 2013. County retail sales increased 58% between 2003 and 2012 and show continued growth.

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 economy, particularly in the housing market.

INDICATOR	March 13	Feb 14	March 14	Month/ Month	Year/ Year
State of Tennessee					
TN Labor Force (000's)	3,097	3,037	3,043	0.2%	-1.7%
TN Employment (000's)	2,730	2,752	2,774	0.8%	1.6%
TN Unemployment (000's)	367	285	269	-5.6%	-26.7%
TN Unemployment Rate	8.3%	6.9%	6.7%	-2.9%	-19.3%
Sales Tax Collections (000's)	586,935	595,012	618,769	4.0%	5.4%
Nashville MSA					
Labor force (000's)	848	850	853	0.4%	0.6%
Total employment (000's)	793	804	808	0.5%	1.9%
Nonfarm employment (000's)	802	826	828	0.2%	3.2%
Unemployment (000's)	55.1	46.5	45.8	-1.5%	-16.9%
Unemployment rate	6.5%	5.5%	5.4%	-1.8%	-16.9%
Sales tax collections (000's)	154,224	161,103	164,885	2.3%	6.9%
Housing Price Index	134.3	139.9	142.1	1.6%	5.8%
Single-family permits	488	749	714	-4.7%	46.3%
Total permits	637	1,251	858	-31.4%	34.7%

Source: Bureau of Labor Statistics and TN Department of Revenue

The Greater Nashville Association of Realtors (GNAR) reported that in the first quarter of 2014, home sales and pending sales were matching results from 2013, while median home prices were rising. According to GNAR, median prices for single-family home were up 15.5% and condominium prices were up 15.3% over the same period in 2013. Closings for the first quarter numbered 6,166, up 3 percent from the 5,980 closings during the first quarter of 2013. Building permits issued for single family housing were up over 46%. In the Nashville metropolitan statistical area, March of 2014 showed 714 permits issued on a seasonally adjusted basis over 488 permits in March 2013. Total permits for new home construction rose from 637 to 858 during the same period. Inventory available for sale was down in every category, including single family, condominium, multi family, farm, land, and building lots. Williamson County appears to be the hottest area housing market, with City of Franklin records showing an increase of 39 percent in the value of building permits. Residential sales in Williamson County rose from 769 to 817 in the first quarter of 2014, while the median home price reached \$394,900 versus \$354,900 in 2013.

Further supporting the positive economic outlook are the announcements by several development firms of large commercial, retail and office developments in Franklin. Newspaper articles, 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. An all-suites hotel with 200 rooms is under construction adjacent to Franklin Park. Ovation, a \$700 million retail/office/residential project proposed by Highwoods Properties and SouthStar LLC, plans to develop 1.4 million square feet of office space on land it has acquired in the Cool Springs area. 350,000 square feet of retail space and a 300-room hotel are included in the project. Keystone Crossing, proposed by Duke Realty, and Greenway Centre, from Crescent Resources, would also fuel the market for speculative office space here. Crescent also has a 200-plus unit upscale apartment complex already under construction. Other corporations have announced build-to-suit projects, further demonstrating the interest businesses have in Williamson County.

Columbia State Community College plans to start construction of a new campus near the commercial projects. The first phase of their plans, scheduled for summer 2014, includes three buildings for administration, math & sciences, and nursing & performing arts. Nearby, Vanderbilt Medical plans a regional facility to consolidate many of their fourteen locations within Williamson County. That development, with a total investment over \$200 million, is scheduled to start in 2015.

These developments support a very positive and stable outlook for the local economy. It is estimated that the Cool Springs area alone will provide up to 25,000 new jobs in the next ten years, mostly in sectors with above average pay scales. Steady growth in employment supports local businesses and many infrastructure projects required to facilitate the additional economic activity.

Sources: UT Center for Business Research; MTSU Business & Economic Research Center; Tennessee State Funding Board; St Louis Federal Reserve; Tennessee Department of Revenue; U S Bureau of Labor Statistics; Williamson County Chamber of Commerce "Outlook Williamson" report; Greater Nashville Association of Realtors

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, including the housing and construction sectors. A general rebound in the economy, increased retail choices in nearby communities, and significant build out of the Cool Springs area has resulted in improved revenue growth. While sales and property taxes have increased, collections are not expected to offset the expenditures associated with general population increases. During the last budget year, the projected revenue improvements were realized and we anticipate continued growth in most of the revenue sources in FY 2015 as the local economy continues to 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 charged for 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. Roughly half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District. Significant erosion in collections occurred, starting in 2008 and continuing through the first half of 2010, due to the national economic situation, increased gas prices and increased competition from alternative shopping options in the region. However, a rebound started midway through FY 2010 and collections have exceeded the previous year's level for four consecutive years. This steady, continuous improvement is expected to continue in FY2015.

Property Tax comes from the assessment of residential, farm, commercial and industrial properties. This revenue will continue to grow in FY 2015 reflecting the completion of commercial office projects and a surge in the construction of single-family and multifamily residences. The City felt some impact to property tax revenue from the last reappraisal in 2010 and from challenges to valuations. 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

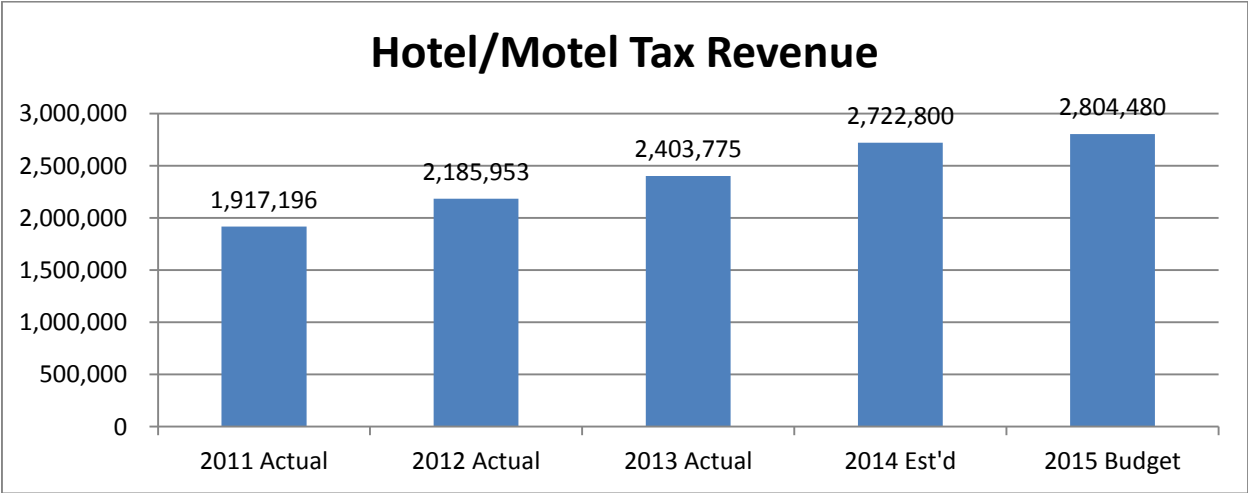
used these funds when the State faced significant revenue shortfalls earlier in the 2000's. During the current economic downturn, the State has shown resolve to leave these state-shared revenues for city and county use. Recent legislation has curtailed the growth potential of several of the shared revenue sources, including the Hall Income tax, the state sales tax, and the wholesale beer tax. This budget assumes no further structural shift in shared funding sources. It includes an increase in collections resulting from a recently conducted special census.

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.

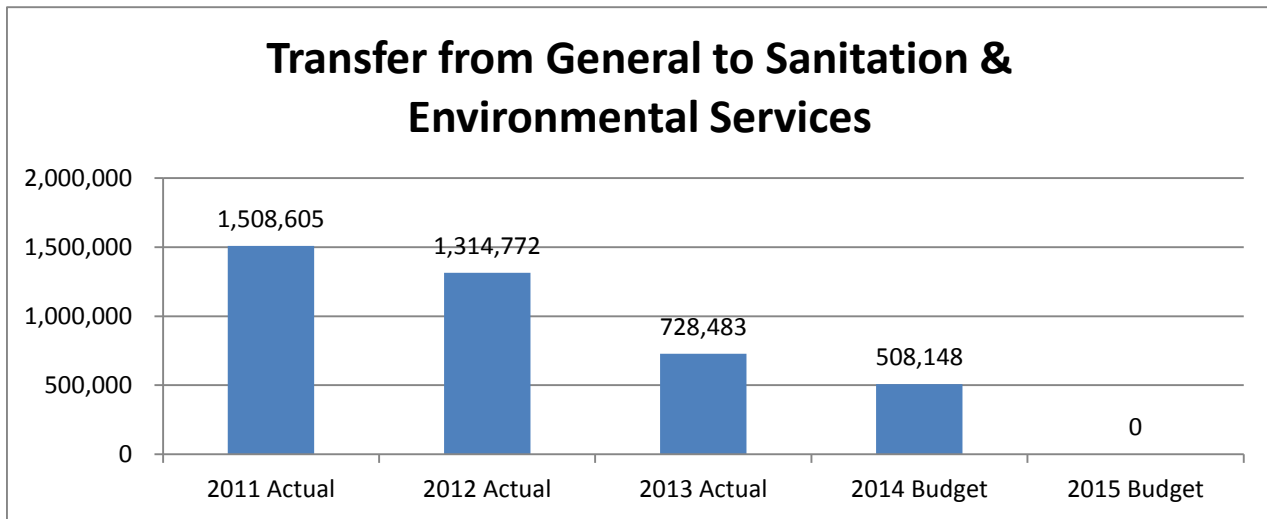
Hotel/Motel Tax is a tax on the gross receipts of room rentals at hotels and other places that provide short term housing. Historically, it has been used to fund payments of principal and interest on debt used to finance City projects that are related to tourism. The Cool Springs Conference Center and park expansions, like Harlinsdale and Eastern Flank Battlefield, have been purchased through this financing method. This revenue has also been used to offset any shortfalls in Conference Center revenues. In 2007, the City agreed to dedicate one-fourth of the revenue to the Williamson County Convention & Visitors Bureau, to fund a portion of their advertising and promotional efforts to increase tourism. Franklin has benefited greatly from convention trade, business travelers and visitors and the steady increase in travel.

As new hotels have opened their doors, annual growth has occurred and hotel tax collections have been used to finance improvements that enhance Franklin appeal to tourism. Those improvements include restoration and addition of buildings at Harlinsdale and Eastern Flank Battlefield parks, and enhancements such as decorative street lights and landscaping on certain road and gateway projects. Currently, we have over 2,000 rooms available in the City.

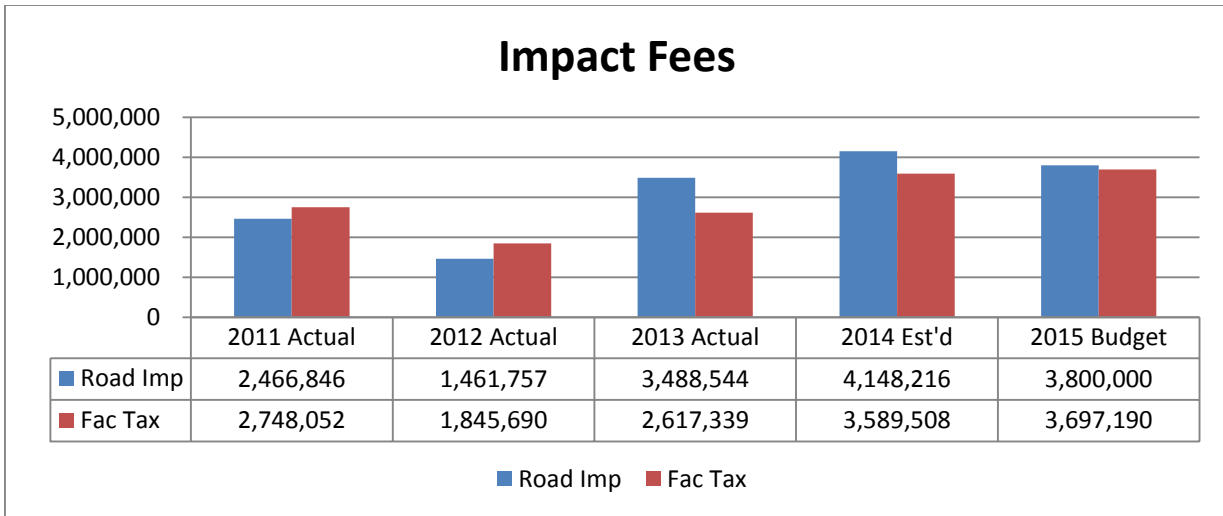


The hotel tax is currently 4% and the City has legislative authority to increase the rate by 1%. In FY 2005 the rate was increased from 2% to 4% in order to fund the park and open space projects.

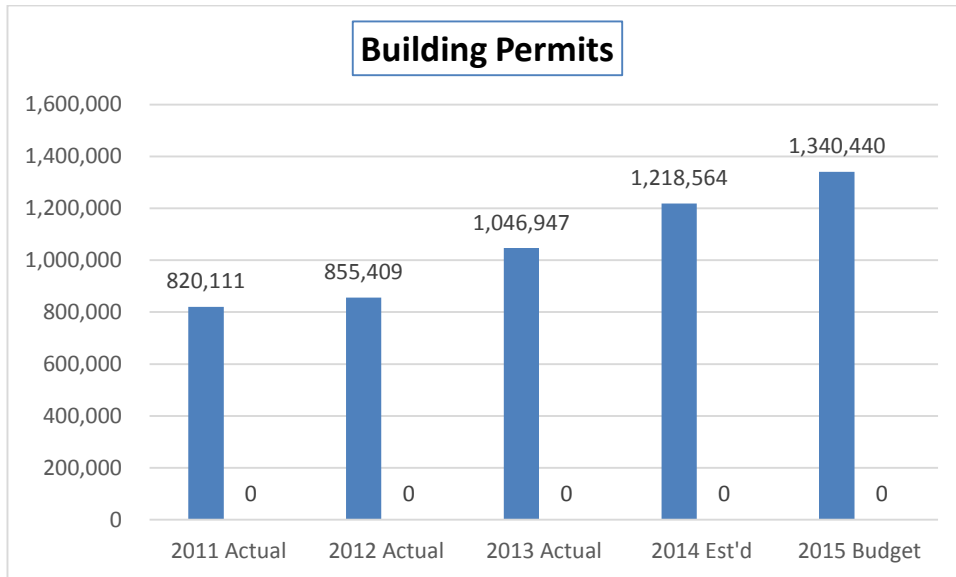
Sanitation & Environmental Services provides trash collection and disposal services to the citizens of Franklin. Residential service is mandatory for detached housing units and billed to each customer monthly. Current service rates do not cover the full cost of providing these services. The General Fund has historically subsidized residential trash service by allocating funds each year to fund the difference in revenue generated and the expense of operations. However the FY15 budget proposes a budget balanced without subsidy from the General Fund for the first time.



Impact Fee funds come from fees collected for the development and construction of new commercial and residential buildings in the city. Professional studies are conducted to determine the number of trips generated by new facilities or the number of households for which services must be provided, and rates are set according to the impact on City expenditures. The City was not immune to the overall decline in the construction activity during the economic downturn in 2007 and 2008, but has experienced a return to previous collection levels as the housing and commercial markets have rebounded. Currently there are large construction projects in the pipeline which have begun remitting road impact and facilities taxes. These large projects have dramatically increased collections over the past year and restored the health of the respective special revenue fund balances. The City reviews the road impact fees and facility tax rates periodically, usually on a three to five year cycle. A road impact fee study is currently under consideration by the Board of Mayor and Aldermen, and a facility tax study is scheduled for the next fiscal year.



Building Permit fees are collected to offset the cost of building code officials and operations, including onsite inspection of construction work and review of building plans for conformance with international building codes.



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

GOVERNMENTAL FUNDS

BOND INFORMATION					2015 DEBT SERVICE			DEBT SERVICE PAID BY						Total			
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2015 Principal	2015 Interest	Total 2015 Principal + Interest)	General Fund	Sanitation 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	\$1,275,000	\$411,000	\$3,443	\$414,443		\$414,443					\$414,443		
2	2003 TN Municipal Bond Fund	Used to construct the Century Court Public Works facilities	2018	\$2,000,000	\$662,000	\$158,000	\$1,787	\$159,787		\$159,787					\$159,787		
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	\$430,000	\$430,000	\$7,794	\$437,794	\$197,007		\$240,787				\$437,794		
4	2005 TN Bond Fund	Used for Wi-Fi communications project	2017	\$4,500,000	\$1,580,000	\$500,000	\$4,266	\$504,266	\$504,266						\$504,266		
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	\$2,415,000	\$310,000	\$84,047	\$394,047			\$177,321	\$216,726			\$394,047		
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	\$36,745,000	\$1,990,000	\$1,712,925	\$3,702,925	\$2,406,901		\$1,281,212	\$14,812			\$3,702,925		
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	\$13,125,000	\$1,135,000	\$436,151	\$1,571,151	\$989,825			\$581,326			\$1,571,151		
10	2012 Refunding	Used to refund 2009 TMBF bonds)	2027	\$22,500,000	\$20,360,000	\$1,375,000	\$433,668	\$1,808,668	\$741,554		\$922,421	\$144,693			\$1,808,668		
11	2013A Public Improvement	To finance the Public Works Facility and other street projects	2034	\$7,405,000	\$7,405,000	\$255,000	\$251,198	\$506,198	\$506,198						\$506,198		
12	2013B Pension Obligation	Used to fund the unfunded portion of the pension obligations	2024	\$10,000,000	\$10,000,000	\$885,000	\$283,125	\$1,168,125	\$1,168,125						\$1,168,125		
Government Funds Totals				\$159,990,000	\$129,722,000	\$7,449,000	\$4,812,133	\$12,261,133	\$7,167,668	\$574,230	\$3,283,173	\$1,236,062	\$0	\$0	\$0	\$12,261,133	
Plus Debt Fees								\$28,925	\$13,204	\$14,850	\$674	\$198				\$28,925	
								\$12,290,058	\$7,180,872	\$589,080	\$3,283,847	\$1,236,260					\$12,290,058

GENERAL FUND BUDGET

General Fund Revenue

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
AVAILABLE FUNDS					
31100 Property Taxes	6,426,577	6,457,052	6,047,528	6,351,363	5,396,034
31110 City Tax Relief	(6,406)	(7,720)	(7,000)	(7,000)	(7,000)
31120 Interest & Penalty Collected	56,405	49,501	50,000	50,000	50,000
31200 In Lieu of Tax (Local)	355,632	339,808	351,962	337,043	306,131
31300 Local Sales Tax	24,197,413	25,995,733	27,580,000	27,652,663	28,758,770
31400 Beer Tax	1,503,877	1,585,289	1,690,000	1,607,407	1,671,710
31410 Beer Privilege Tax	21,195	21,517	23,000	21,054	21,900
31420 Wholesale Liquor Tax	915,105	1,015,623	1,050,000	1,095,455	1,139,270
31430 Liquor Privelege Tax	75,205	91,920	85,000	87,945	91,460
31440 Mixed Drink Tax	568,754	608,953	625,000	664,396	690,970
31500 Business Taxes	9,882	11,090	15,000	11,880	12,240
TOTAL LOCAL TAXES	34,123,639	36,168,766	37,510,490	37,872,206	38,131,485
32100 Mechanical Licenses	4,000	3,850	5,500	3,500	3,640
32110 Mechanical Permits	151,167	103,374	157,500	173,325	190,670
32120 Building Permits	855,409	1,046,947	935,000	1,218,564	1,340,440
32140 Plumbing License	3,382	3,802	3,100	3,100	3,100
32150 Plumbing Permits	130,541	128,139	135,000	138,742	152,620
32160 Electrical Inspections	371,001	233,078	315,000	286,010	314,620
32170 Plans Review Fees	80,349	45,049	75,000	50,000	50,000
32171 Consultant Fees	716	1,147	1,000	1,200	1,200
32172 Reinspection Fees	9,600	10,328	10,400	12,000	12,000
32173 Sign Permits	10,456	11,002	12,500	10,000	10,000
32174 Cafe Fees	420	920	1,000	1,000	1,000
32180 Tree Cutting Permits	25	0	100	100	100
32190 Grading Permits	3,100	5,100	4,100	4,100	4,100
32194 Roadway Inspections	0	0	0	8,000	8,000
32200 Rezoning Fees	8,594	5,826	5,200	10,000	10,000
32210 Site Plan Fees	41,600	70,161	67,000	57,142	62,880
32220 Plat Submittal Fees	20,443	42,837	21,000	65,000	65,000
32230 Misc Planning Fees	13,986	42,531	26,000	20,000	20,000
32300 Beer Permits	12,750	13,000	15,000	11,787	12,270
32400 Yard Sale Permits	9,635	8,660	9,500	9,000	9,000
32450 Business License (local license)	283,442	318,552	295,000	309,518	318,810
32500 Alarm Permits	22,800	23,835	21,000	30,000	30,000
32600 Miscellaneous Permits	4,405	4,100	5,100	5,000	5,000
32700 Franchise Fees	1,900,254	2,174,803	2,275,000	2,355,743	2,449,980
TOTAL LICENSES & PERMITS	3,938,075	4,297,041	4,395,000	4,782,831	5,074,430
33100 Admin Services to Water/Sewer	1,823,176	0	0	0	0
33102 Admin Services to Stormwater	150,144	0	0	0	0
33103 Admin Services to Solid Waste	171,593	0	0	0	0
33200 Income Tax (State)	793,173	1,329,465	915,000	1,250,000	1,250,000
33210 Sales Tax (State)	4,242,695	4,324,811	4,820,000	4,664,592	4,804,530
33230 Beer Tax (State)	30,674	30,894	37,000	29,568	30,450
33240 Bank Excise Tax (State)	15,260	38,427	30,000	94,685	94,685
33250 TVA in lieu of (State)	722,090	712,731	750,000	691,476	712,240
33255 Increase in State Shared Taxes	0	0	0	0	323,463
33270 Business Tax (from State)	2,754,341	3,151,224	2,935,000	3,035,656	3,126,720
33350 FEMA/TEMA Grants	0	0	100,000	63,622	0
33360 Emergency Shelter Grants	39,864	24,612	35,050	35,050	45,436
33400 Police Equipment Grants (Federal)	0	10,131	0	0	0
33410 Ballistic Vests (Federal)	5,549	11,235	0	10,000	10,000
33420 Highway Safety Grant	27,459	50,019	0	23,180	10,000
33540 Traffic Operations Center Grants	100,933	222,307	2,000,000	1,198	1,000,000
33710 Battlefield Acquisition Grants	103,000	175,596	0	0	0
33800 Parks Grants	453	50,085	341,717	341,717	223,103
33820 Tree Commission Lecture Grant	1,500	0	0	0	0
33900 Big Read Grant	286	2,850	0	60	0
33952 Federal ARRA # 2 - Dept of Energy	11,522	0	0	0	0
33955 Federal ARRA - TOC	566,185	0	0	0	0
TOTAL INTERGOVERNMENTAL	11,561,518	10,941,478	11,963,767	10,240,804	11,630,627

General Fund Revenue (continued)

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
34105 Regional Fire Training	275	3,000	1,000	3,000	3,000
34110 Maps Sold	1,529	2,798	2,000	1,000	1,000
34120 Plans Sold	4,500	2,850	4,000	2,000	2,000
34130 Records Sold	0	19	0	1,200	1,200
34200 Accident Reports	4,010	450	4,000	500	500
34210 Fingerprinting Fees	1,170	0	1,500	1,500	1,500
34220 Offender Registry	1,650	2,100	1,500	2,000	2,000
34230 License Seizure Fees	3,350	485	1,500	1,500	1,500
34235 Citizens Police Academy	0	1,820	2,000	2,000	2,000
34240 Background Checks	615	0	1,000	1,000	1,000
34250 3rd Party Billable Overtime	176	0	0	0	0
34251 Police Extra Duty	44,585	47,810	50,000	50,000	50,000
34260 Compost Vouchers	6,100	7,160	5,000	3,000	3,000
34700 Charge Station Fees	5	0	200	250	250
TOTAL CHARGES FOR SERVICES	67,965	68,492	73,700	68,950	68,950
35115 Court Costs	0	53,371	0	1,000	1,000
35120 City Court Fines	808,105	375,719	710,500	398,698	408,670
35121 Court-Local Litigation Tax	0	9,728	10,000	10,000	10,000
35122 Court-Bad Check	0	920	1,000	1,000	1,000
35126 Court-DS	0	33,248	100,000	94,424	96,790
35129 Court-Admin Fee	0	2,803	0	2,000	2,000
35125 Delinquent Court Fees & Fines	0	35,282	5,000	25,000	25,630
35130 General Sessions Fines	63,746	79,344	70,000	75,612	77,500
35140 Parking Fines	13,813	17,744	15,000	15,000	15,000
35145 Fines-Traffic Offenses	0	126,898	100,000	104,990	107,630
35148 FTA-Fines	0	3,725	2,000	2,500	2,500
35210 Confiscated Goods (State)	1,685	3	0	0	0
35300 Beer Board Violations	9,500	0	1,000	1,000	1,000
35310 Bldg & Streets Stds Appeals Fees	500	500	1,000	1,000	1,000
35400 Business Tax Recording Fees	2,847	3,233	3,500	3,000	3,000
35600 Tree Bank Fees	12,547	0	1,000	1,000	1,000
TOTAL FINES & FEES	912,743	742,518	1,020,000	736,224	753,720
36100 Interest Income	144,574	166,679	225,000	196,131	179,820
36150 Lease Proceeds	0	0	0	0	0
36400 Rebates on Purchases	37,923	55,675	59,000	59,000	65,000
36500 Rental Income	1	1	1	1	1
36600 Park Concessions	35,297	19,895	35,000	41,180	45,310
36800 Sale of Surplus Assets	47,552	97,844	25,000	60,000	60,000
36900 Electrical Charging Stations	0	214	0	360	360
TOTAL USE OF MONEY & PROPERTY	265,347	340,308	344,001	356,672	350,491
37900 Miscellaneous Other Revenue	96,145	118,766	125,000	125,000	125,000
TOTAL OTHER REVENUE	96,145	118,766	125,000	125,000	125,000
39200 Contributions from Developer	0	0	195,000	0	0
TOTAL CAPITAL CONTRIBUTIONS	0	0	195,000	0	0
TOTAL GENERAL FUND REVENUE	50,965,432	52,677,369	55,626,958	54,182,687	56,134,703

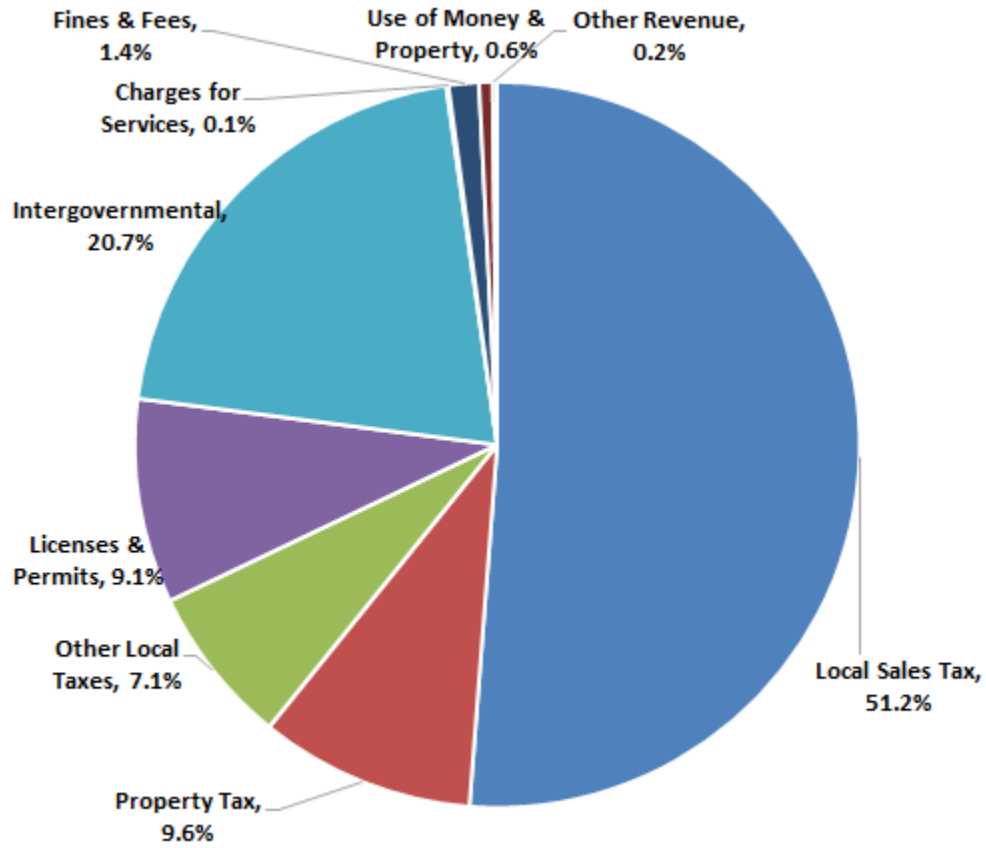
General Fund Major Revenue Sources

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

Rank	Revenue Source	Description	2012 Actual	2013 Actual	2014 Budget	2014 Estd	2015 Budget
1	Local Sales Tax	Approved locally at 2.25%. Can be changed locally to 2.75%.	\$24,197,413	\$25,995,733	\$27,580,000	\$27,652,663	\$28,758,770
2	State Shared Taxes	State shares revenue based on SITUS or population. Beginning In FY 2011, this includes business taxes collected by the state.	\$8,558,233	\$9,587,552	\$9,487,000	\$9,765,977	\$10,342,088
3	Property Tax	Approved locally at .3765 cents per \$100 of assessed value. Beginning in FY 2010, a portion of this revenue is split with the debt service fund.	\$6,426,577	\$6,457,052	\$6,047,528	\$6,351,363	\$5,396,034
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.	\$3,084,136	\$3,323,302	\$3,473,000	\$3,476,257	\$3,615,310
5	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.	\$1,900,254	\$2,174,803	\$2,275,000	\$2,355,743	\$2,449,980
6	Building Permits & Fees	Fees paid as established by ordinance for construction of structures inside the City.	\$1,620,166	\$1,592,736	\$1,655,200	\$1,909,641	\$2,091,490
7	Grants (Federal/State)	Grant funds including improvements to Traffic Operations Center and Hazard Mitigation Program	\$858,372	\$1,353,926	\$2,476,767	\$474,827	\$1,288,539
8	Court Fines & Fees	Court fees and fines for violations of ordinances. Fees are limited by State law.	\$885,664	\$738,779	\$1,013,500	\$730,224	\$747,720
9	In Lieu of Tax	Payments in lieu of tax are made primarily by various local entities.	\$355,632	\$339,808	\$351,962	\$337,043	\$306,131
10	Interest Income	Income including interest and investment earnings.	\$144,574	\$166,679	\$225,000	\$196,131	\$179,820
Total			\$48,031,021	\$51,730,370	\$54,584,957	\$53,249,869	\$55,175,882
Percent of Total General Fund Revenue			94.2%	98.2%	98.1%	98.3%	98.3%

City of Franklin
General Fund

Revenue by Source
Fiscal Year 2014-2015



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 2015, the \$13.8 million is split \$5.4 million in the General Fund, \$6.44 million in the Debt Service Fund, and \$954,000 due to the Industrial Development Board, \$500,000 to the Street Aid Fund, and \$500,000 to the Capital Projects Fund).

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

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



City of Franklin

Property Tax Rate Summary

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

The certified tax rate is 40.65 cents per \$100 of assessed value. (The lowest rate for Tennessee municipalities with a population of 25,000 or greater). Prior to 2015, the previous property tax increase was 27 years ago (1987).

Fiscal Year	Rate	Increase / (Decrease)	Consecutive Fiscal Years	Fiscal Year	Rate	Increase / (Decrease)	Change from Prior Year
1984	\$1.7500	---		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
1999	\$0.6900	\$0.0000	12	2015	\$0.4065	\$0.0300	



City of Franklin

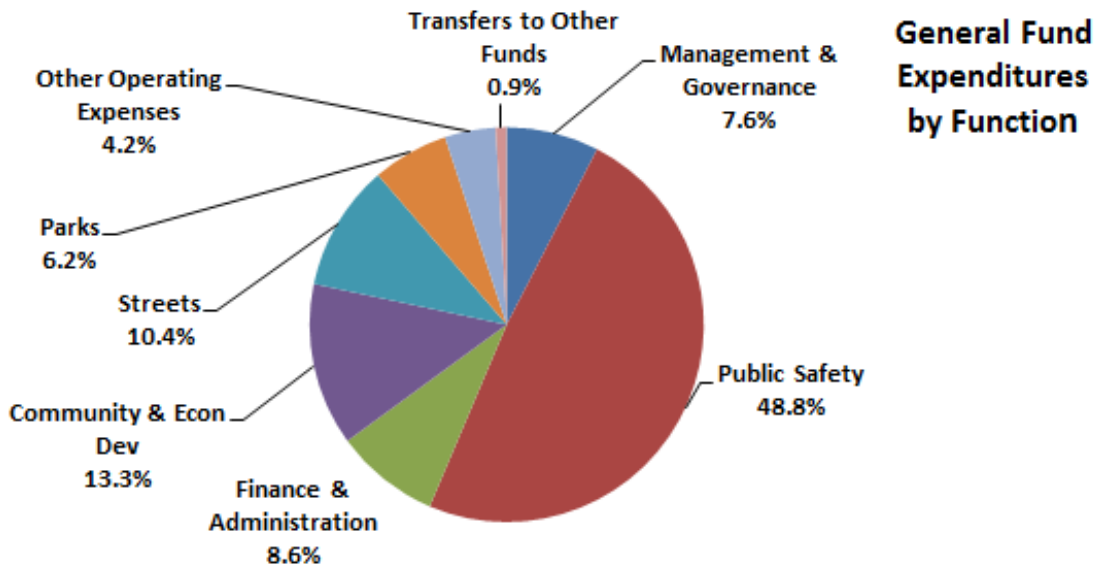
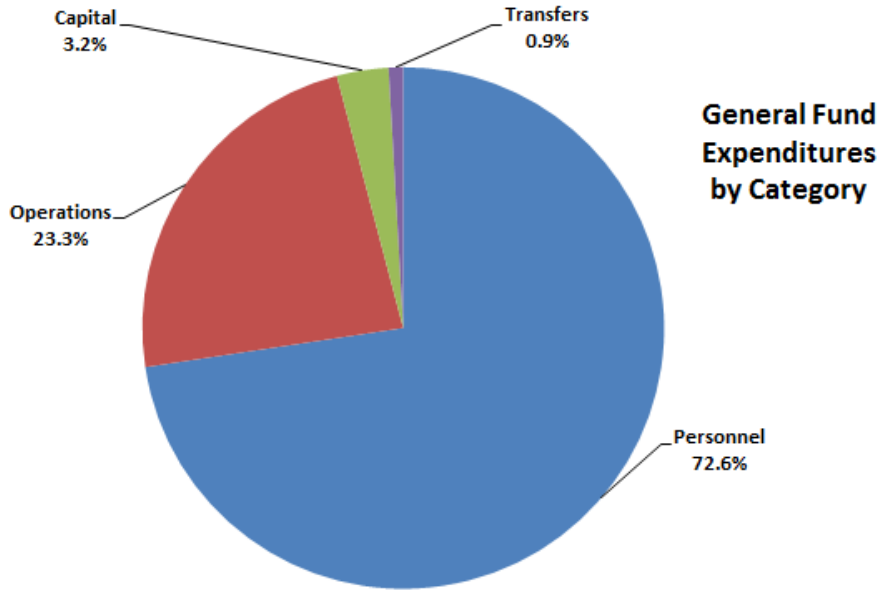
**General Fund Expenditures by Department
Fiscal Year 2014 – 2015**

Department	Personnel	Operations	Capital	Transfers	Total
Elected Officials	230,272	59,893			290,165
Administration	480,745	38,759			519,504
Capital Investment Planning	209,058	(16,655)			192,403
Project & Facilities Management	412,146	645,855	37,000		1,095,001
Human Resources	856,596	386,792	28,000		1,271,388
Law	330,530	62,383			392,913
Communications	309,447	18,822			328,269
Parks	2,145,933	1,362,241			3,508,174
Police	10,975,657	2,817,559			13,793,216
Fire	11,613,598	1,980,156			13,593,754
Finance	790,241	(51,986)			738,255
Information Technology	1,448,371	2,165,650	50,000		3,664,021
Purchasing	188,730	(3,385)			185,345
Revenue Management	795,624	(620,384)			175,240
Court	198,538	32,797			231,335
Building & Neighborhood Services	2,094,299	256,629			2,350,928
Planning & Sustainability	1,252,786	306,092			1,558,878
Engineering	887,614	(8,101)			879,513
Traffic Operations Center	277,198	701,710	1,650,000		2,628,908
Streets-Maintenance	2,200,963	1,592,535			3,793,498
Streets - Traffic	679,100	425,123	112,800		1,217,023
Streets - Fleet Maintenance	612,373	204,290			816,663
General Expense	1,734,693	180,500			1,915,193
Appropriations		425,986			425,986
Economic Development		69,730			69,730
Transfer to Street Aid					0
Transfer to Sanitation & Env Services					0
Transfer to Transit				499,400	499,400
TOTAL	40,724,512	13,032,991	1,877,800	499,400	56,134,703

City of Franklin

General Fund Expenditures

By Category and Function
Fiscal Year 2014-2015



City of Franklin

General Fund Summary

GENERAL FUND SUMMARY					
	Actual 2012	Actual 2013	Budget 2014	Estimated 2014	Budget 2015
Beginning Fund Balance	24,961,769	26,011,331	28,890,118	28,890,118	30,887,649
Total General Fund Revenue	50,965,432	52,677,369	55,626,958	54,182,687	56,134,703
Total General Fund Expenditures	49,915,870	49,798,582	55,626,958	52,185,156	56,134,703
Ending Fund Balance	26,011,331	28,890,118	28,890,118	30,887,649	30,887,649
*** Percent of Total Annual Revenues	51%	55%	52%	57%	55%
*** Percent of Total Annual Expenditures	52%	58%	52%	59%	55%

As approved, fund balance equal to approximately 55% of annual expenditures is maintained at fiscal year-end 2014-15. 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 \$56,134,703. In comparison to 2013-14 budgeted, estimated annual revenues for fiscal year 2013-14 are up 0.9%, and up 3.6% overall compared to the estimated actual revenue for the current fiscal year 2013-14. The local option sales tax continues to be the single largest source of revenue for the City, at 51.2% of the general fund total. For FY 2015, we project a growth rate over estimated FY 2014 of 4.0% for this revenue.

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, except for the state income tax on dividends and interest, which is shared on a point of collection basis. These state shared taxes represent 18.4% of estimated revenues.

Property tax is the next largest source of revenue representing 9.6% of the general fund total continues to grow at a healthy rate.

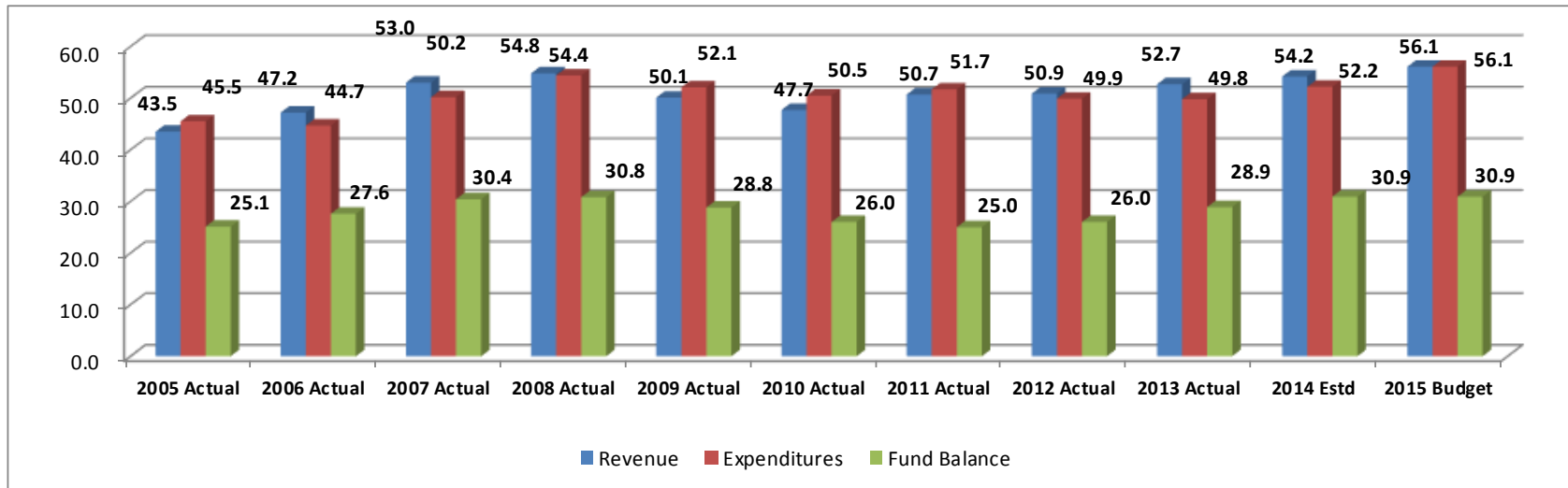
With the balance of revenues from all other sources, the City needs to continue to focus on opportunities and options for further diversification of our sources and types of revenue within the general fund. The dependence on one revenue source, the local sales tax, at a level of greater than 40% is a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

Total estimated general fund expenditures are \$56,134,703. Total expenditures for fiscal year 2014-15 are up approximately 0.91% compared to the 2014 budget and up 3.6% compared to 2014's estimated actual. Within the approved budget, 72.6% is dedicated to employee wages and benefits,

24.1% to operational costs, 3.2% to capital equipment, and 0.1% to transfers to other funds (street aid, sanitation & environmental services operations, and transit).

City of Franklin

Financial Performance - General Fund



	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estd	2015 Budget
Revenue	43.5	47.2	53.0	54.8	50.1	47.7	50.7	50.9	52.7	54.2	56.1
Expenditures	45.5	44.7	50.2	54.4	52.1	50.5	51.7	49.9	49.8	52.2	56.1
Fund Balance	25.1	27.6	30.4	30.8	28.8	26.0	25.0	26.0	28.9	30.9	30.9

Note: Amounts above are in millions of dollars.

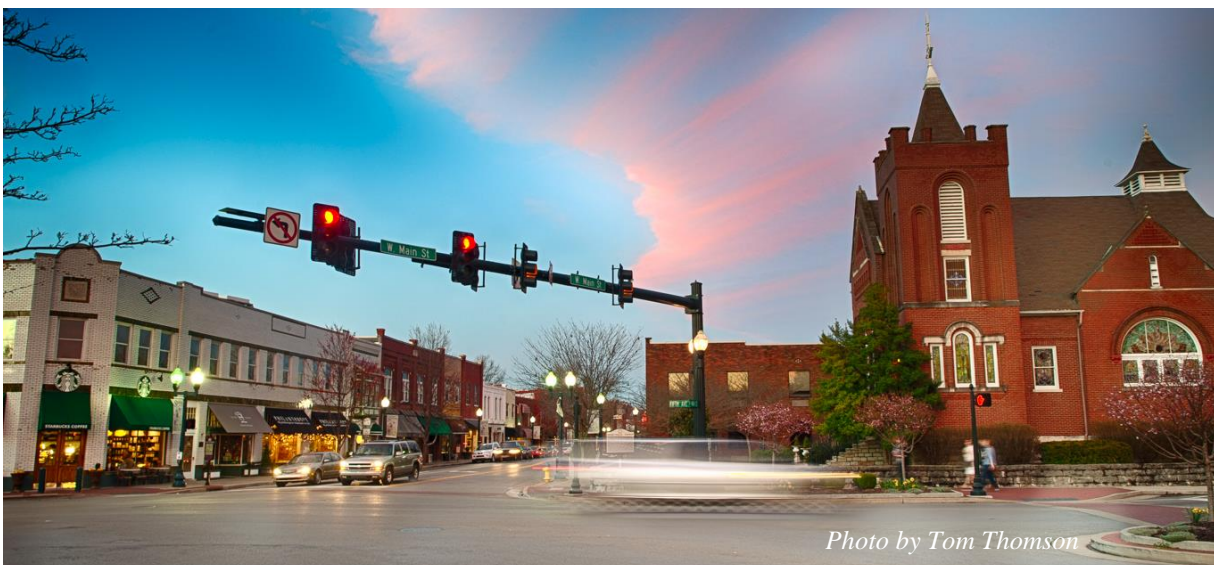


GOVERNANCE & MANAGEMENT

Governance & Management comprises the City's Elected Officials (the Board of Mayor and Aldermen) and its general Administration department that executes the policies and objectives of the Board. 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
- Greatest Southern Town (*Garden & Gun Magazine*)



Elected Officials

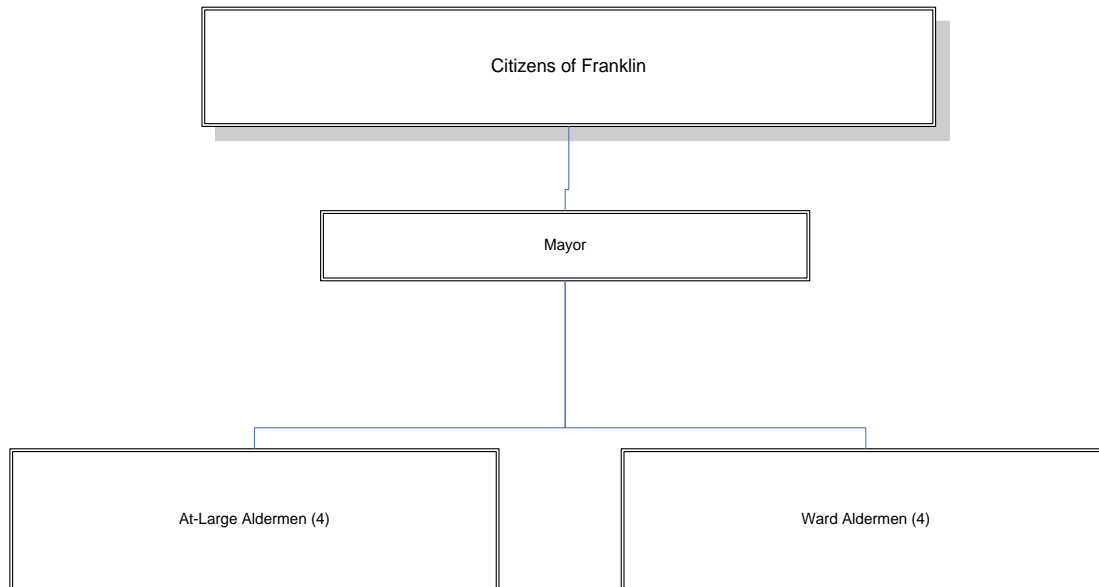
Dr. Ken Moore, Mayor

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

2014-2015 Fiscal Year Budget

General Fund - Elected Officials

Personnel by Position

Position	FY 2014	FY 2015
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. Budgeted officials fees for FY 2015 have been increased to cover the salary increase approved in November of 2013 for the monthly meeting schedule of one regular board meeting, at least one scheduled special meeting, and committee meetings. Personnel costs have increased by approximately \$86,000 in 2015

Operations:

Operating costs have decreased by approximately \$42,000 in 2015 due to the city election schedule.

Capital:

There are no capital costs budgeted in 2014.



General Fund Elected Officials

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81200 Officials Fees	55,037	56,697	58,317	103,541	129,267
81400 Employee Benefits	78,151	84,578	85,942	89,981	101,005
TOTAL PERSONNEL	133,188	141,275	144,259	193,522	230,272
OPERATIONS					
82100 Transportation Services	0	0	220	150	220
82200 Operating Services	212	0	620	600	620
82300 Notices Subscriptions Publications	59,956	20,129	69,700	66,423	27,250
82400 Utilities	1,385	1,389	1,300	1,500	1,550
82500 Contractual Services	0	5,400	10,000	5,000	5,000
82800 Professional Development/Travel	1,928	5,020	9,820	12,732	15,966
83100 Office Supplies	5,508	9,767	6,700	6,700	6,715
83200 Operating Supplies	0	0	400	400	400
83300 Fuel & Mileage	125	257	400	250	250
83500 Machinery & Equipment (<\$25,000)	0	0	15,520	15,500	1,500
85100 Property & Liability Costs	213	169	498	402	422
TOTAL OPERATIONS	69,327	42,131	115,178	109,657	59,893
TOTAL EXPENDITURES	202,515	183,406	259,437	303,179	290,165

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	FY12 (7/1/11 thru 3/1312)	FY13 (7/1/12 thru 4/01/13)	FY14 (7/1/13 Thru 3/1/14)
Number of Agenda Packets reviewed	33	33	30
Number of Sets of Minutes Produced	73	66	61
Number of Resolutions Passed	33	53	30
Number of Ordinances Passed	26	36	55
Number of documents scanned into OnBase:			
Resolutions			
Current	33	46	58
Proofing Prior Year Scans	23	1	
Ordinances			
Current	26	37	31
Proofing Prior Year Scans	75	1	
Sets of Minutes			
Current	61	65	58
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%	54%	71%



Sustainable Franklin

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



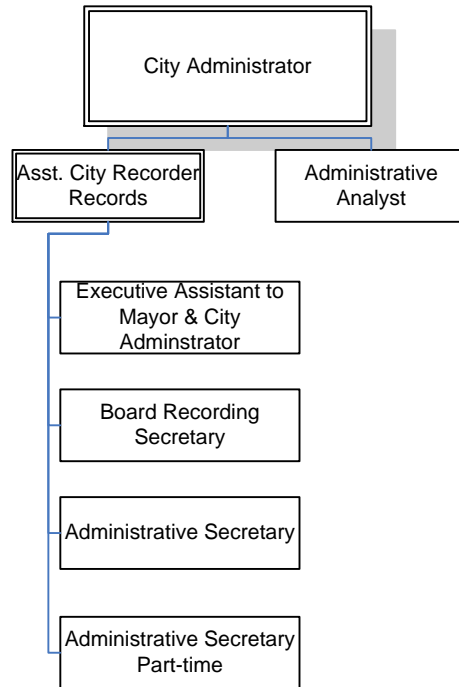
The Administration Department continues to codify the Municipal Code on the City’s website. It is updated on a constant basis thru MuniCode, our contracted codifier of the code. Besides the value of making this information available to citizens 24/7, it is current and also minimizes the use and cost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

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

In accordance with the City’s Records Retention Policy, the Administration Department continues to purge and destroy those files, records, and documents exceeding the recommended retention period. In early May, 2014, the Administration Department hosted a “shred day” for all departments. Two and a half tons of expired records were destroyed. This continuing practice has eliminated a number of file cabinets, thereby saving the department valuable storage area space.



Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Administration
 Personnel by Position

Position	Pay	FY 2014		Not Funded	FY 2015		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
City Administrator	P	1	0	0	1	0	0
Assistant City Recorder/Records	G	1	0	0	1	0	0
Executive Assistant	E	1	0	0	1	0	0
Recording Secretary to BOMA	C	1	0	0	1	0	0
Administrative Secretary	B	1	0	0	1	0	0
Administrative Secretary	B	0	1	0	0	1	0
Administrative Analyst (Internship)	TBD	1	0	0	1	0	0
TOTALS		6	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)

Budget Notes/Objectives

Administration

Personnel:

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

Operations:

Operating costs are increased by \$9,796, or approximately 33.8%, in 2015. This is largely due to the annual maintenance for the department's agenda software.

Capital:

No new capital is proposed for FY2015.



General Fund Administration

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	329,650	352,990	361,499	357,304	359,250
81400 Employee Benefits	112,539	117,748	118,740	116,629	121,495
TOTAL PERSONNEL	442,189	470,738	480,239	473,933	480,745

OPERATIONS					
82100 Transportation Services	661	527	680	870	870
82200 Operating Services	12,614	4,982	20,900	20,900	20,900
82300 Notices Subscriptions Publications	13,341	9,957	5,500	7,130	7,130
82400 Utilities	9,492	10,999	12,350	10,370	10,570
82500 Contractual Services	4,192	8,900	7,050	22,850	11,050
82600 Repair & Maintenance Services	5,512	3,820	5,060	5,500	5,560
82700 Employee Programs	33,284	24,593	31,000	21,600	31,600
82800 Professional Development/Travel	5,511	32,911	14,550	11,975	16,275
83100 Office Supplies	14,901	14,050	15,050	14,940	15,050
83200 Operating Supplies	4,504	121	2,680	2,680	2,700
83300 Fuel & Mileage	211	37	550	325	325
83500 Machinery & Equipment (<\$25,000)	26,677	10,990	16,200	12,400	32,100
83600 Repair & Maintenance Supplies	4,910	393	1,180	1,100	1,100
85100 Property & Liability Costs	4,715	3,344	25,004	6,213	8,704
85300 Permits	0	0	4,760	0	4,760
87500 Interfund Services Reimb	0	(117,906)	(133,551)	(127,557)	(129,935)
TOTAL OPERATIONS	140,525	7,718	28,963	11,296	38,759

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

TOTAL EXPENDITURES	582,714	478,456	534,202	510,229	519,504
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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 Defined Benefit and Defined Contribution 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	FY12	FY13	FY14 (Projected)	FY15 (Projected)
Number of Budgeted Positions Full-Time (Part-Time)	693(62)	699(69)	710(67)	TBD
Human Resources Staff per 100 Employees	.84	.82	.66	.88
Employee Turnover for Full-Time Positions (Not Including Retirees)	3.4%	5.2%	4.6%	6%
Number of Vacancies Advertised Externally	41	57	62	70
Number of External Applications Processed	2,914	5,159	4,200	5,000
Average Number of Applications per Advertised External Vacancy	71	91	68	71

Measurement/Goal	FY12	FY13	FY14 (Projected)	FY15 (Projected)
Average Number of Days to Fill a Position Advertised Externally	58	69	48	45
Annual Wellness Cost per FTE	\$35.05	\$28.71	\$35.00	\$35.00
Total benefits as a percent of total wages	42.2%	44.2%	43.1%	44%
Retirement Contributions as a percent of total payroll	15.64%	14.23%	TBD	10%

Measurement/Goal	Calendar Year 2011	Calendar Year 2012	Calendar Year 2013	Calendar Year 2014**
Number of TOSHA Recordable Injuries*	55	35	36	6
TOSHA Recordable Injuries as a Percentage of Workforce	8.4%	5.4%	5.3%	0.87%
Average Number of Work Days Lost per Injury	1.98	6.23	1.53	2.5
Total Loss of Payroll	\$6,894.12	\$11,166.62	\$7,631.27	\$1,932.42

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

*** Calendar year 2014 are OSHA recordable injuries as of March 1, 2014.*



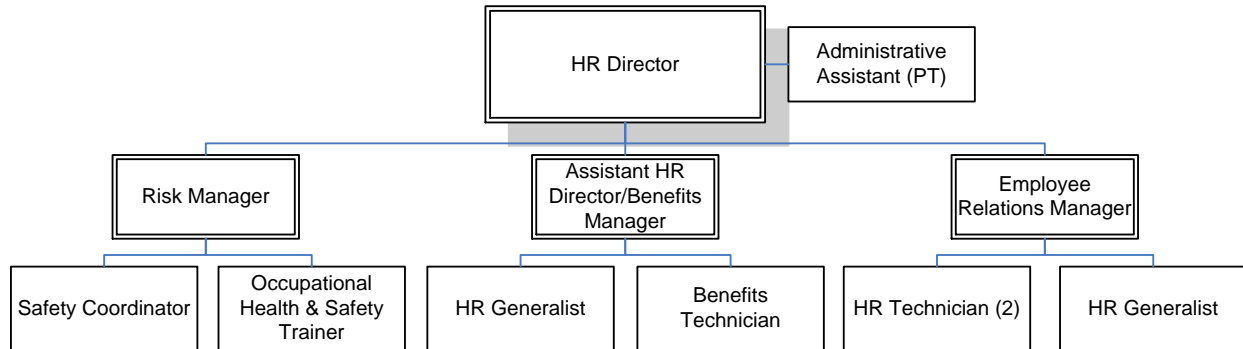


Sustainable Franklin

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

- Taleo Applicant Tracking System continues to be utilized to aid in reducing the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. The HR Staff primarily focuses on job advertisements in electronic format and less on paper based methods.
- The City has received \$152,463.90 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- As a result of subrogation by the Risk staff, the City has recovered \$272,627.04 in damages done to City of Franklin property. The Risk staff has processed a total of 73 claims, which averages approximately \$3,734.62 per claim. Currently, there are five (5) additional open claims, pending reimbursement.
- We have received our experience modification rate from NCCI for the FY 2013 insurance period and it is 0.69. The “mod” rate is a factor that is developed between the insured’s actual past experience and the expected or actual experience of the WC class code. When it is applied to our manual premium, it produces a premium that is more representative of our actual loss experience. Since we are below 1.0 (which is average) we will pay less premium for FY 2015.
- The Workers’ Compensation audit for FY 2013 revealed the City of Franklin will receive \$86,120 refunded from Travelers to the City which is a 22.75% savings of the actuary’s recommended funding. This is due to better management of our Workers Compensation claims by the City’ Risk Manager.
- The Human Resources Department believes that health and wellness is an important component of maintaining sustainable communities. This year, we offered flu shots, held the annual health and wellness fair, and offered physicals.
- We are in the process of implementing Kronos, a Human Resources Information System. This software will eliminate entering data into numerous spreadsheets increasing efficiency and improving accuracy.
- In FY 2014, the position of Employee Relations Manager was added. This position has enabled our department to address the needs of our employees in a more focused and personal manner. The Employee Relations Manager will primarily address our city’s recruiting efforts, returning injured employees back to meaningful work at an expedited rate, and performing workplace investigations in an effort to alleviate conflict and increase employee/employer satisfaction.

Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Human Resources
 Personnel by Position

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Human Resources Director	L	1	0	1	0
Human Resources Asst Dir/Benefits Mgr	K	1	0	1	0
Risk Manager	J	1	0	1	0
Employee Relations Manager II	J	1	0	1	0
Occupational Health/Safety Trainer	G	1	0	1	0
Safety Coordinator	G	1	0	1	0
Human Resources Generalist	G	2	0	2	0
Benefits Technician	D	1	0	1	0
Human Resources Technician	D	2	0	2	0
Administrative Assistant	D	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

Budget Notes/Objectives

Human Resources

- Mailing and Outbound Shipping Services –A substantial increase in mandatory correspondence to employees as a result of the Healthcare Reform has been noted in the current fiscal year. Therefore, we have increased the budget to \$8,400 to cover future mailings.
- Consultant Services – In the upcoming year, the Human Resources Department will utilize a Benefit consulting service, on occasion contract with a Safety Consultant for training in specific and unique area, and Human Resources Consulting in an effort to keep our classification and compensation current.
- Tuition Assistance Program – We recommend continued funding of \$130,000 for fiscal year 2014 -2015. Currently, we have requests for reimbursements of over \$97,000 in 2014.
- 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 - \$59,500 has been budgeted. Anticipated Human Resources training programs include Civil Treatment, Supervisor Training, and employment law for supervisory staff.
- Vehicles (>\$25,000) – The Human Resources Department is requesting a replacement for the 2005 Ford Explorer (75,000 miles) for the which will be shared by the Safety Coordinator and Trainer in the amount of \$28,000. This will not be a take home vehicle.

General Fund Human Resources

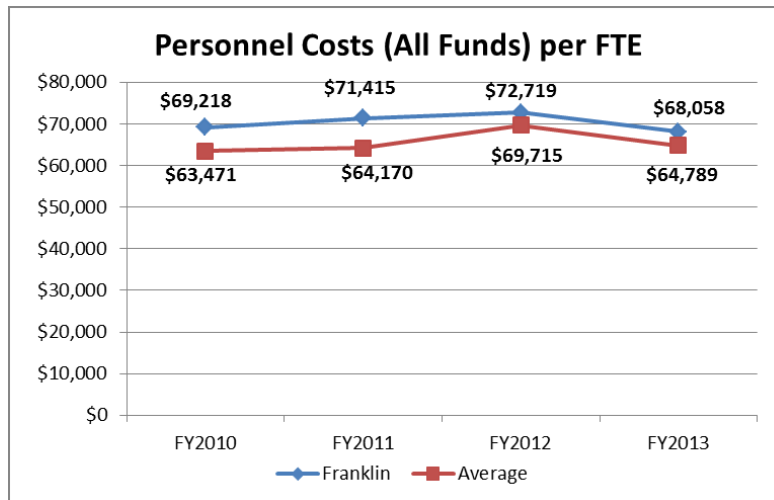
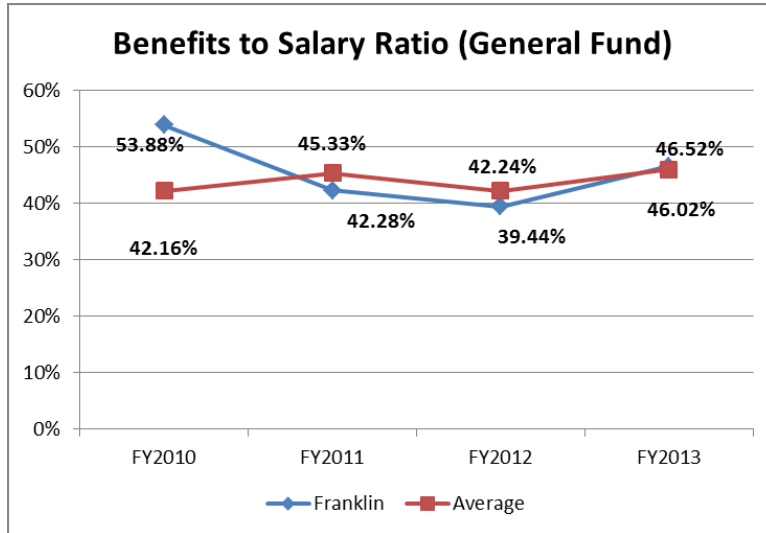
	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	621,328	568,828	649,674	629,000	683,069
81400 Employee Benefits	186,012	178,181	186,219	180,040	173,527
TOTAL PERSONNEL	807,340	747,009	835,893	809,040	856,596

OPERATIONS					
82100 Transportation Services	2,539	2,890	2,615	8,900	9,600
82200 Operating Services	3,317	4,296	5,800	3,150	3,000
82300 Notices Subscriptions Publications	6,442	8,849	11,200	8,100	9,000
82400 Utilities	5,445	5,158	5,914	5,960	6,615
82500 Contractual Services	49,083	83,076	60,000	101,610	165,000
82600 Repair & Maintenance Services	6,445	6,894	5,400	6,500	7,500
82700 Employee Programs	119,789	164,884	295,500	295,500	295,500
82800 Professional Development/Travel	17,886	12,442	26,100	24,600	27,300
83100 Office Supplies	6,571	7,910	10,100	9,100	10,110
83200 Operating Supplies	9,197	4,379	7,120	5,500	5,515
83300 Fuel & Mileage	3,416	2,352	3,000	1,600	3,000
83500 Machinery & Equipment (-<\$25,000)	28,736	20,939	21,000	22,500	8,000
83600 Repair & Maintenance Supplies	745	467	0	0	500
85100 Property & Liability Costs	2,223	2,295	4,104	4,254	4,466
85500 Financial Fees	0	54	0	0	0
85900 Other Business Expenses	0	0	500	200	500
86000 Debt Service and Lease Payments	0	0	12,308	193	149,141
87500 Interfund Services Reimb	0	(250,296)	(281,311)	(269,741)	(317,955)
TOTAL OPERATIONS	261,834	76,589	189,350	227,926	386,792

CAPITAL					
89500 Machinery & Equipment (>=\$25,000)	0	0	100,000	42,000	28,000
TOTAL CAPITAL	0	0	100,000	42,000	28,000

TOTAL EXPENDITURES	1,069,174	823,598	1,125,243	1,078,966	1,271,388
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MTAS Benchmarking Program



**Note: Information from FY2013 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*



HISTORIC
FRANKLIN
TENNESSEE

Law

Shauna R. Billingsley, City Attorney

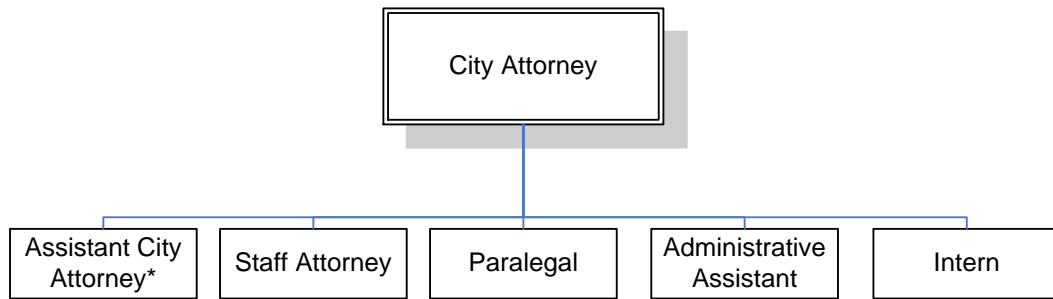
The Law Department provides legal advice to the Mayor, Aldermen, City Administrator, department directors, boards, commissions, committees, and other city officials. These duties include:

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	FY 13 <i>(as of April 1, 2013)</i>	FY 14 <i>March 2013- March 2014</i>	FY 15 <i>(Goals)</i>
Number of Ordinances/Resolutions Drafted or Reviewed	21/34	29/59	<i>all</i>
Number of Contracts Drafted and/or Reviewed	140	197	<i>all</i>
Legal Opinions Distributed (Goal: Distribute one every month)	9 *3 more will go out this FY	9	<i>12</i>
Total Number of Hours “Billed”	2,483.40 hours “billed”	N/A¹	<i>N/A</i>
Total Number of Litigation Cases Opened	97	154	<i>As many as needed</i>
Number of Tasks Created/Completed	802	607/540	<i>As many as needed</i>

¹ The Law Department no longer tracks hours “billed” as the employees of the Department only work for the City. Every hour worked is for the City. At minimum each employee “bills” 40 hours per week. City Attorney and Staff Attorney, the exempt employees, would “bill” a minimum of 50-60 hours per week.

Organizational Chart



* = Unfunded

Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Legal
 Personnel by Position

Position	Pay Grade	FY 2014			FY 2015		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
City Attorney	M	1	0	0	1	0	0
Asst City Attorney	K	1	0	1	1	0	1
Staff Attorney	J	1	0	0	1	0	0
Paralegal	F	1	0	0	1	0	0
Administrative Assistant	D	1	0	0	1	0	0
Intern		0	1	0	0	1	0
	TOTALS	5	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					

Budget Notes/Objectives

Law

- Contractual Services –The legislative consultant fees are requested for FY 14-15. It is believed that the legislative consultant was beneficial during the 2014 Legislative Session and will continue to be beneficial.
- Court Reporter fees have been increased due to the increased number of employee disciplinary appeals and appeals to our appeal boards. Additionally, the City is active in several lawsuits which will require depositions over time.
- All other costs remain relatively the same.



General Fund Law

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	196,047	196,647	228,034	238,237	247,851
81400 Employee Benefits	75,567	67,693	83,095	83,117	82,679
TOTAL PERSONNEL	271,614	266,340	311,129	321,354	330,530
OPERATIONS					
82100 Transportation Services	367	629	1,340	800	1,340
82200 Operating Services	1,685	5,039	7,470	6,569	9,250
82300 Notices Subscriptions Publications	12,702	14,520	21,250	16,750	18,250
82400 Utilities	2,060	1,861	3,610	2,610	3,610
82500 Contractual Services	75,497	48,186	75,410	115,000	90,900
82700 Employee Programs	2,235	2,890	5,400	3,809	3,750
82800 Professional Development/Travel	6,185	11,086	14,800	11,700	11,700
83100 Office Supplies	1,952	3,869	4,600	4,600	4,600
83200 Operating Supplies	20	431	650	650	650
83300 Fuel & Mileage	23	24	400	100	400
83500 Machinery & Equipment (~\$25,000)	10,294	5,643	8,000	6,534	8,000
83600 Repair & Maintenance Supplies	280	0	0	10	150
85100 Property & Liability Costs	1,489	1,126	2,156	2,624	2,650
85300 Permits	955	1,212	5,490	1,300	5,400
87500 Interfund Services Reimb	0	(79,070)	(92,341)	(98,882)	(98,267)
TOTAL OPERATIONS	115,744	17,446	58,235	74,174	62,383
TOTAL EXPENDITURES	387,358	283,786	369,364	395,528	392,913

Communications

Milissa Reiersen, Communications Manager

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

Measurement/Goal	FY09	FY10	FY11	FY12	FY13
Goal: Provide proactive and timely information					
Number of Press Releases (<i>excluding Police & Fire</i>)	76	74	57	46	30
Social Media					
Facebook (number of followers)	NA	2,766	4,720	6,969	8,589
Twitter (number of followers)	NA	1,195	2,366	3,798	6,081
YouTube (upload views)	NA	6,006	10,903	27,142	102,200
Goal: Produce informative programming for Franklin TV					
Local programming produced for Franklin TV (not including meetings)	15	18	34	35	47
Produced programming for YouTube (Social Media Program titled Franklin Insider)	N/A	N/A	N/A	N/A	57
Views of Social Media Videos (produced specifically for social media only)	N/A	N/A	N/A	N/A	53,282
Average visits to City’s website	NA	67,776	47,315	32,662	13,718
Average Page views to City website	NA	196,890	138,087	84,033	31,014
Special Events Processed by City	41	43	47	53	50
Film Permits Processed by the City				14	20

The Communications Division was awarded the Savvy Award (Top Award) from the National City/County Communicators & Marketers Association (3CMA) for the Franklin Is... video. The category was promotional video.

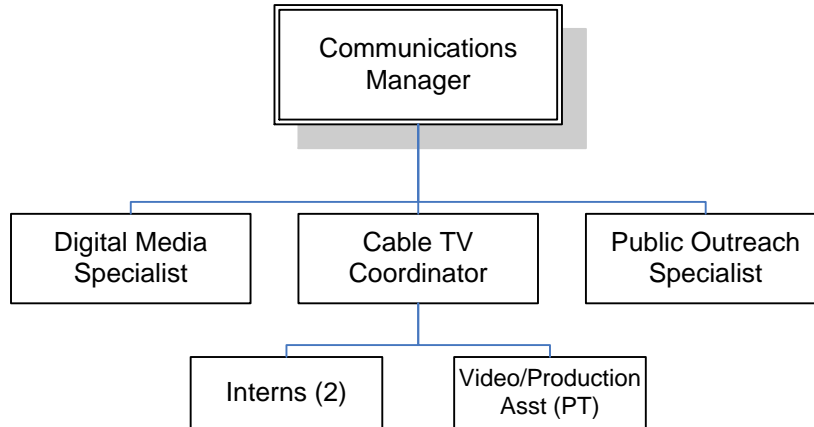


Sustainable Franklin

In FY2014, we launched the City’s “Recycling, a Franklin Family Tradition” and #buddysystem social media campaigns for bluebag recycling. The campaigns ran from November to January 2014. At the height of the campaign participation rose to 58 percent and 18 percent diversion. The grant was funded through a grant from TDOT. The Communications team worked with Peritus Public Relations to work with the local schools and targeted communities with bluebag giveaways and educational materials. The campaign also included signage in many Franklin stores that carry the blue bags.



Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Communications
 Personnel by Position

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Communications Manager	I	1	0	1	0
Cable TV Production Operations Supervisor	G	1	0	1	0
Public Outreach Specialist	G	1	0	1	0
Digital Media Specialist	C	0	1	0	1
Video/Production Assistant	B	0	1	0	1
Intern	---	0	2	0	2
TOTALS		3	4	3	4

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

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. Our social media followers have increased immensely with YouTube having the largest growth by 75,129 views. This is largely in part to the addition of our digital media specialist and the digital storytelling we are providing for the City.

Operations:

Since 2001, the City has not had any major equipment purchases for our television production and much of the equipment needs replacing and updating. We have budgeted an allowance for repairs and replacement fees if needed.

Capital:

There are no budgeted capital costs in 2015.

Follow us on:



General Fund Communications

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	209,919	221,060	243,925	244,286	243,138
81400 Employee Benefits	66,496	70,594	68,398	71,527	66,309
TOTAL PERSONNEL	276,415	291,654	312,323	315,813	309,447
OPERATIONS					
82100 Transportation Services	3	62	410	410	410
82200 Operating Services	110	201	210	917	210
82300 Notices Subscriptions Publications	17,073	14,840	21,020	17,919	20,420
82400 Utilities	1,983	1,954	2,440	2,251	2,550
82500 Contractual Services	248	14,250	50,000	46,600	23,860
82600 Repair & Maintenance Services	0	1,183	2,150	1,250	2,200
82700 Employee Programs	0	30	500	400	500
82800 Professional Development/Travel	3,444	3,920	9,900	6,600	9,900
83100 Office Supplies	1,878	2,454	1,950	1,950	2,500
83200 Operating Supplies	8,604	18,035	15,760	15,760	17,010
83300 Fuel & Mileage	313	286	400	600	400
83500 Machinery & Equipment (~\$25,000)	2,449	15,931	23,250	23,250	12,200
83600 Repair & Maintenance Supplies	0	0	0	308	100
84000 Operational Units	5,242	9,025	4,000	4,000	4,000
85100 Property & Liability Costs	743	765	1,849	4,427	4,649
85900 Other Business Expenses	0	7	0	0	0
87500 Interfund Services Reimb	0	(74,386)	(89,232)	(88,491)	(82,087)
TOTAL OPERATIONS	42,090	8,557	44,607	38,151	18,822
TOTAL EXPENDITURES	318,505	300,211	356,930	353,964	328,269

Capital Investment Planning

David Parker, CIP Executive / City Engineer

The CIP Division of the Administration Department coordinates and manages the current and future infrastructure capital projects' needs of the City of Franklin and prepares and presents the Capital Investment Program for approval by the Board of Mayor and Aldermen. We work with the other City Departments, elected officials, and the citizens of Franklin to ensure that our water, sanitary sewer, reclaimed (reuse) water, 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.
5. Provides State Approval for water and wastewater development projects for the Tennessee Department of Environment and Conservation (TDEC).
6. Provides Project Management for some of the City's major water and wastewater infrastructure improvements (i.e. Water Reclamation Facility & Water Treatment Plant Modifications and Expansions).



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. Also aim to convert to digital plan reviews when appropriate. 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.

2014-2015 Outlook

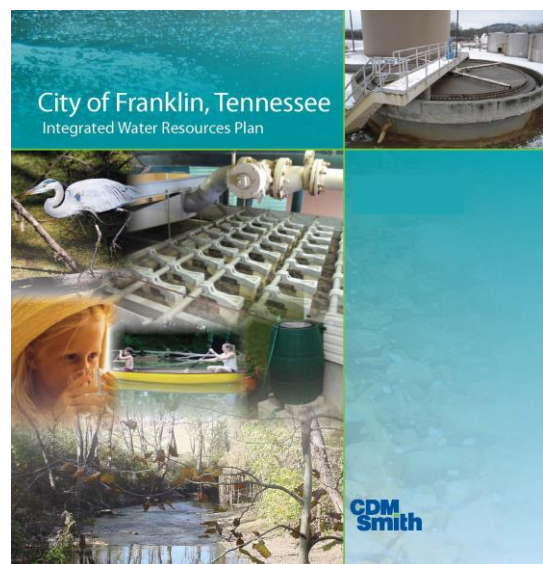
One of the main goals of the CIP Division is to prepare and present the proposed annual 5-year CIP Program to the Board of Mayor and Aldermen in a timely manner with the necessary information for the Board to make the hard decisions as to prioritization and funding for the City's infrastructure capital investments. After funding of a project, it is a part of the City Engineer's responsibilities to ensure the project is properly contracted for design and construction and is successfully completed.

For this and the next several years the CIP Division (City Engineer) has been assigned the duties of Project Management for the various projects to be developed and constructed as a result of the City's Integrated Water Resources Plan (IWRP). This includes the designs for a modifications/upgrade to the City's Water Treatment Plant and the City's Water Reclamation Facility (Wastewater Treatment Plant). There are also several sanitary sewer drainage basin studies being conducted and/or updated in order to facilitate the planning for future sanitary sewer infrastructure to handle approved and anticipated developments. It has become necessary to accelerate a part of the needed upgrades to the Water Treatment Plant (interim ultraviolet (UV) disinfection installation) in order to meet the Environmental Protection Agency's (EPA) Long Term Surface Treatment Rule (LT2) by September 30, 2014 and we are on track to meet this requirement.

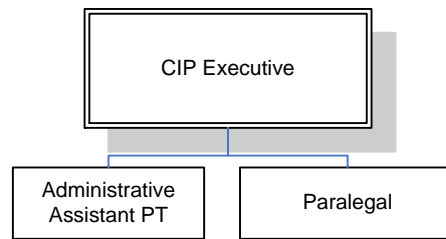
In conjunction with the Water Management Department, the City Engineer anticipates completing the TDEC process of obtaining a new National Pollution Discharge Elimination System (NPDES) Permit for the City's Water Reclamation Facility's discharge to the Harpeth River. Also anticipate the completion of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

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

The responsibilities of the CIP Division are continually 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
 2014-2015 Fiscal Year Budget
 General Fund-Capital Investment Planning
 Personnel by Position

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
City Engineer/CIP Executive	M	1	0	1	0
Paralegal	F	1	0	1	0
Administrative Assistant	D	0	0	0	1
TOTALS		2	0	2	1

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Administrative Assistant Part-Time - proposed to have this position very limited; used only as needed.	Administrative Assistant	D			

Budget Notes/Objectives

Capital Investment Planning

The total CIP Division FY 2014-2015 proposed budget is \$7,830 more than the FY 2013-2014 budget which is an increase of only 4%. The majority of this increase (\$6,891) is in Personnel with \$1,376 being requested for a Part-time Administrative Assistant position within the Division Organization.

Personnel:

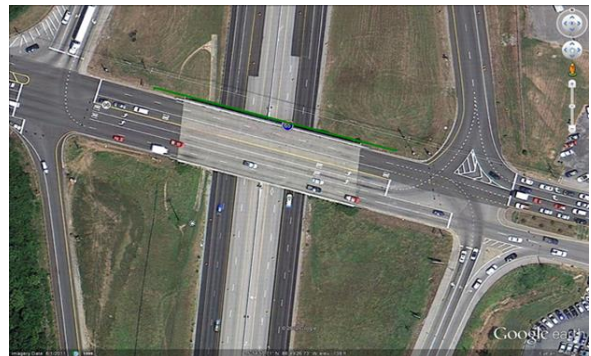
For the FY 2013-2014 budget year, the CIP Division altered the personnel make-up of the Division by changing the Administrative Assistant position to a Paralegal position. The Paralegal position has been filled and is to be funded for an entire year. Request to allow for keeping an Administrative Assistant position in the budget to allow for use of the position on a part time basis if needed. The person that has filled this position has indicated that she can, and is willing, to do some on-call part-time work as needed.

Operations:

As in previous budgets it is proposed to budget \$10,000 for Contractual Services for FY 2015 (also 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 we have used the Consultant Services line item to pay for the services provided by CDM for assistance in the mitigation of the May 2010 Flood and have in the FY 2014 proposed to transfer the entire \$10,000 from Consultant Services to Legal Services to help pay for Waller Lansden Dortch & Davis for their work in preparing the City's standard front-end documents for construction projects.

Under the Computer Hardware line item (Various) are requesting to purchase a large monitor and associated equipment in order to better facilitate plan reviews digitally. The City is working towards being able to provide digital reviews for those plans submitted for development and other projects. This is in order to reduce time and paper.

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



General Fund Capital Investment Planning

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	154,306	149,356	163,330	168,980	172,041
81400 Employee Benefits	39,754	38,751	42,712	37,865	37,016
TOTAL PERSONNEL	194,060	188,107	206,042	206,845	209,058
OPERATIONS					
82100 Transportation Services	0	56	210	210	210
82200 Operating Services	13	0	200	80	200
82300 Notices Subscriptions Publications	1,600	3,505	2,440	2,170	2,205
82400 Utilities	1,429	(789)	1,640	900	1,750
82500 Contractual Services	2,180	0	10,000	10,000	10,000
82600 Repair & Maintenance Services	62	82	150	142	150
82800 Professional Development/Travel	3,494	6,853	8,430	6,843	9,140
83100 Office Supplies	956	1,127	1,450	1,675	1,670
83200 Operating Supplies	0	0	300	300	300
83300 Fuel & Mileage	940	850	800	850	900
83500 Machinery & Equipment (~\$25,000)	87	0	1,260	1,797	2,700
83600 Repair & Maintenance Supplies	0	25	0	0	0
85100 Property & Liability Costs	1,146	1,176	1,358	1,496	1,620
85300 Permits	451	831	550	870	620
87500 Interfund Services Reimb	0	(42,671)	(46,966)	(46,836)	(48,120)
TOTAL OPERATIONS	12,358	(28,955)	(18,178)	(19,503)	(16,655)
TOTAL EXPENDITURES	206,418	159,152	187,864	187,342	192,403

Project and Facilities Management

Brad Wilson, Project Manager

Project and Facilities Management is responsible for the development, facilitation, design, planning, scheduling, and management of city facilities and projects. These projects cover a wide spectrum ranging from major new construction and large remodels to small projects designed to improve, repair, or enhance existing city facilities or systems. The group is also responsible for the maintenance of City Hall, Parking Garages, Police Headquarters and the new Public Works Facility and also assists other outlying groups such as Fire, Parks and Sanitation & Environmental Services.



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.

2014-2015 Outlook

Department Goals

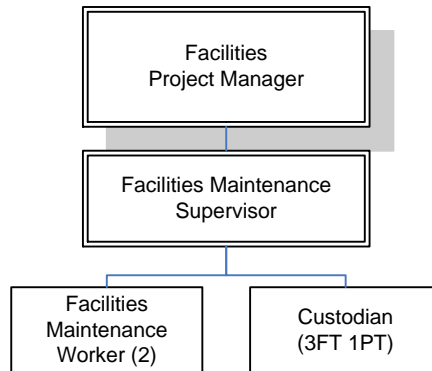
In the coming fiscal year, our goal remains to maintain a safe and healthy environment for City of Franklin staff and community. We also strive to share project information with contractors, consultants, and citizens. Security accessibility will be a priority in new construction and remodel projects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

Projects

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

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

Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Project & Facilities Management
 Personnel by Position

Position	Pay	FY 2014		FY 2015	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Facilities Project Manager	I	1	0	1	0
Facilities Maintenance Supervisor	F	1	0	1	0
Facilities Maintenance Worker	C	2	0	2	0
Custodian	B	3	1	3	1
	TOTALS	7	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)

Budget Notes/Objectives

Project & Facilities Management

Personnel:

No changes.

Operations:

Operating costs for Facilities shows an increase of approximately \$332,000. 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 the Police Department along with the Public Works Facility, estimated HVAC repairs throughout the year, pest control, personnel uniforms, document shredding, and other facility maintenance essentials.

Capital:

No capital improvements for budget year 2015.



General Fund Project & Facilities Management

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	244,053	244,650	285,935	273,000	293,354
81400 Employee Benefits	107,063	112,699	124,447	122,836	118,792
TOTAL PERSONNEL	351,116	357,349	410,381	395,836	412,146
OPERATIONS					
82100 Transportation Services	0	50	40	40	50
82200 Operating Services	3,453	4,050	3,060	2,825	5,025
82300 Notices Subscriptions Publications	636	45	155	30	30
82400 Utilities	158,435	151,624	172,123	158,355	224,740
82500 Contractual Services	23,429	24,312	24,100	23,150	31,950
82600 Repair & Maintenance Services	136,821	160,714	200,921	164,900	553,405
82800 Professional Development/Travel	27	0	0	0	0
83100 Office Supplies	1,103	2,075	900	1,100	1,150
83200 Operating Supplies	2,052	3,602	1,500	1,090	2,000
83300 Fuel & Mileage	5,717	2,134	7,000	2,475	5,500
83500 Machinery & Equipment (<\$25,000)	4,623	1,614	9,675	8,807	10,500
83600 Repair & Maintenance Supplies	61,416	56,101	55,710	34,825	69,500
85100 Property & Liability Costs	32,594	33,665	18,725	13,730	14,523
85200 Rentals	0	141	500	500	1,000
85300 Permits	60	350	500	450	300
85900 Other Business Expenses	685	0	0	0	0
87500 Intertfund Services Reimb	0	(163,675)	(181,058)	(161,623)	(273,818)
TOTAL OPERATIONS	431,051	276,802	313,851	250,654	645,855
CAPITAL					
89500 Machinery & Equipment (>\$25,000)	0	0	0	0	37,000
TOTAL CAPITAL	0	0	0	0	37,000
TOTAL EXPENDITURES	782,167	634,151	724,232	646,490	1,095,001

Revenue Management

Lawrence Sullivan, Assistant City Recorder

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

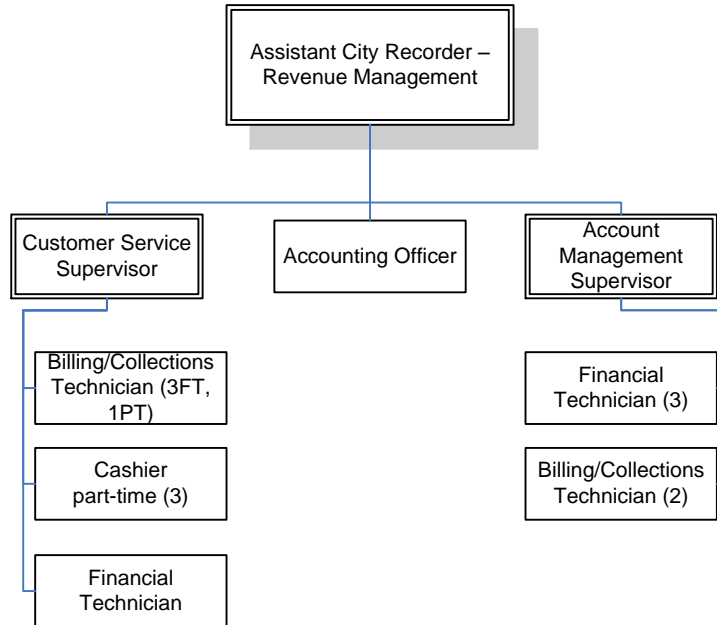
Measurement/Goal	FY11 (Actual)	FY12 (Actual)	FY13 (Actual)	FY14 (Projected)	FY15 (Proposed)
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.					
Errors/10,000 Bills	5.5%	5.1%	5.0%	4.9%	4.8%
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending					
E-Payment %	72.6%	75.7%	76.6%	79.9%	81.0%



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
 2014-2015 Fiscal Year Budget
 General Fund - Revenue Management
 Personnel by Position

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Asst City Recorder - Revenue Mgmt	G	1	0	1	0
Account Management Supervisor	F	1	0	1	0
Customer Service Supervisor	F	1	0	1	0
Accounting Officer	E	1	0	1	0
Financial Technician I	D	4	0	4	0
Billing & Collection Tech	C	6	1	5	1
Cashier	B	0	3	0	5
TOTALS		14	4	13	6

Note: 5 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)
Increase pool of PT cashiers by 2 to 5, with no increase in hours.					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Asst City Recorder	G			Municipal Clerk & Recorder -
Account Mgmt Supervisor	F			
Customer Service Supervisor	F			
Financial Technician I	D			
Billing & Collection Technician	C			
Billing & Collection Technician	B			

Budget Notes/Objectives

Revenue Management

Personnel:

Due to the transfer of property tax billing and collection to the Williamson County Trustee, the Department has eliminated one position (through retirement).

General Fund Revenue Management

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	688,962	719,140	629,540	651,000	608,956
81400 Employee Benefits	265,627	259,532	228,589	237,371	186,668
TOTAL PERSONNEL	954,589	978,672	858,130	888,371	795,624
OPERATIONS					
82100 Transportation Services	7,643	9,452	20,600	10,300	10,600
82200 Operating Services	783	36	4,140	2,000	2,000
82300 Notices Subscriptions Publications	2,334	558	2,233	2,200	3,100
82400 Utilities	3,268	3,143	3,109	2,240	2,000
82500 Contractual Services	6,275	2,424	10,431	7,200	2,200
82600 Repair & Maintenance Services	519	394	1,093	400	400
82700 Employee Programs	0	0	1,550	1,550	1,600
82800 Professional Development/Travel	2,321	368	650	740	3,180
83100 Office Supplies	18,034	15,530	19,304	19,304	24,200
83200 Operating Supplies	1,285	1,723	1,160	1,600	1,600
83500 Machinery & Equipment (<\$25,000)	10,621	0	6,211	6,211	9,500
85100 Property & Liability Costs	4,808	3,870	3,774	3,756	6,015
85300 Permits	107,557	118,810	62,000	129,070	140,777
85500 Financial Fees	221,784	219,065	294,453	346,732	348,600
87500 Intertund Services Reimb	0	(1,187,618)	(1,128,744)	(1,236,856)	(1,176,156)
TOTAL OPERATIONS	387,232	(812,245)	(698,036)	(703,553)	(620,384)
TOTAL EXPENDITURES	1,341,821	166,427	160,094	184,818	175,240



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.

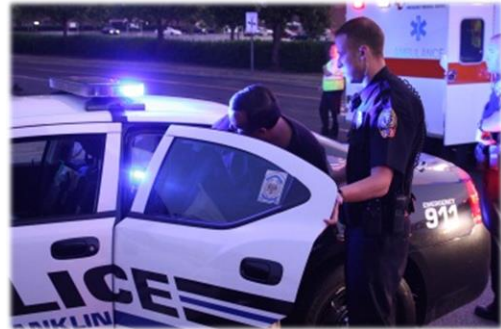
In 2009, our Department was the first police agency in Tennessee with the ability to receive anonymous inbound text message tips. Continuing the trend, in 2012 we became the first Police Agency in Tennessee to make its very own app available for Android and Apple phones. From the app, users can call 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 and

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

The *Traffic Unit* sponsored seven car seat check-up events, three Ollie the Otter program events and gave three car seat presentations. The Traffic Unit officers checked 178 child restraint systems. If a seat was unserviceable, recalled, or the caregiver was unable to afford a child seat, a child seat was provided to them at no cost. A total of 28 car seats were given away this year.

There were 347 impaired drivers 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.



The K-9 Unit added two new handlers in 2013. Officers Mike Martinez and Danny Thornton were trained with K-9 Bolo and K-9 Jager. K-9 team Officer Brett Spivy and K-9 Axel received the following awards at the 2013 Region 13 USPCA field trial hosted by the Franklin Police Department: “*Region Champion, 1st Place Agility, 1st Place Obedience, 1st Place Total Search, 1st Place Article Search, 2nd Place Suspect Search, 1st Place Criminal Apprehension, Winner of “Jimmy D. Anderson” Memorial Award for highest combined scores in Obedience and Criminal Apprehension.*”

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, identified and arrested 64 individuals. Officers recovered a total of \$26,421.09 in stolen merchandise.



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. 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.

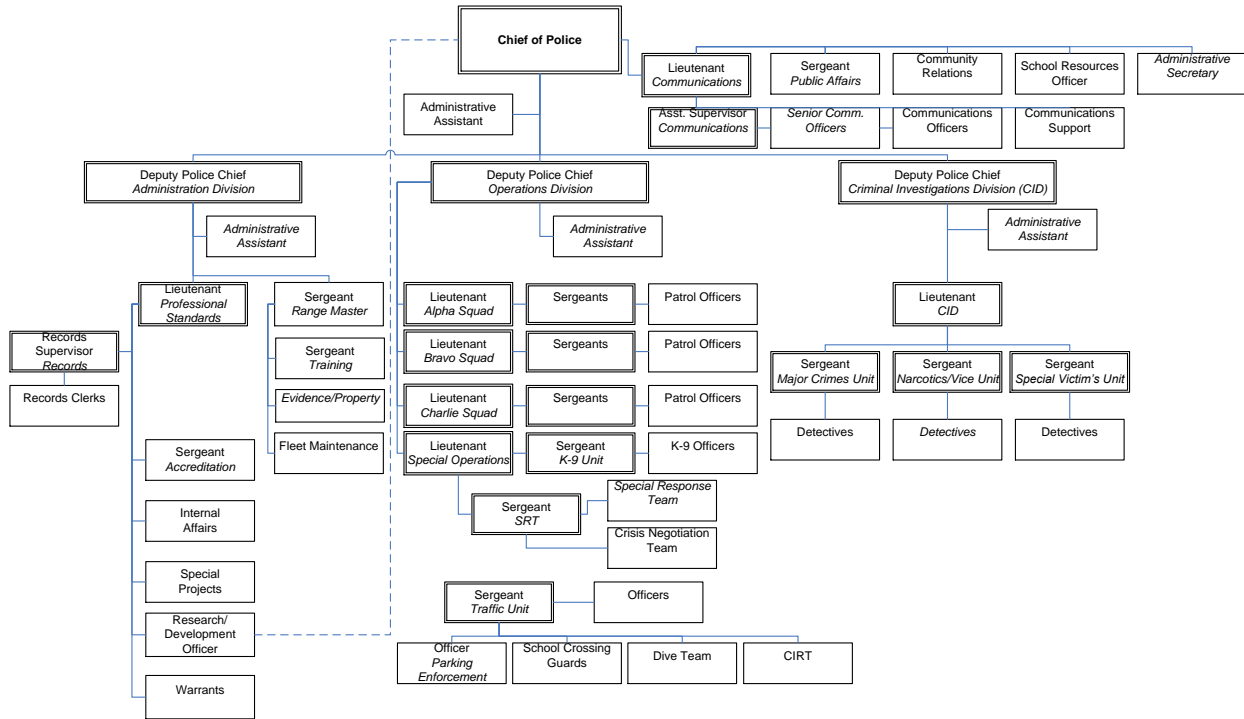
In 2013, Franklin Police Public Affairs handled 1,309 media inquiries, issued 209 media releases, and conducted or coordinated 153 media interviews. These efforts resulted in the Franklin Police Department being featured in 1,625 radio, television, and/or print media stories. The International Association of Chiefs of Police ranked @FranklinTNPD on Twitter as #4 in the United States, for agencies with 101-249 sworn officers. In 2013, our followers grew by 82% (4,185-7,623). Today, more than 8,000 people get the FPD news and information they need to keep their families safe from @FranklinTNPD.

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	10	11	12	13
Number of Offenses	2,781	2,564	2,642	2,559
Clearance Rate	51.92	45.32	53.56	49.39
Group A Crimes per 100,000	4,450	4,181	4,107	N/A
Number of Arrest	2,066	1,966	2,356	1915

Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Police
 Personnel by Position

Position	Pay	FY 2014			FY 2015		
	Grade	Full-Time	Part-Time	Not-Funded	Full-Time	Part-Time	Not-Funded
SWORN OFFICERS:							
Police Chief	M	1	0	0	1	0	0
Police Deputy Chief	K	3	0	0	3	0	0
Police Lieutenant	I	9	0	0	9	0	0
Police Sergeant	G	22	0	2	22	0	2
Detective/Master Patrol	F	18	0	3	30	0	3
Police Officers	E	92	0	12	80	0	12
Police Officer (Research & Dev)	E	1	0	0	1	0	0
ADMIN & COMMUNICATIONS:							
Asst Communications Supervisor	E	1	0	0	1	0	0
Records Supervisor	E	1	0	0	1	0	0
Sr. Communications Officer	E	3	0	0	3	0	0
Administrative Assistant	D	4	0	0	4	0	0
Comm Center Support Coord	D	1	0	0	1	0	0
Evidence Technician	D	1	0	0	1	0	0
Communications Officer	D	14	0	2	14	0	2
Administrative Secretary	B	0	2	0	0	2	0
Records Clerk	B	4	0	1	4	0	1
Parking Enforcement Officer	B	1	0	0	1	0	0
School Patrol (Part-Time)	---	0	18	0	0	18	0
TOTALS		176	20	20	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)
Reclassify Twelve (12) Police Officers to Master Patrol Officers					
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					

Budget Notes/Objectives

Police

Personnel:

Reclassify twelve (12) police officers to master patrol officers.

Operations:

Operating cost in 2015 will be \$2,817,559. The previous year (2014) operating costs were \$2,812,503.

Capital:

There will be no capital requests in 2015.

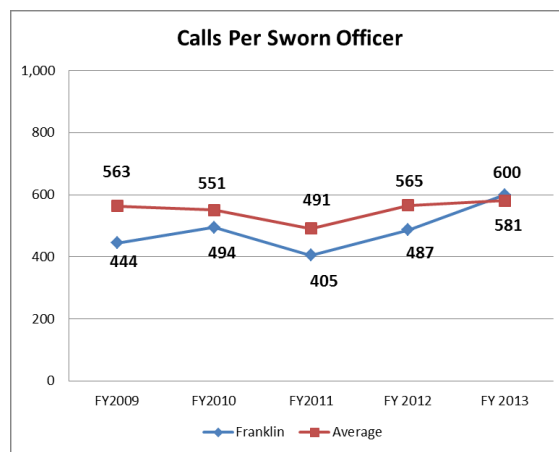
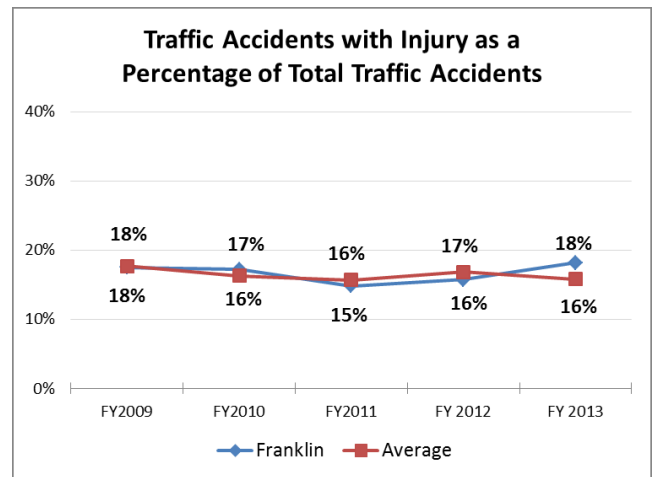
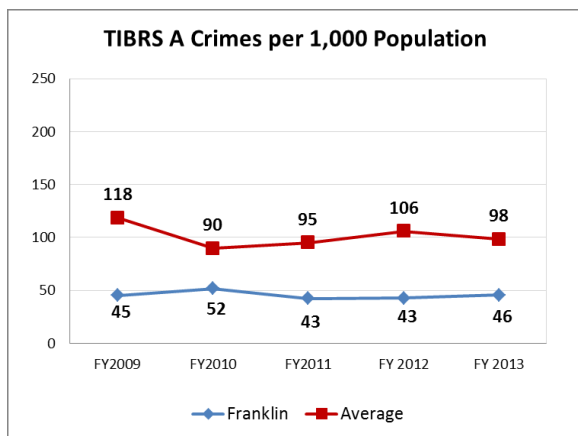
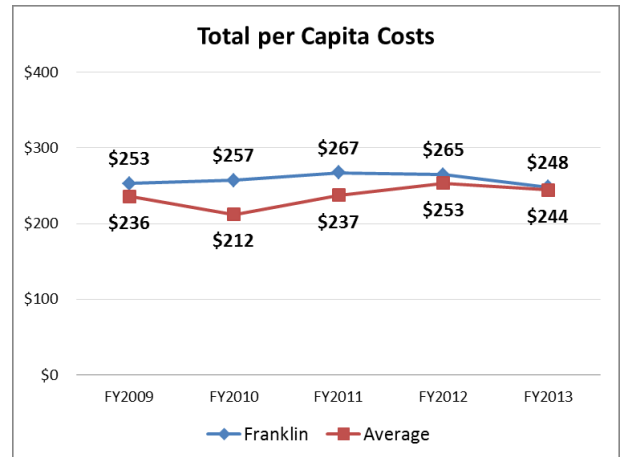
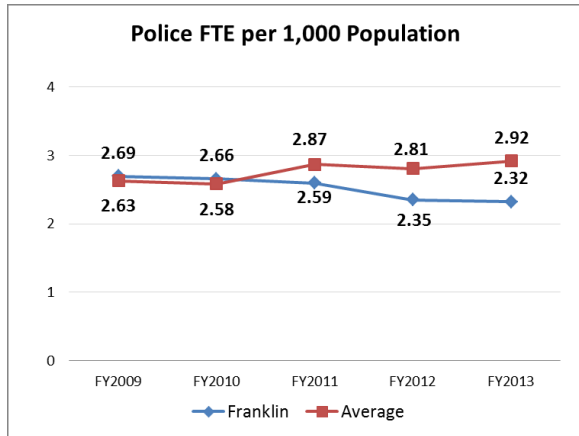
Objectives for 2015:

- 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

MTAS Benchmarking Program



**Note: Information from FY2013 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

General Fund Police

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	7,596,177	7,362,842	7,547,611	7,449,000	7,971,222
81200 Officials Fees	3,200	3,200	3,200	3,200	3,200
81400 Employee Benefits	3,074,036	3,158,276	3,075,791	3,233,102	3,001,236
TOTAL PERSONNEL	10,673,413	10,524,318	10,626,601	10,685,302	10,975,657
OPERATIONS					
82100 Transportation Services	9,533	8,005	10,230	6,600	7,130
82200 Operating Services	80,610	77,214	54,505	43,359	34,700
82300 Notices Subscriptions Publications	40,296	45,267	40,569	32,318	23,000
82400 Utilities	431,984	389,726	398,711	386,476	391,576
82500 Contractual Services	8,041	15,244	0	3,897	0
82600 Repair & Maintenance Services	371,851	336,428	214,700	182,400	182,300
82700 Employee Programs	192,877	148,919	151,700	151,700	132,000
82800 Professional Development/Travel	7,567	6,467	1,177	1,320	640
83100 Office Supplies	49,108	41,685	41,080	23,250	22,450
83200 Operating Supplies	(10,697)	301,095	326,887	286,800	239,950
83300 Fuel & Mileage	398,778	374,215	327,000	353,685	353,650
83500 Machinery & Equipment (<\$25,000)	252,526	168,651	233,799	194,336	189,000
83600 Repair & Maintenance Supplies	19,827	7,762	6,590	6,500	6,000
84000 Operational Units	135,902	142,649	87,800	79,861	71,400
85100 Property & Liability Costs	728,163	500,796	363,738	428,960	450,409
85200 Rentals	3,965	4,821	5,150	5,150	5,150
85300 Permits	180	0	0	0	0
85900 Other Business Expenses	16,823	1,554	7,730	2,500	2,500
86000 Debt Service and Lease Payments	429,452	494,200	541,137	524,222	705,704
TOTAL OPERATIONS	3,166,786	3,064,698	2,812,503	2,713,334	2,817,559
TOTAL EXPENDITURES	13,840,199	13,589,016	13,439,104	13,398,636	13,793,216

Drug Fund

For 2015, this fund anticipates new revenues approximate to \$173,000. An operating amount of \$127,000 has been budgeted for drug investigations.

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	269,691	144,788	121,781	121,781	196,498
35110 DRUG FINES RECEIVED	50,708	55,078	62,090	90,360	93,070
35200 CONFISCATED GOODS (FEDERAL)	121,312	23,459	106,100	45,954	47,321
35210 CONFISCATED GOODS (STATE)	1,372	3,224	2,130	30,840	31,770
36100 INTEREST INCOME	5,009	1,840	4,480	1,000	1,000
36800 SALE OF SURPLUS ASSETS	0	2,757	0	0	0
Total Available Funds	448,092	231,146	296,581	289,935	369,659
OPERATIONS					
82100 Transportation Services	2,890	2,935	2,000	1,930	2,000
82300 Notices Subscriptions Publications	23,360	24,304	25,548	10,630	12,000
82700 Employee Programs	14,032	7,422	25,000	34,300	25,000
83200 Operating Supplies	1,496	0	0	79	0
83500 Machinery & Equipment (-<\$25,000)	201,763	(1,180)	0	1,298	0
84000 Operational Units	27,649	34,814	55,500	38,000	48,000
85300 Permits	0	75	50	0	0
85900 Other Business Expenses	32,114	40,995	30,000	7,200	40,000
TOTAL OPERATIONS	303,304	109,365	138,098	93,437	127,000
TOTAL EXPENDITURES	303,304	109,365	138,098	93,437	127,000
TOTAL UNALLOCATED FUNDS	144,788	121,781	158,483	196,498	242,659

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 continues to seek ways of promoting sustainability in a number of ways. Currently we are in the design phase for two new fire stations. Along this line, our goal is to design with LEED certification. Some of these considerations include motion sensing light control, reclaimed water usage for irrigation, LED lighting where possible, floor material containing recycled components, geo-thermal heating and cooling, filtering of our storm water, storage and collection of recyclables, and many other sustainability measures. Our video conferencing system continues to reduce apparatus travel thereby reducing emissions, fuel consumption and maintenance. We continue to incorporate sustainability with the design of each new and replacement apparatus including LED technology, emissions control, and extended tire life. We are embarking upon a retrofit to our existing vehicle exhaust systems to remove electrically operated air compressors and replace them with magnetic controls.

2014-2015 Outlook

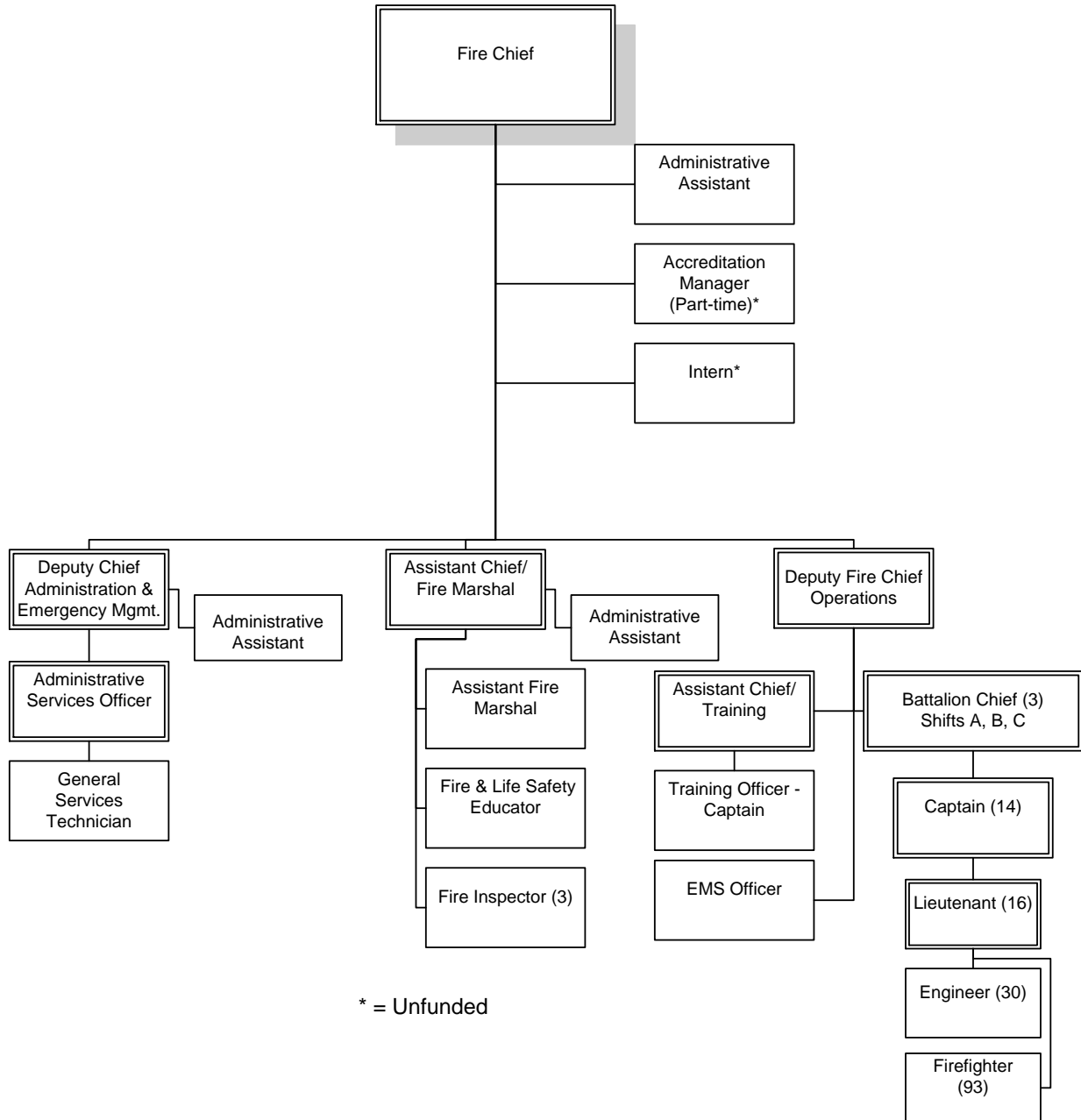
We are excited by continued improvements that our local economy is experiencing. Development is once again sprawling in our hometown most notably in the Goose Creek area on the south side of the corporate city limits. However, with this continued development comes an increase in the demand for our services. The fire department, like many other city departments has worked hard to hold our budgets at bay for the last 4 years. We now seek to begin the process of recovery by replacing apparatus and equipment, performing repair and maintenance to some of our facilities, and to continue to enhance the services provided to our citizens.

Architectural design is completed with construction planned for Fire Station 8 (FY15) in the Westhaven area and Fire Station 7 (FY17) 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 be prudent in our spending making sacrifices whenever and however we can, and be forthcoming when we cannot.



Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Fire
 Personnel by Position

Position	HR	Pay	FY 2014		Not Funded	FY 2015		Not Funded
	Code	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Fire Chief	1406	L	1	0	0	1	0	0
Fire Deputy Chief	1415	K	1	0	0	1	0	0
Fire Deputy Chief/Administration	1415	K	1	0	0	1	0	0
Battalion Chief	1401	J	3	0	0	3	0	0
Assistant Chief/Training	TBD	J	1	0	0	1	0	0
Assistant Chief/ Fire Marshal	1420	J	1	0	0	1	0	0
EMS Officer	1419	I	1	0	0	1	0	0
Fire Captain	1404	I	14	0	0	14	0	0
Training Officer (Captain)	1411	I	1	0	0	1	0	0
Administrative Services Officer	1417	I	1	0	0	1	0	0
Assistant Fire Marshal	1412	H	1	0	0	1	0	0
Fire & Life Safety Educator	1421	G	1	0	0	1	0	0
Fire Lieutenant	1409	G	16	0	0	16	0	0
Fire Inspector	1418	G	3	0	0	3	0	0
Fire Engineer	1405	F	30	0	0	30	0	0
Firefighter	1407	E	81	0	2	93	0	2
Administrative Assistant	0016	D	3	0	0	3	0	0
General Services Technician	1416	D	1	0	0	1	0	0
Intern	0014	---	0	1	1	0	1	1
Accreditation Manager	TBD	TBD	0	1	1	0	1	1
		TOTALS	161	2	4	173	2	4

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Estd PG
12 New Firefighters for Station 8 for 4 months	Firefighter	E			
2 Firefighters - Not funded					
Intern - Not funded					
Accreditation Manager (part-time) - Not funded					
Promote 1 Existing Lieutenant to Captain for Station 8			Lieutenant	Captain	I
Promote 2 Existing Engineers to Lieutenants for Station 8			Engineer	Lieutenant	G
Promote 3 Existing Firefighters to Engineers for Station 8			Firefighter	Engineer	F

Budget Notes/Objectives

Fire

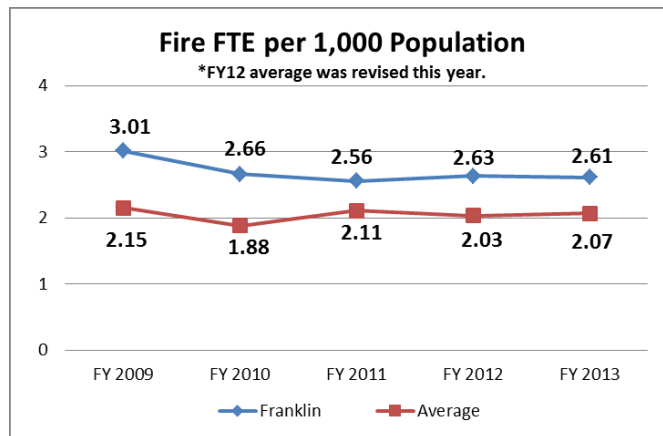
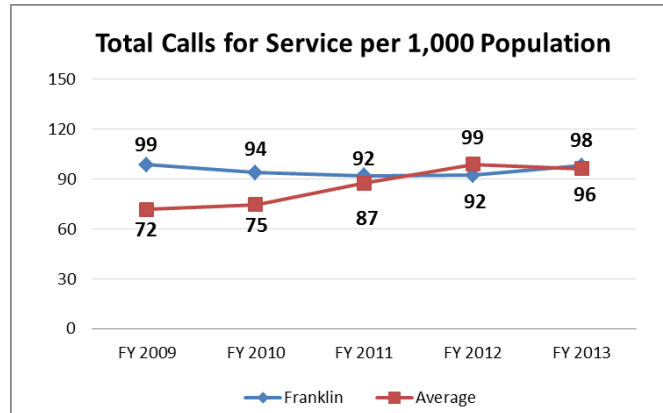
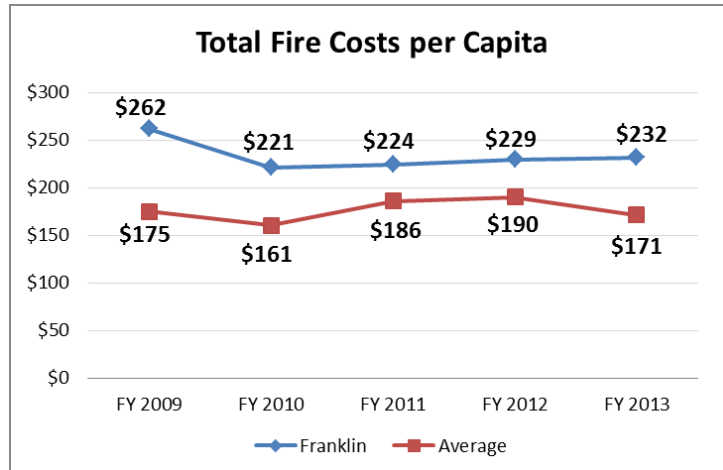
We continue to eliminate funding for an Accreditation Manager (part-time), an intern, and two vacant firefighter positions. In addition, we have included salaries for 12 additional firefighters for the last four months of the physical year to open fire station 8 in Westhaven. This additional station will create promotional opportunities for six of our personnel for the last month of the physical year.

We are requesting to lease purchase a replacement aerial ladder truck which will be 18 years old in 2015 and will become a reserve for 5 additional years. Additional leased items include station alerting, staff replacement vehicles, fire hose, training props, exercise equipment, self contained breathing apparatus, nozzles, automated external defibrillators, computer equipment and a confined space air cart

Incorporated into this budget process is the addition of a fire station alerting system. Currently, every station is alerted to every call received for service. This means that every on duty firefighter is awakened for every lift assist for those who have fallen but need help getting back up, outside odor calls, minor car accidents with fluid leakage, etc. This lack of rest has a profound effect on our ability to be alert for the incidents of a more serious nature. The intent of the proposed system will allow for only those necessary to mitigate the incident to be notified. Other features of these systems include the ability to handle tasks that could result in significant loss like turning off the stove or locking the doors. This proposal seeks to begin the process of retrofitting existing stations with this technology.



MTAS Benchmarking Program



**Note: Information from FY2013 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

General Fund Fire

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	7,573,973	7,753,445	7,773,475	7,741,139	8,212,652
81400 Employee Benefits	3,275,902	3,374,592	3,296,082	3,396,403	3,400,947
TOTAL PERSONNEL	10,849,875	11,128,037	11,069,557	11,137,542	11,613,598

OPERATIONS					
82100 Transportation Services	1,621	947	2,300	850	3,100
82200 Operating Services	93,808	101,607	119,800	90,424	168,600
82300 Notices Subscriptions Publications	28,523	19,982	38,285	23,500	23,840
82400 Utilities	200,056	206,634	200,000	223,500	223,100
82500 Contractual Services	68,380	101,684	30,666	28,903	31,000
82600 Repair & Maintenance Services	332,756	383,321	320,000	326,379	402,990
82700 Employee Programs	31,126	26,058	43,220	19,900	43,160
82800 Professional Development/Travel	30,606	31,802	32,000	32,000	25,000
83100 Office Supplies	13,688	14,170	16,200	13,418	16,200
83200 Operating Supplies	144,585	171,721	178,650	180,000	175,850
83300 Fuel & Mileage	98,960	98,425	100,000	100,250	100,500
83500 Machinery & Equipment (<\$25,000)	324,180	185,918	237,710	237,710	37,700
83600 Repair & Maintenance Supplies	85,095	94,024	49,200	85,000	111,500
84000 Operational Units	10,322	14,160	40,000	35,000	10,000
85100 Property & Liability Costs	141,600	148,724	114,071	134,643	118,871
85200 Rentals	1,505	0	500	500	500
85300 Permits	3,756	4,128	10,850	4,850	6,490
85900 Other Business Expenses	38	0	0	0	0
86000 Debt Service and Lease Payments	0	32,743	29,024	11,010	481,755
TOTAL OPERATIONS	1,610,605	1,636,048	1,562,476	1,547,837	1,980,156

CAPITAL					
89500 Machinery & Equipment (>\$25,000)	116,107	75,737	100,000	0	0
TOTAL CAPITAL	116,107	75,737	100,000	0	0

TOTAL EXPENDITURES	12,576,587	12,839,822	12,732,033	12,685,379	13,593,754
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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 2012 Comprehensive Annual Financial Report (22nd year). [The 2013 report has been submitted for the award.]
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2014 budget document (6th year).
- Established Fuel Hedging initiative with Davidson County. City has saved over \$545,000 in its fuel costs between 2009 and 2014.
- Completed the 2013 annual audit with no findings. This was the second consecutive year of 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 Actual	Estimated FY 2014	FY 2015 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%	0.83% average to LGIP's .10%	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	174 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)	23rd consecutive (for FY 2013)
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)	7th award (for FY 2015 budget)
6. To increase use of electronic payments for payroll (percent paid by ACH)	88%	91%	93%	97%	98%	99%	99-100%
7. To increase use of electronic payments for AP (percent paid by ACH/EFT)	10%	18%	20%	22%	33%	35%	40%



Sustainable Franklin

The Finance Department utilizes GreenEmployee, a software that allows employees to view their paystubs online, decreasing the need for paper stubs and envelopes. We have continued our efforts to encourage employees to use GreenEmployee. This continued effort has resulted in 429 employees utilizing GreenEmployee.

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.

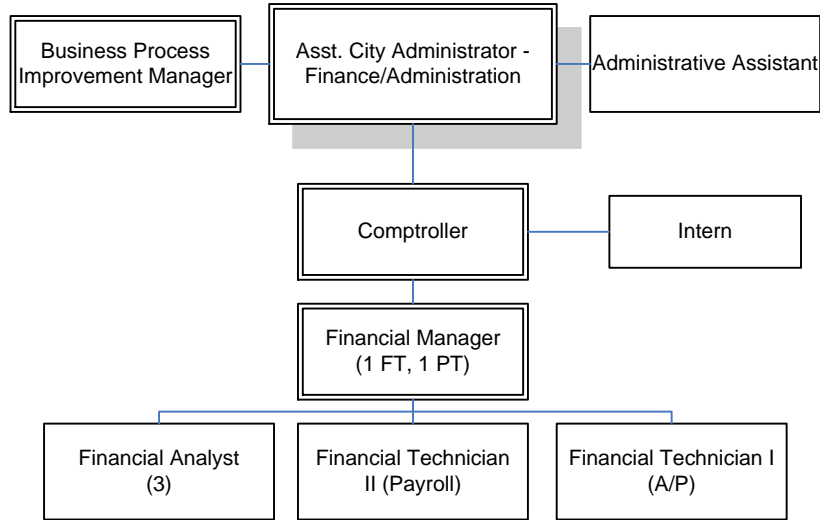
2014-2015 Outlook

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
 2014-2015 Fiscal Year Budget
 General Fund - Finance
 Personnel by Position

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Asst City Administrator-Finance/Administration	N	1	0	1	0
Comptroller	K	1	0	1	0
Business Process Improvement Mgr & City Court Clerk	H	1	0	1	0
Financial Manager	H	1	1	1	1
Financial Analyst	F	3	0	3	0
Financial Technician II (Payroll Specialist)	E	1	0	1	0
Financial Technician I (A/P Specialist)	D	1	0	1	0
Administrative Assistant	D	1	0	1	0
Intern	---	0	0	0	1
TOTALS		10	1	10	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)
Add 1 PT Intern					

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:

Add one part-time intern.

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.

General Fund Finance

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	511,965	527,243	571,587	541,060	592,248
81400 Employee Benefits	189,068	178,957	206,641	210,736	197,993
TOTAL PERSONNEL	701,033	706,200	778,228	751,796	790,241
OPERATIONS					
82100 Transportation Services	2,770	2,927	2,986	3,468	3,518
82200 Operating Services	1,916	1,884	1,245	2,028	1,885
82300 Notices Subscriptions Publications	4,052	4,601	4,435	4,180	4,046
82400 Utilities	3,835	4,162	3,930	4,020	4,141
82500 Contractual Services	32,674	32,060	27,425	18,390	19,675
82600 Repair & Maintenance Services	1,829	3,739	2,000	4,052	4,174
82700 Employee Programs	646	180	0	0	0
82800 Professional Development/Travel	11,537	11,759	14,145	13,402	13,908
83100 Office Supplies	5,650	4,825	4,900	4,875	4,975
83200 Operating Supplies	87	22	0	0	0
83300 Fuel & Mileage	127	4	0	8	0
83500 Machinery & Equipment (<\$25,000)	29,120	5,950	10,000	3,450	7,800
83600 Repair & Maintenance Supplies	118	157	0	67	0
85100 Property & Liability Costs	3,970	3,143	2,545	2,522	2,660
85300 Permits	400	400	0	0	0
85500 Financial Fees	77,486	71,066	76,000	63,500	64,010
85900 Other Business Expenses	220	0	0	0	0
87500 Interfund Services Reimb	0	(165,400)	(185,568)	(175,152)	(182,778)
TOTAL OPERATIONS	176,437	(18,521)	(35,957)	(51,190)	(51,986)
TOTAL EXPENDITURES	877,470	687,679	742,271	700,606	738,255

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	725	725
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)*	30(65)*
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
TriTech	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, 2013 to January 1, 2014	
Total Active Calls: Jan.1,2013 to Jan.1, 2014	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 (\$2000 for 160 devices in 2013) 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.

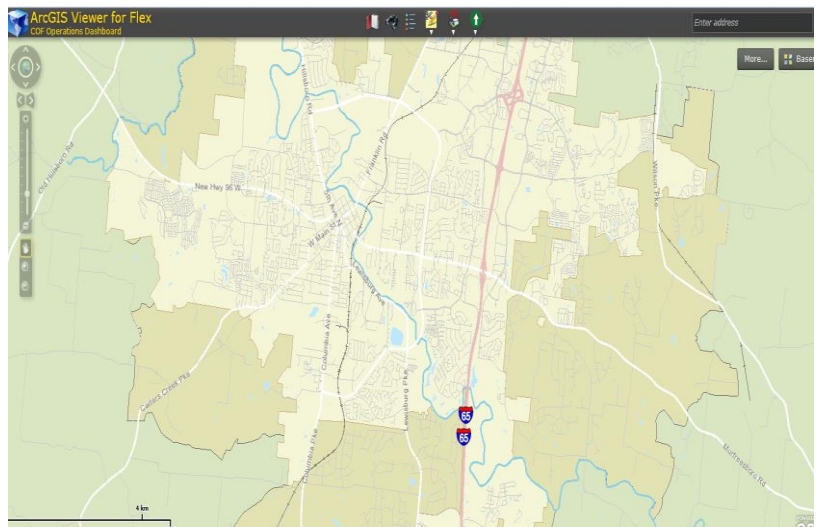
All of our retired computer hardware is picked up by a local recycle facility. Disk drives are shredded and the remaining hardware is broken down. If the components can be reused to build another computer system, these units are donated to Boys and Girls Clubs in Tennessee. Recently, this entity has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

Department Mission:

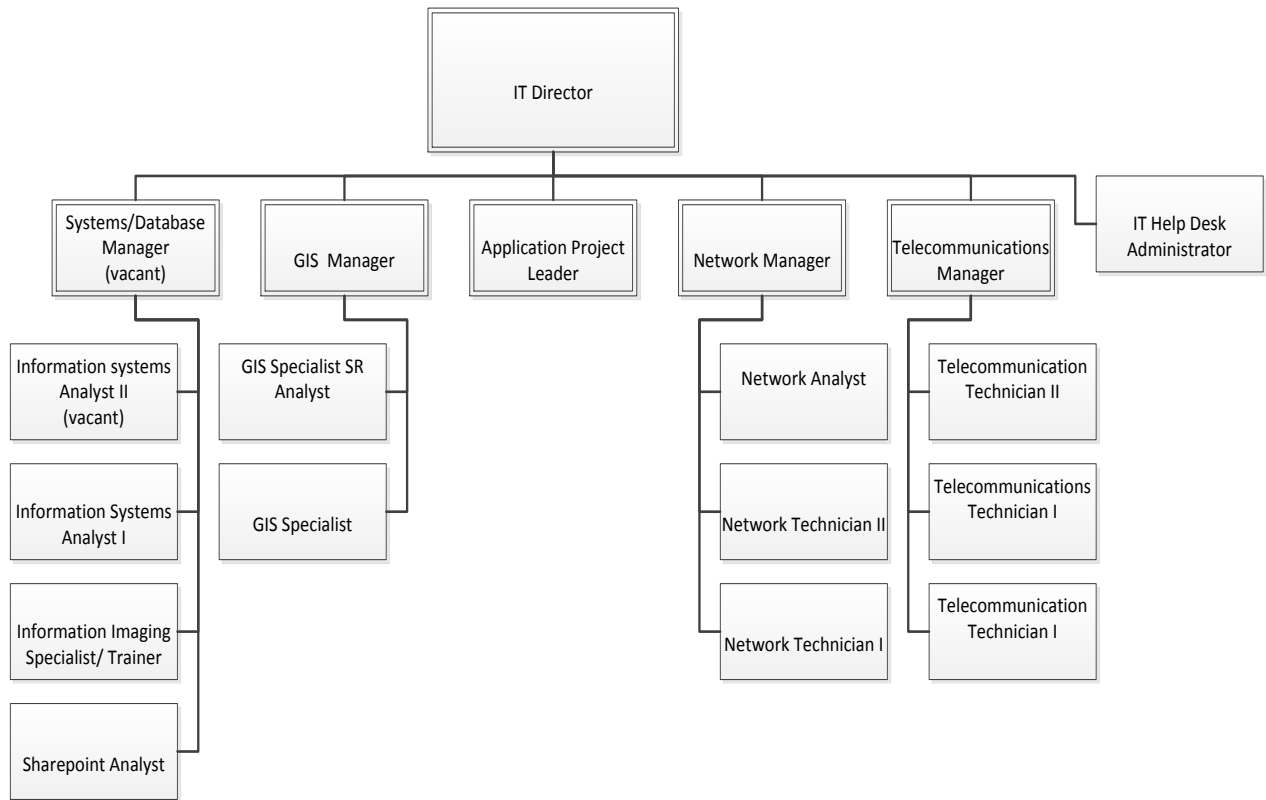
To provide innovative, reliable, and secure technology solutions that are aligned with City of Franklin’s goals and objectives to enhance City services.

Department Vision:

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



Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - IT
 Personnel by Position

Position	Pay Grade	FY 2014			FY 2015		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
IT Director	L	1	0	0	1	0	0
Systems/Database Manager	J	1	0	0	1	0	0
Telecommunications Manager	J	1	0	0	1	0	0
Applications Project Leader	J	1	0	0	1	0	0
Network Manager	J	1	0	0	1	0	0
GIS Manager	I	1	0	0	1	0	0
Sharepoint Analyst	H	1	0	0	1	0	0
Information Systems Analyst II	H	1	0	0	1	0	0
Network Analyst	H	0	0	0	1	0	0
Information Imaging Specialist/Trainer	G	1	0	0	1	0	0
GIS Specialist Sr	G	1	0	0	1	0	0
Network Technician II	G	1	0	0	1	0	0
Telecommunications Technician II	G	0	0	0	1	0	0
Telecommunications Technician I	F	2	0	0	2	0	0
Network Technician I	F	1	0	0	1	0	0
Information Systems Analyst I	F	1	0	0	1	0	0
ITS Specialist	F	1	0	0	0	0	0
GIS Specialist	E	1	0	0	1	0	0
IT Help Desk Administrator	E	1	0	0	1	0	0
Intern	---	0	2	0	0	1	0
	TOTALS	18	2	0	19	1	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	
Network Analyst (new position)		H			
Telecommunications Technician II (replaces ITS Specialist)		G			
Eliminate 1 Intern		---			

Budget Notes/Objectives

Information Technology

Personnel:

The new IT organization was submitted and approved by the Budget and Finance Committee in February 2014. The positions of Network Analyst and Communications Technician II were added for 2014-2015.

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.

Capital:

For 2015 we are not requesting any capital hardware. All of our hardware replacement budget for 2015 has individual unit pricing less than \$25,000.

For our software capital (over \$25,000), we are requesting \$50,000 for Mobile Data Management software. This enables the IT Department to prevent access to a remote device (laptop- phone ETC.) if such a unit was lost or stolen. The software enables us to better manage laptops both in house and in the field.

General Fund Information Technology

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	990,479	942,575	1,104,846	1,001,185	1,123,959
81400 Employee Benefits	289,321	326,276	343,510	319,692	324,411
TOTAL PERSONNEL	1,279,800	1,268,851	1,448,356	1,320,877	1,448,371
OPERATIONS					
82100 Transportation Services	951	903	3,670	1,150	900
82200 Operating Services	454	768	720	600	700
82300 Notices Subscriptions Publications	1,493	1,611	3,720	4,200	3,200
82400 Utilities	61,386	59,847	76,660	54,000	55,500
82500 Contractual Services	946,270	1,325,318	1,509,000	2,000,000	1,309,800
82600 Repair & Maintenance Services	15,551	21,552	83,500	64,200	21,700
82700 Employee Programs	1,964	5,777	12,500	2,000	2,000
82800 Professional Development/Travel	13,745	40,490	70,000	35,100	37,200
83100 Office Supplies	6,632	6,627	8,400	8,400	8,200
83200 Operating Supplies	85	546	400	800	700
83300 Fuel & Mileage	1,993	2,912	5,500	1,500	2,200
83500 Machinery & Equipment (<\$25,000)	139,745	299,451	96,300	411,000	246,600
83600 Repair & Maintenance Supplies	3,638	7,231	4,200	10,700	4,300
85100 Property & Liability Costs	7,075	23,247	25,425	26,566	29,729
85200 Rentals	1,612	1,497	1,200	1,200	500
85900 Other Business Expenses	22	92	300	1,200	1,000
86000 Debt Service and Lease Payments	139,252	282,191	334,166	341,116	441,421
TOTAL OPERATIONS	1,341,868	2,080,060	2,235,661	2,963,732	2,165,650
CAPITAL					
89500 Machinery & Equipment (>\$25,000)	39,847	0	401,000	50,000	50,000
TOTAL CAPITAL	39,847	0	401,000	50,000	50,000
TOTAL EXPENDITURES	2,661,515	3,348,911	4,085,017	4,334,609	3,664,021

Purchasing Office

Brian Wilcox, Purchasing Manager

Procurement of goods and services not pertaining to the design and/or construction of new infrastructure and facilities but that is valued at or above the public advertisement / sealed submittal threshold, currently \$25,000, is normally facilitated by the Purchasing Office, along with some procurements that are common to multiple departments. (Since 2013, the Engineering Department and the Purchasing Office have consolidated to one web page, we now call the “Business Opportunities” page, on the City’s public website where both construction-related and non-construction-related formal procurement solicitations, including invitations to bid, requests for proposals and requests for qualifications, are posted.) In addition, among other tasks, the Purchasing Office:

- administers the City’s purchasing card program, which allows, within card-specific spending limits, for purchases to be made by departmental staff by means of City-issued credit cards;
- administers, with support from Fleet Maintenance, fuel purchasing for the City’s vehicle and equipment fleet; and
- facilitates, with support from Fleet Maintenance, on an as-needed basis the lawful disposal of surplus personal property of the City, and, at the discretion of the department, any unclaimed lost, stolen or seized personal property of others recovered by or turned over to the City.

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

Measure	Actual FY2013	Projected FY2014	Proposed FY2015	
Number per year of formal procurement solicitations ¹² processed by the Purchasing Office	16	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	120	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)	19,061	20,000	21,000	
	\$6,197,097	\$6,800,000	\$7,400,000	
	\$54,997	\$59,536	\$64,000	
Average number of calendar days (from receipt of card request to receipt of delivered card) for...	... purchasing card	6	6	6
	... fleet fuel driver 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	48	60	60	
	\$182,903.98	\$200,000	\$200,000	
	\$13,722.69	\$15,000	\$15,000	

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

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



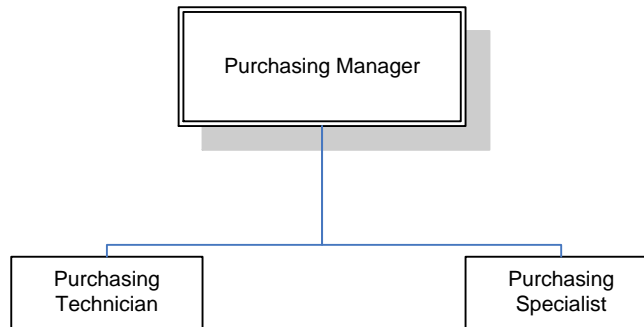
Sustainable Franklin

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
 2014-2015 Fiscal Year Budget
 General Fund - Purchasing
 Personnel by Position

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Purchasing Manager	I	1	0	1	0
Purchasing Specialist	E	1	0	1	0
Purchasing Technician	C	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	I	Yes	5 yrs	CPP0 within 2 yrs if not an MPA
Purchasing Specialist	E	Preferred	3 yrs	CPPB within 4 yrs
Purchasing Technician	C	No	2 yrs	No

Budget Notes/Objectives

Purchasing

After factoring in the reimbursement of interfund services, the Purchasing Office budget being requested for FY2015 totals approximately \$185,000 which is about \$23,000 more than the Purchasing Office budget for FY2014. Of this \$23,000 increase, \$20,000 is attributable to a new initiative being proposed, for spend analysis services. The term “spend analysis” in this context is used to mean transforming the City’s raw spend data on purchases of goods and services from third parties into information that may allow the City to gain a clearer understanding of its non-personnel-related expenditures. Spend analysis uses data from all payment methods, including accounts payable and purchasing card. The objective of the procurement of spend analysis services would be to make it easier for the City to:

- bring more of its spend under management by:
 - providing a solid foundation of information for decision making which includes an aggregated view of spend from all systems and transaction types;
 - identifying the key areas of spend that should be targeted by professional procurement teams;
 - identifying non-compliant spend, enabling procurement teams to work with buyers and suppliers to maintain a high level of spend under contract;
 - profiling and managing suppliers according to levels of value, risk, and potential opportunity for savings; and
 - enabling the benchmarking and measurement of procurement performance over time.
- change buying behavior within the organization by:
 - providing key stakeholders with visibility of spend on goods and services, going way beyond simply whether or not spend was under or over the allocated budget;
 - making it easy to create and use departmental spend reports to help department managers and people with budget responsibility more effectively manage their spend, save money, and use those savings to deliver on their missions;
 - monitoring compliance against contracts, financial standing orders and procurement thresholds;
 - identifying non-compliant spend and deliver the management information necessary to take action and have informed conversations with buyers and managers;
 - identifying suppliers with large numbers of accounts payable transactions where there may be opportunities for efficiencies through consolidated invoicing or purchasing cards; and
 - identifying opportunities for greater internal collaboration and consolidated purchasing.
- help the City monitor and maximize the impact of dollars spent:
 - with small and medium sized business;
 - with local companies;
 - with minority-owned and woman-owned business enterprises;
 - to maximize the economic impact of public dollars; and

- by making this information very easily accessible, saving time and resources that can be focused on delivering savings.
- help the City deliver savings and efficiencies for the organization by:
 - ensuring that all departments are getting the same 'best rates' and terms with each vendor;
 - using the data in competitive processes and supplier negotiations to strengthen the organization's information advantage and negotiating position with suppliers;
 - identifying opportunities to implement or renegotiate contracts based on actual spend value rather than estimated values or values provided by the supplier;
 - creating and utilizing category analysis reports to aggregate demand and drive down costs in categories of spend that span the entire organization;
 - identifying opportunities for greater internal and external collaboration in procurements; and
 - making it easy to access spend information so that time and resources can be focused on delivering savings rather than cleaning up data and struggling with complicated analysis tools.

General Fund Purchasing

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	100,662	124,935	135,071	139,130	141,071
81400 Employee Benefits	47,962	43,517	48,383	48,956	47,660
TOTAL PERSONNEL	148,624	168,452	183,454	188,086	188,730
OPERATIONS					
82100 Transportation Services	34	33	50	50	50
82200 Operating Services	212	300	400	320	400
82300 Notices Subscriptions Publications	2,278	2,921	3,035	2,605	2,615
82400 Utilities	483	595	770	595	770
82500 Contractual Services	68	0	100	100	20,100
82800 Professional Development/Travel	1,676	3,346	12,365	8,405	12,415
83100 Office Supplies	307	424	950	823	950
83200 Operating Supplies	0	0	100	100	100
83300 Fuel & Mileage	0	227	300	200	300
83500 Machinery & Equipment (-\$25,000)	2,262	1,682	2,000	2,000	4,000
85100 Property & Liability Costs	794	629	1,274	1,220	1,281
87500 Intfund Services Reimb	0	(44,197)	(40,960)	(40,900)	(46,366)
TOTAL OPERATIONS	8,114	(34,040)	(19,616)	(24,482)	(3,385)
TOTAL EXPENDITURES	156,738	134,412	163,838	163,604	185,345

Court

Vacant, 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 12 Actual	FY 13 Actual	FY 14 Goal	FY 14 Projected	FY 15 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 12 Actual	FY 13 Actual	FY 14 Goal	FY 14 Projected	FY 15 Proposed
Citations Processed per Employee (<i>per month</i>)	375	400	375	400	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 12 Actual	FY 13 Actual	FY 14 Goal	FY 14 Projected	FY 15 Proposed
Actions taken due to citations not satisfied (% that Meet Follow Up Criteria)	Data Not Available (DNA)	DNA	95%	95%	95%

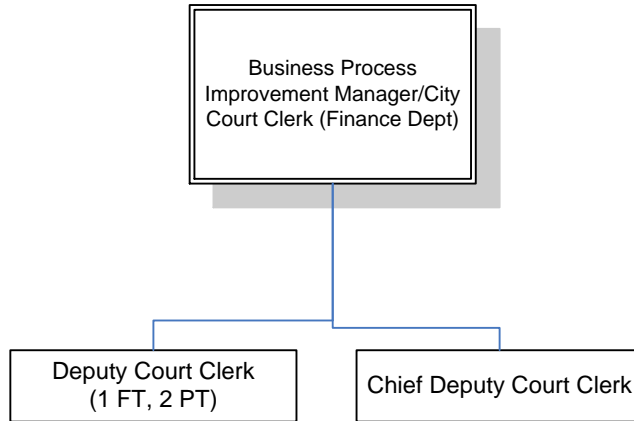
This measures effectiveness. Prior year data is not available from the prior court case management software. The goal is being established without benchmarks or comparisons but as a target for attainment. Although we cannot require payment, we can ensure that we take actions to encourage payment of monies 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 in scanning FY12-current into 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
 2014-2015 Fiscal Year Budget
 General Fund - Court
 Personnel by Position

Position	Pay	FY 2014		FY 2015	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Chief Deputy Court Clerk	E	1	0	1	0
Deputy Court Clerk	C	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)

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. Personnel to court certified (in progress).

Operations:

Operating costs are projected to be flat for from FY 2014 to FY 2015.

Capital:

No capital costs are budgeted in FY 2015.

General Fund Court

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	114,044	112,645	126,336	130,100	119,673
81200 Officials Fees	26,160	26,160	26,160	26,160	26,160
81400 Employee Benefits	50,258	52,521	47,530	48,432	52,704
TOTAL PERSONNEL	190,462	191,326	200,026	204,692	198,538
OPERATIONS					
82100 Transportation Services	11,842	9,972	11,000	7,000	9,000
82200 Operating Services	76	552	3,100	1,840	3,100
82300 Notices Subscriptions Publications	341	793	575	415	740
82400 Utilities	615	597	600	385	610
82500 Contractual Services	36	336	16,240	3,240	3,240
82600 Repair & Maintenance Services	238	240	0	2,500	2,500
82800 Professional Development/Travel	460	673	3,340	1,550	2,550
83100 Office Supplies	6,998	7,439	4,500	3,000	3,000
83200 Operating Supplies	220	131	180	300	300
83300 Fuel & Mileage	592	182	300	100	100
83500 Machinery & Equipment (<\$25,000)	2,544	2,526	0	1,300	1,300
85100 Property & Liability Costs	2,294	1,817	1,406	1,391	1,461
85300 Permits	62,776	0	0	0	0
85500 Financial Fees	2,472	984	6,500	3,749	3,600
86000 Debt Service and Lease Payments	0	0	3,108	1,323	1,296
TOTAL OPERATIONS	91,504	26,242	50,849	28,093	32,797
TOTAL EXPENDITURES	281,966	217,568	250,875	232,785	231,335



HISTORIC
FRANKLIN
TENNESSEE

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

July 2008 – We began enforcement of small yard waste in brown bags; used as feedstock for the compost produced in the Street Department and continued recycling this waste stream

July 2009 – Buck-a-Bag service started; first Pay-As-You-Throw option for customers with excess household waste

November 2009 – In partnership with Williamson County, we began providing the first Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services to Williamson County residents

July 2010 – Blue Bag Recycling – introduction of the first curbside recycling service in the City of Franklin

November 2012 – Added cooking oil collection to existing BOPAE drop-off services

July 2012 – Began partnership with Bi-County Solid Waste in hauling and landfilling waste from our City-owned and operated transfer station

July 2013 – Started opening BOPAE drop-off services the first Saturday of each month, in addition to our existing hours – Monday through Friday 6:30am – 2:00pm

August 2013 – Added compact fluorescent bulb (CFL) recycling to existing BOPAE drop-off services

April 2014 – Began accepting sharps (needles) from residents at our main office location; City Municipal Services Complex, 417 Century Court

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

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

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

Our team of professionals in the **Collection Division** collect household and commercial waste generated from residents and businesses. In the FY2015 budget we combined the Recycling Division with the existing Collection Division as the overwhelming response to our blue bag recycling service requires sharing resources between the two (2) divisions, Collection and Recycling, to provide efficient and consistent blue bag recyclables collection. We will begin accounting for different types of collection services through the accounting process, in FY2015, to assist with future planning and budgeting.

Transfer Station 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. Beginning July 1, 2014, this team is responsible for maintaining the BOPAE drop-off service, which will become part of our permanent household hazardous waste facility services. Bi-County Solid Waste continues to provide consistent service through our hauling and landfilling contract.

Measurement/Goal	FY10	FY11	FY12	FY13	FY 14 <i>(projected)</i>
Residential Trash Collected	21,401 tons	21,960 tons	17,846 tons	17,120 tons	17300 tons
Commercial Trash Collected	7,269 tons	7,784 tons	7,927 tons	7,058 tons	7644 tons
Trash from private haulers	37,695 tons	35,805 tons	25,808 tons	22,738 tons	30180 tons
Trash Diverted from Landfill	3,047 tons	4,260 tons	6,209 tons	7,301 tons	5124 tons
Tons collected per 1000 population	369 tons	354 tons	288 tons	276 tons	279 tons
BOPAE Collections					
Batteries	7,135 lbs	6,763 lbs	15,622 lbs	21,624 lbs	17,484 lbs
Oil	459 gallons	955 gallons	881 gallons	1,527 gallons	1,008 gallons
Paint	33,160 lbs	180,864 lbs	316,800 lbs	324,504 lbs	335,880 lbs
Anti-Freeze	NA	300 gallons	908 gallons	448 gallons	324 gallons
Electronics	76,095 lbs	190,860 lbs	331,380 lbs	245,280 lbs	167,568 lbs



Sustainable Franklin

- We plan to use the skid steer, included in the FY2015 Transfer Station Division budget, to remove clean wood waste and cardboard from the tipping floor. The wood waste will be ground to wood chips, with our current brush processing. We will sell cardboard, retrieved from the tipping floor, for a recycling rebate through the Williamson County Recycling Center. Most importantly, these wastes will increase our current rates of recycling for state reporting and we will realize the savings by avoiding costs associated with landfilling cardboard and clean wood.
- Brush and white goods, collected curbside, continue to be part of our daily recycling operations.
- We received grant funding through the Tennessee Department of Environment and Conservation (TDEC), as well as a financial commitment from Williamson County, in support of building a permanent Household Hazardous Waste (HHW) facility as part our City-owned Municipal Services Complex. The appropriate documents with bid responses have been received and we are currently reviewing the information provided to help us manage the next steps in the process of building a permanent HHW facility.
- 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 still delivered to the Lula Lane site, where they are processed into compost. The compost is used in City projects with excess volumes being sold.
- Routing software purchased in the FY2014 budget will allow us to begin recognizing efficiencies and overall savings in our daily collection operations. We expect to reduce the number of trucks on the road for collection services, in addition to reducing overall fuel expenses, repairs and maintenance of our existing fleet and long-term savings with a reduction in the number of trucks and employees needed to continue providing our services.
- 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 now offer this service the first Saturday of each month, from 8:00am until noon. During the past several months, we added cooking oil and compact fluorescent light bulb (CFL) collection to the items we accept through these drop-off services.

2014-2015 Outlook

Overall, the increase in the FY2015 budget request is accounted for through increased property maintenance expenses, capital costs for replacement trucks, and professional development.

Administration

In the *Administration Division*, we continue to support the areas of customer service, public education, software training, utility billing and other tasks associated with continued efforts to bring all three (3) divisions together, as one (1) team, within the Sanitation and Environmental Services department.

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

Collection

The *Collection Division*, of our Sanitation & Environmental Services Department, provides services to approximately 20,000 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 for emergency vehicle access.

In the personnel category we combined the employees from the Recycling Division with the Collection Division team members, with no additional positions being requested.

The capital request for this budget includes two (2) 11-yard rear load trucks to replace two (2) 8-yard mini pack rear load trucks.

We accounted for additional employee training associated with identifying hazardous wastes, as well as leadership training for the Supervisors and Manager within this division.

The offset of \$379,800 in savings is included in the FY2015 budget. Implementation of 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, people and equipment, as well as additions and/or the creation of efficient routes as new developments are completed.

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; with the actual results being 46% participation and 15% average diversion. This program continues to allow us the benefit of avoided costs associated with landfilling refuse. At the end of January 2014, our average participation is 46% with an average diversion of 16%.

Transfer Station

The *Transfer Station Division* receives and processes municipal waste from our Collection Division as well as refuse from private hauling companies. This team 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.

The FY2015 budget includes an increased fee to Bi-County Solid Waste, based on the Consumer Price Index (CPI), for hauling and landfilling refuse from our transfer station to the landfill, located in Woodlawn, Tennessee. Additionally, we are reducing the tip fee for using our transfer station from \$44.00/ton to \$42.00/ton, as a result of removing a \$2.00 fuel surcharge from our fee.

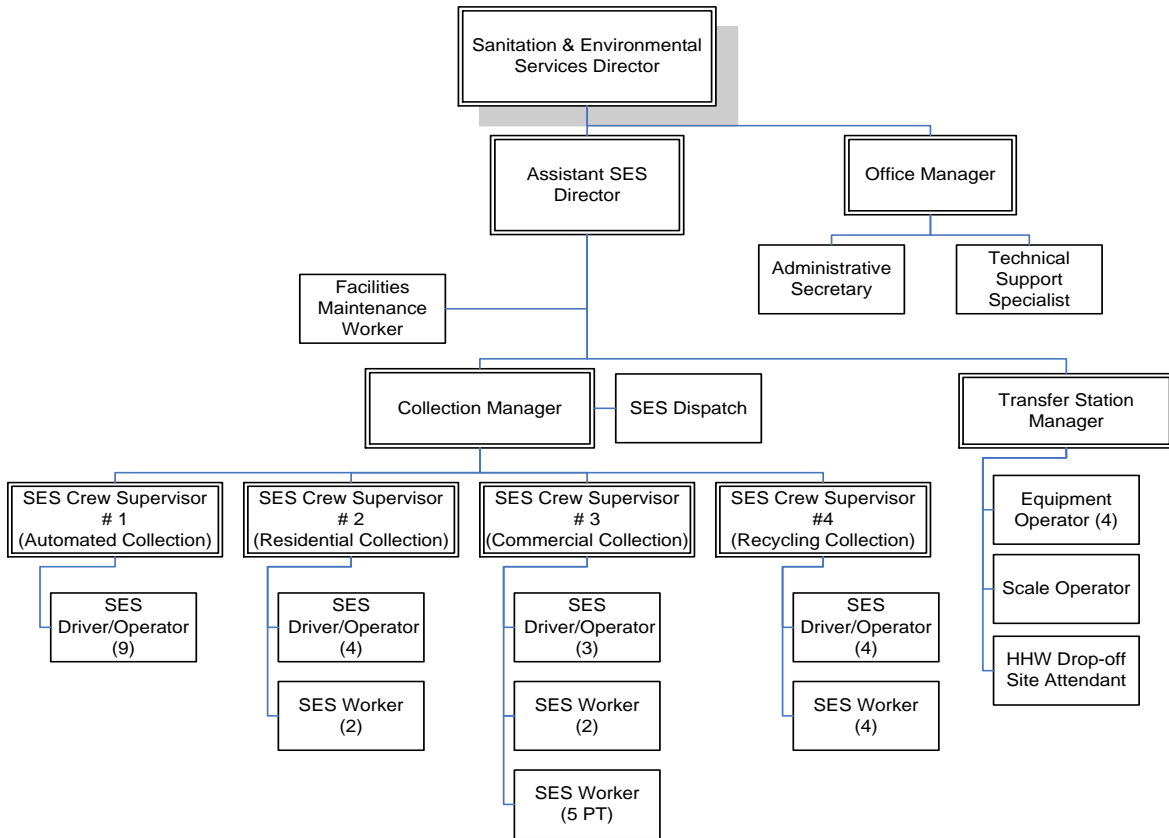
There are no additional personnel requested for the transfer station.

We budgeted monies to replace the safety railing in and around the transfer station, as the existing rails have been in place since initial construction. We have made repairs, as needed, in the past; replacing these rails prevents hazards associated with people falling in and around the building.

A yard truck is one (1) that is made for moving empty and loaded transfer trailers around in a condensed area, prior to loading and transport. The purchase of one (1) yard truck for use at the transfer station allows us to increase efficiencies in daily operations, as well as reduce the expenses associated with maintenance of a tractor made for hauling longer distances.

The increase in stormwater maintenance services include regular service to the drains in and around the transfer station, in addition to needed repairs to the stormwater pond located on the backside of the property.

Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 Special Revenue Fund - Sanitation & Environmental Services
 Personnel by Position

Sanitation & Environmental Services-Administration

Position	Pay	FY 2014		Not Funded	FY 2015		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Sanitation & Environmental Services Director	K	1	0	0	1	0	0
Assistant Sanitation & Env Services Director	I	1	0	0	1	0	0
Office Manager	F	1	0	0	1	0	0
Technical Support Specialist	E	1	0	0	1	0	0
Facilities Maintenance Worker	C	1	0	0	1	0	0
Administrative Secretary	B	1	0	0	1	0	0
Totals		6	0	0	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)

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Office Manager	F			
Administrative Assistant	D			
Administrative Secretary	B			

Sanitation & Environmental Services-Collection

Position	Pay	FY 2014		Not Funded	FY 2015		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Collection Manager	G	1	0	0	1	0	0
Sanitation & Env Services Crew Supervisor	E	4	0	0	4	0	0
Sanitation & Env Services Driver/Operator	C	20	0	0	21	0	0
HHW Drop Off Site Attendant	C	1	0	0	1	0	0
Sanitation & Env Services Dispatcher	B	1	0	0	1	0	0
Sanitation & Env Services Worker	B	6	4	0	8	5	0
Totals		33	4	0	36	5	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)
Transfer one (1) Sanitation & Env Services Driver/Operator from Recycling					
Transfer two (2) Sanitation & Env Services Workers from Recycling					
Transfer one (1) Sanitation & Env Services Worker (part-time) from Recycling					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
SES Collection Manager	G			
SES Crew Supervisor	E			
SES Driver/Operator	C			
SES Worker	B			

Staffing by Position (continued)

City of Franklin
 2014-2015 Fiscal Year Budget
 Special Revenue Fund - Sanitation & Environmental Services
 Personnel by Position

Sanitation & Environmental Services-Disposal

Position	Pay	FY 2014		Not Funded	FY 2015		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Transfer Station Manager	F	1	0	0	1	0	0
Equipment Operator	D	4	0	0	4	0	0
Scale Operator	C	1	0	0	1	0	0
Totals		6	0	0	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)

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Transfer Station Manager	F			
Equipment Operator	D			

Sanitation & Environmental Services-Recycling

Position	Pay Grade	FY 2014		Not Funded	FY 2015		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
Sanitation & Env Services Driver/Operator	C	1	0	0	0	0	0
Sanitation & Env Services Worker	B	2	0	0	0	0	0
Sanitation & Env Services Worker (Part-time)	B	0	1	0	0	0	0
Totals		3	1	0	0	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)
Transfer one (1) Sanitation & Env Services Driver/Operator To Collection					
Transfer two (2) Sanitation & Env Services Workers To Collection					
Transfer one (1) Sanitation & Env Services Worker (part-time) To Collection					

Budget Notes/Objectives

Sanitation & Environmental Services Fund

Revenue:

During the past five years, we have made great progress toward our goal of operating within a balanced budget as we become a self-sufficient department, dependent upon service fees to cover our operating and capital expenses. This goal allows for any monies used to subsidize departmental expenses to be reassigned for General Fund use. As we continue fine-tuning our efficiencies and continue moving toward operating the Sanitation and Environmental Services Department as a balanced Special Revenue Fund, we are requesting a \$1.50 per month residential service fee increase in this FY2015 budget.

Additionally, as a planning tool for our residential customers, we are currently recommending a \$1.00 per month increase in residential service fees for the FY2016 and a \$.50 per month increase in residential service fees in the future FY2017 budget. Our focus will continue to be increasing our operations efficiencies through use of our routing software, diverse truck combinations and public education. During the next two years, as we continue fine tuning our daily work, we will strive to maintain our service fees without the subsequent increases, while continuing to provide a high level of service to all of our customers.

This budget accounts for a decrease in our transfer station tipping fee. We previously set a rate at \$42.00 per ton with an added \$2.00 per ton fuel surcharge. Fuel prices are less volatile and removing this surcharge is consistent with our original intent to remove this added expense when fuel costs were more predictable.

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

Personnel:

We will consolidate the personnel in the Collection and Recycling Divisions as employees and other resources are shared between the two (2) divisions.

Operations:

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

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

We are in the bidding process phase of our permanent Household Hazardous Waste (HHW) facility, which is planned as a drop-off facility adjacent to the existing Sanitation and Environmental Services Administration building at the City Municipal Services Complex.

The blue bag curbside recycling program is now one year beyond the initial 3-year pilot program. We propose, in this budget, to add the existing Recycling Division to the Collection Division, as the resources in these two divisions are shared to provide services associated with collection of blue bags from curbside.

The increase in our Collection Division, for the FY2015 budget, results from increases in building maintenance, replacement truck purchases, fleet maintenance costs, lease payments and computer services associated with routing software.

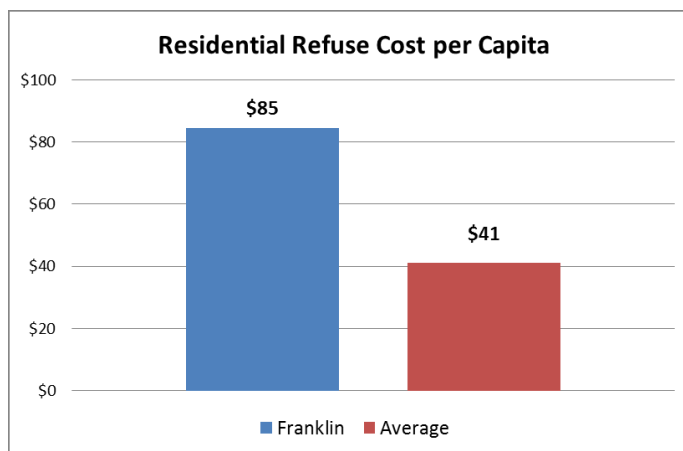
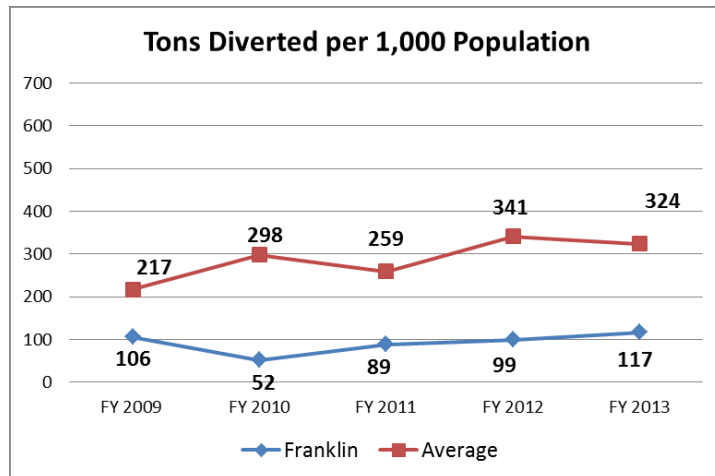
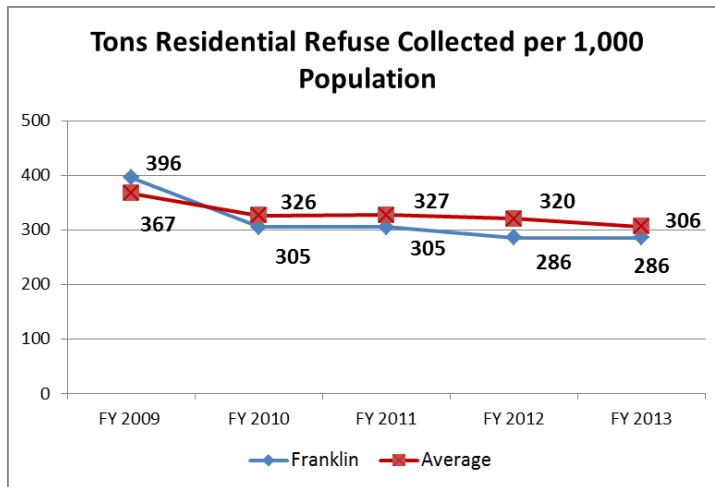
The increase in our Transfer Station Division FY2015 budget includes safety rail replacement and monies for re-furbishing one (1) stormwater pond.

Capital:

The capital request includes two (2) 11-yard rear load trucks to replace two (2) existing 8-yard rear load trucks.

We are requesting funding for the purchase of two (2) split-body rear load trucks, one (1) knuckleboom truck.

MTAS Benchmarking Program



**Note: Information from FY2013 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

Sanitation & Environmental Services Fund

Revenue and Summary

(Divisions are shown on following pages)

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
33430 COMMUNITY ENHANCEMENT GRANT (STA	0	0	55,000	55,000	0
33610 SOLID WASTE GRANT (STATE)	0	0	350,000	100,000	350,000
34410 SOLID WASTE DISPOSAL	4,334,914	4,417,799	4,473,800	4,483,918	4,936,245
34420 TIPPING FEES	2,443,774	2,314,116	2,373,100	2,594,626	2,600,000
34430 CARDBOARD RECYCLING	7,300	9,400	9,000	10,714	10,000
34440 BUCK A BAG PROGRAM	2,354	2,626	2,500	2,502	2,575
36700 SALE OF WASTE CONTAINERS	43,017	60,341	58,200	51,659	55,000
36705 LEASE OF WASTE CONTAINERS	25,605	31,050	30,300	32,940	30,000
36800 SALE OF SURPLUS ASSETS	478,864	64,590	60,000	109,846	140,000
37100 TRANSFER FROM GENERAL FUND	1,314,772	728,483	508,148	212,123	0
37900 MISCELLANEOUS OTHER REVENUE	31,051	20,327	21,700	22,656	25,000
Total Available Funds	8,681,651	7,648,732	7,941,748	7,675,984	8,148,820
Personnel					
81100 Salaries & Wages	2,036,584	1,902,389	1,956,196	1,914,065	2,058,895
81400 Benefits	1,014,204	987,715	880,022	948,022	855,398
TOTAL PERSONNEL	3,050,788	2,890,104	2,836,217	2,862,087	2,914,293
OPERATIONS					
82100 Transportation Services	2,231	4,473	2,840	3,064	3,540
82200 Operating Services	1,355,436	1,590,522	1,579,050	1,564,466	1,554,465
82300 Notices Subscriptions Publications	13,711	22,424	28,750	23,721	28,050
82400 Utilities	1,311,980	1,316,466	1,040,750	1,319,289	1,329,100
82500 Contractual Services	1,236	18,113	0	1,500	10,000
82600 Repair & Maintenance Services	412,201	428,620	245,000	279,188	350,500
82700 Employee Programs	4,500	7,335	19,750	16,535	21,500
82800 Professional Development/Travel	2,784	2,387	13,700	10,528	13,900
83100 Office Supplies	10,140	10,454	12,000	12,000	12,500
83200 Operating Supplies	124,528	67,612	117,950	100,625	112,000
83300 Fuel & Mileage	534,708	289,031	269,500	257,136	266,500
83500 Machinery & Equipment (<\$25,000)	36,167	69,073	32,620	8,694	21,600
83600 Repair & Maintenance Supplies	50,700	53,863	52,250	48,490	47,250
84000 Operational Units	171,593	183,819	185,000	194,663	207,787
85100 Property & Liability Costs	75,016	62,246	68,589	63,738	61,961
85200 Rentals	2,137	2,609	5,000	1,206	1,000
85300 Permits	1,672	1,715	3,500	4,138	3,500
85500 Financial Fees	8,734	7,916	8,500	3,360	4,000
85900 Other Business Expenses	0	0	0	0	(379,800)
86000 Debt Service and Lease Payments	95,409	(3,228)	375,963	209,991	626,094
88000 Transfers to Other Funds	543,116	561,626	569,819	571,565	589,080
TOTAL OPERATIONS	4,757,999	4,697,078	4,630,531	4,693,897	4,884,527
CAPITAL					
89200 Buildings	0	0	450,000	100,000	350,000
89500 Machinery & Equipment (>\$25,000)	872,864	61,550	25,000	20,000	0
TOTAL CAPITAL	872,864	61,550	475,000	120,000	350,000
TOTAL EXPENDITURES	8,681,651	7,648,732	7,941,748	7,675,984	8,148,820
TOTAL UNALLOCATED FUNDS	0	0	(0)	0	0

Sanitation & Environmental Services Fund Administration

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	213,587	218,212	259,051	258,894	355,286
81400 Employee Benefits	100,133	111,731	92,371	178,159	120,629
TOTAL PERSONNEL	313,720	329,943	351,423	437,053	475,915
OPERATIONS					
82100 Transportation Services	89	10	200	20	0
82200 Operating Services	7	122	350	260	450
82300 Notices Subscriptions Publications	796	1,144	3,700	3,716	4,600
82400 Utilities	42,607	40,611	32,000	36,429	39,400
82500 Contractual Services	0	15,211	0	1,500	0
82600 Repair & Maintenance Services	50,708	24,377	38,000	35,944	32,500
82700 Employee Programs	0	2,985	9,000	9,009	9,000
82800 Professional Development/Travel	687	943	6,400	3,685	4,500
83100 Office Supplies	3,020	2,989	3,500	3,500	4,000
83200 Operating Supplies	1,175	2,155	2,250	2,200	3,000
83300 Fuel & Mileage	2,410	4,759	4,500	3,250	6,500
83500 Machinery & Equipment (<\$25,000)	5,412	14,254	15,750	5,684	4,600
83600 Repair & Maintenance Supplies	3,691	3,835	13,500	4,005	5,000
84000 Operational Units	171,593	183,819	185,000	194,663	207,787
85100 Property & Liability Costs	4,218	3,347	20,368	4,082	5,118
85200 Rentals	771	0	0	206	0
85300 Permits	0	0	0	1,233	0
86000 Debt Service and Lease Payments	13,092	9,821	0	0	0
TOTAL OPERATIONS	300,276	310,382	334,518	309,386	326,455
CAPITAL					
89200 Buildings	0	0	450,000	100,000	350,000
TOTAL CAPITAL	0	0	450,000	100,000	350,000
TOTAL EXPENDITURES	613,996	640,325	1,135,941	846,439	1,152,370

Sanitation & Environmental Services Fund Collection

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	1,267,085	1,323,163	1,334,294	1,275,572	1,454,496
81400 Employee Benefits	656,446	672,894	635,219	610,375	642,275
TOTAL PERSONNEL	1,923,531	1,996,057	1,969,512	1,885,947	2,096,771
OPERATIONS					
82100 Transportation Services	1,558	2,466	1,690	1,240	2,640
82200 Operating Services	9,610	7,363	75,000	70,480	14,500
82300 Notices Subscriptions Publications	1,707	4,371	7,600	4,555	22,000
82400 Utilities	1,265,929	1,275,051	1,008,500	1,282,360	1,289,200
82500 Contractual Services	0	1,640	0	0	10,000
82600 Repair & Maintenance Services	97,628	233,404	141,000	142,952	162,500
82700 Employee Programs	1,000	1,650	7,750	4,501	9,750
82800 Professional Development/Travel	2,097	1,193	3,350	4,976	4,150
83100 Office Supplies	4,148	4,456	5,250	5,250	5,500
83200 Operating Supplies	107,583	40,866	96,700	74,816	101,500
83300 Fuel & Mileage	219,525	218,810	200,000	199,100	215,000
83500 Machinery & Equipment (-<\$25,000)	29,448	52,826	13,870	2,807	17,000
83600 Repair & Maintenance Supplies	29,311	28,150	26,000	24,360	25,250
85100 Property & Liability Costs	45,520	29,994	28,699	39,637	37,985
85200 Rentals	455	624	0	0	0
85300 Permits	22	43	0	22	0
85500 Financial Fees	8,734	7,916	8,500	3,360	4,000
85900 Other Business Expenses	0	0	0	0	(379,800)
86000 Debt Service and Lease Payments	0	0	344,677	159,412	569,031
88000 Transfers to Other Funds	271,558	280,814	284,910	285,783	294,540
TOTAL OPERATIONS	2,095,833	2,191,637	2,253,496	2,305,611	2,404,746
CAPITAL					
89500 Machinery & Equipment (>=\$25,000)	419,334	61,550	25,000	20,000	0
TOTAL CAPITAL	419,334	61,550	25,000	20,000	0
TOTAL EXPENDITURES	4,438,698	4,249,244	4,248,008	4,211,558	4,501,517

Sanitation & Environmental Services Fund Disposal

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	441,996	235,778	242,044	250,097	249,114
81400 Employee Benefits	183,625	144,413	98,813	104,837	92,493
TOTAL PERSONNEL	625,621	380,191	340,857	354,934	341,607
OPERATIONS					
82100 Transportation Services	584	1,083	900	804	900
82200 Operating Services	1,345,623	1,582,762	1,502,450	1,493,476	1,539,515
82300 Notices Subscriptions Publications	3,401	127	1,450	450	1,450
82400 Utilities	3,444	804	250	500	500
82500 Contractual Services	1,236	1,262	0	0	0
82600 Repair & Maintenance Services	252,646	133,673	51,000	92,514	155,500
82700 Employee Programs	1,750	1,650	1,000	1,025	2,750
82800 Professional Development/Travel	0	100	1,450	1,021	5,250
83100 Office Supplies	2,692	2,766	3,000	3,000	3,000
83200 Operating Supplies	12,649	21,034	10,000	14,583	7,500
83300 Fuel & Mileage	292,568	44,600	45,000	42,048	45,000
83500 Machinery & Equipment (<\$25,000)	1,307	1,993	3,000	203	0
83600 Repair & Maintenance Supplies	17,698	21,662	12,500	19,897	17,000
85100 Property & Liability Costs	22,842	26,391	18,796	17,959	18,858
85200 Rentals	911	1,985	5,000	1,000	1,000
85300 Permits	1,650	1,672	3,500	2,883	3,500
86000 Debt Service and Lease Payments	0	0	0	0	57,063
88000 Transfers to Other Funds	271,558	280,814	284,909	285,782	294,540
TOTAL OPERATIONS	2,232,559	2,124,378	1,944,205	1,977,145	2,153,326
CAPITAL					
89500 Machinery & Equipment (>\$25,000)	453,530	0	0	0	0
TOTAL CAPITAL	453,530	0	0	0	0
TOTAL EXPENDITURES	3,311,710	2,504,569	2,285,062	2,332,079	2,494,933

Sanitation & Environmental Services Fund Recycling

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	113,916	125,236	120,807	129,502	0
81400 Employee Benefits	74,000	58,677	53,619	54,651	0
TOTAL PERSONNEL	187,916	183,913	174,426	184,153	0
OPERATIONS					
82100 Transportation Services	0	914	50	1,000	0
82200 Operating Services	196	275	1,250	250	0
82300 Notices Subscriptions Publications	7,807	16,782	16,000	15,000	0
82600 Repair & Maintenance Services	11,219	37,166	15,000	7,778	0
82700 Employee Programs	1,750	1,050	2,000	2,000	0
82800 Professional Development/Travel	0	151	2,500	846	0
83100 Office Supplies	280	243	250	250	0
83200 Operating Supplies	3,121	3,557	9,000	9,026	0
83300 Fuel & Mileage	20,205	20,862	20,000	12,738	0
83600 Repair & Maintenance Supplies	0	216	250	228	0
85100 Property & Liability Costs	2,436	2,514	726	2,060	0
86000 Debt Service and Lease Payments	82,317	(13,049)	31,286	50,579	0
TOTAL OPERATIONS	129,331	70,681	98,312	101,755	0
TOTAL EXPENDITURES	317,247	254,594	272,738	285,908	0

Transit System

Debbie Henry, Executive Director

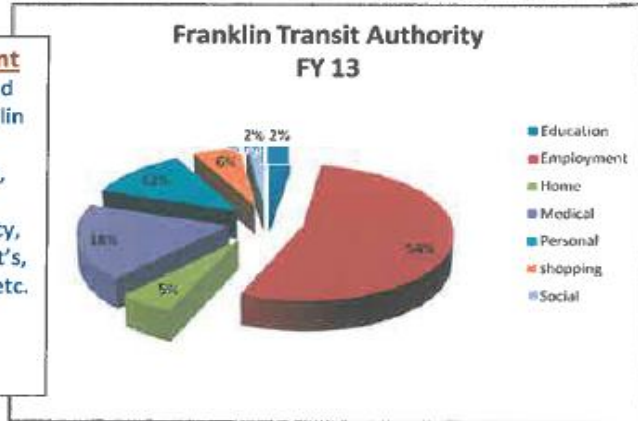
FRANKLIN TRANSIT – FY 2014-15 BUDGET

OPERATIONAL:

- **22% Ridership Increase System-wide (FY 13-14)**
 - More people are relying on transit
- **31% increase in Fixed Route Ridership (FY 13-14)**

54% 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, Jackson Life, Kroger's, Macys, Maxor Pharmacy, Nissan North America, Publix, Puckett's, Target, Video Gaming Technologies, etc.

18% of Annual Trips – Medical



CAPITAL:

Replacement of 2 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 – Art Crawl, Brewfest; Wine Down Main Street; Vintage Affair; Holly Trolley Event; New Year's Eve 2013, etc..

PLANNING-GROWTH/ECONOMIC DEVELOPMENT FY 14-15:

★ ITEM 1: Fixed Routes Revision

- Shorten trip time
- Increase Ridership
- Decrease cost/trip
- Maximize efficiencies of connectivity between Cool Springs area & rest of Franklin service area

★ ITEM 2: Multimodal Transportation Network Study for Cool Springs Impact Area

MANAGEMENT & EXECUTION

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

- 1) Transit Carothers Connector service;
- 2) Fixed route and express bus service connectivity;
- 3) Park and ride facilities;
- 4) Ridesharing (vanpooling and carpooling);
- 5) Bike and pedestrian system



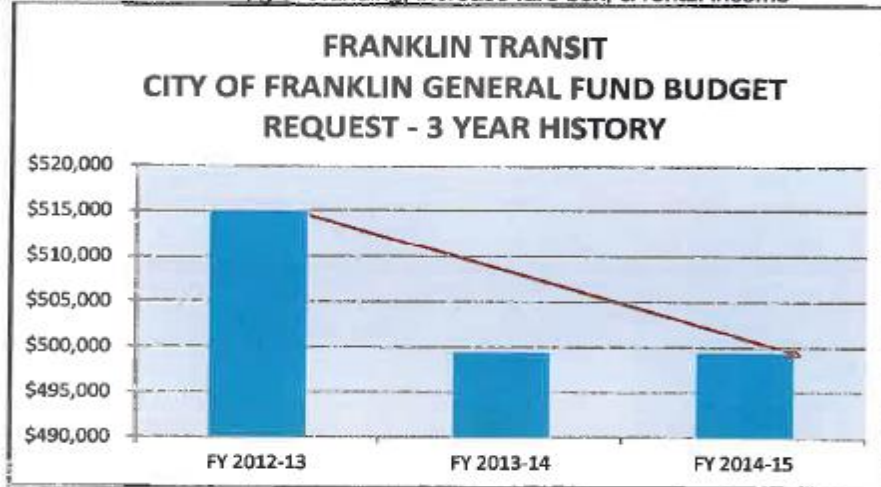
★ **Anticipate Increase in Workforce Ridership Numbers as we proceed with recommendations for service expansion specifically in the Carothers Pkwy Corridor**

Budget Notes/Objectives

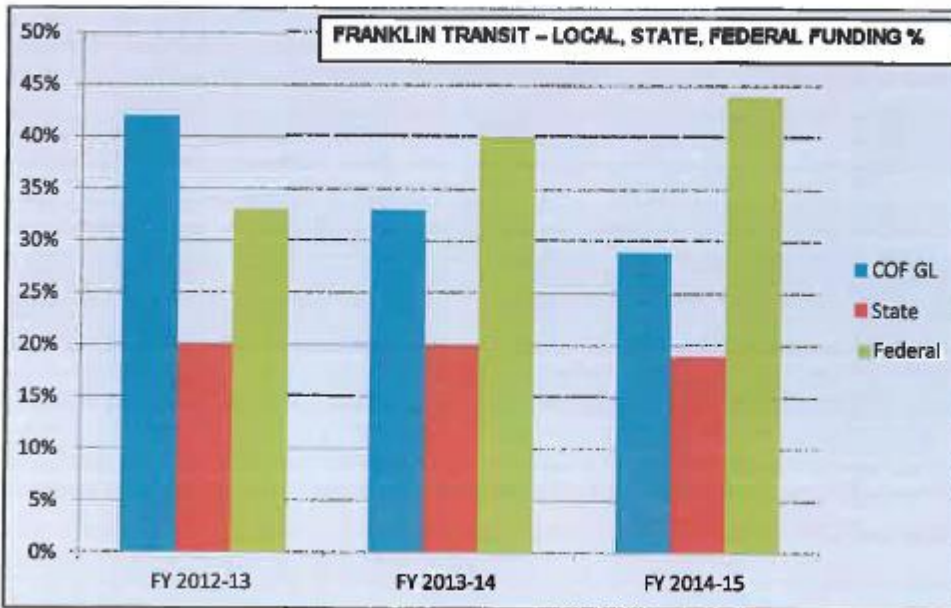
Transit Fund

FUNDING/GRANTS/ FINANCIAL:

- **FY 2014-15 COF GL funding is 29% of budget**
- Due to increased efficiencies, grant funding, increase fare box, & rental income



- **GRANT FUNDING:**
 - Grant funding enable service expansion to workforce pockets in Franklin; additional TODD service; and increased service to meet needs of ADA and Senior populations, without additional City of Franklin General Fund monies



FY 2014-15

\$722,408

Federal Grants

\$38,186 New
Freedom Funds

\$249,515 TDOT
Operating Funds

\$80,301 TDOT
Grants

GRANTS: Funding available to Franklin Transit Authority in active grants/contracts with the Federal Transit Admin. and TDOT are secured.

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

Transit System Fund

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
33520 TRANSIT OPERATIONS GRANT (FEDERAL)	743,012	906,203	823,950	823,950	968,840
33530 TRANSIT CAPITAL GRANT (FED/STATE)	137,752	7,972	106,600	106,600	112,500
33953 FEDERAL ARRA # 3	0	0	0	0	0
33954 FEDERAL ARRA # 4	5,119	0	0	0	0
34500 TRANSIT FARES	78,861	87,069	88,000	88,000	100,600
36100 INTEREST INCOME	17,742	11,897	8,400	8,400	10,000
36500 RENT - CITY HALL & OTHERS	9,800	9,700	9,700	9,700	9,700
36800 SALE OF SURPLUS ASSETS	0	0	7,500	7,500	7,500
37100 TRANSFER FROM GENERAL FUND	301,688	414,350	499,400	499,400	499,400
Total Available Funds	1,293,974	1,437,191	1,543,550	1,543,550	1,708,540
OPERATIONS					
82100 Transportation Services	0	30	0	0	0
83500 Machinery & Equipment (<\$25,000)	51,871	9,522	0	0	0
84000 Operational Units	1,133,730	1,372,225	1,423,550	1,423,550	1,583,540
TOTAL OPERATIONS	1,185,601	1,381,777	1,423,550	1,423,550	1,583,540
CAPITAL					
89500 Machinery & Equipment (>\$25,000)	108,373	55,414	120,000	120,000	125,000
TOTAL CAPITAL	108,373	55,414	120,000	120,000	125,000
TOTAL EXPENDITURES	1,293,974	1,437,191	1,543,550	1,543,550	1,708,540
TOTAL UNALLOCATED FUNDS	0	0	0	0	0





HISTORIC
FRANKLIN
TENNESSEE



COMMUNITY & ECONOMIC DEVELOPMENT

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

Recognitions and Awards:

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



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

Measurement/Goal	CY11	CY12	CY13	CY14 <i>(as of 5/2/14)</i>
Number of Construction Inspections	20,924	29,215	25,778	8,099
Construction Inspection Trend	+28%	+40%	-12%	+0.6%
Avg. Inspections Per Day/Inspector	14	21	15	11
Days Workload above Maximum Recommended (12-15 Insp./day) {Bldg/Elect}	130 / 44	221 / 116	125/86	7/9
Plan Reviews Conducted	3792	3781	4206	851
Permits Issued	8078	8225	8655	2410
Department Revenue	\$1,318,725	\$1,617,066	\$1,711,559	\$1,590,174
Department Expenditures	\$1,852,196	\$2,319,070	\$2,753,033	\$1,711,313

The downward trend of construction inspection numbers reflects the sustained effort of staff to reduce the number of inspection failures and cancellations and to address the needs of the contractors on the first trip instead of on subsequent trips. Some inspection types requiring multiple trips have been combined into a single inspection type. Although activity has trended upward, the number of inspections performed will continue to trend downward as BNS continues to make progress in this area.



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. New vehicle purchases have proven to be almost three times as fuel efficient, allowing an increase in activity without additional fuel consumption.

2014-2015 Outlook

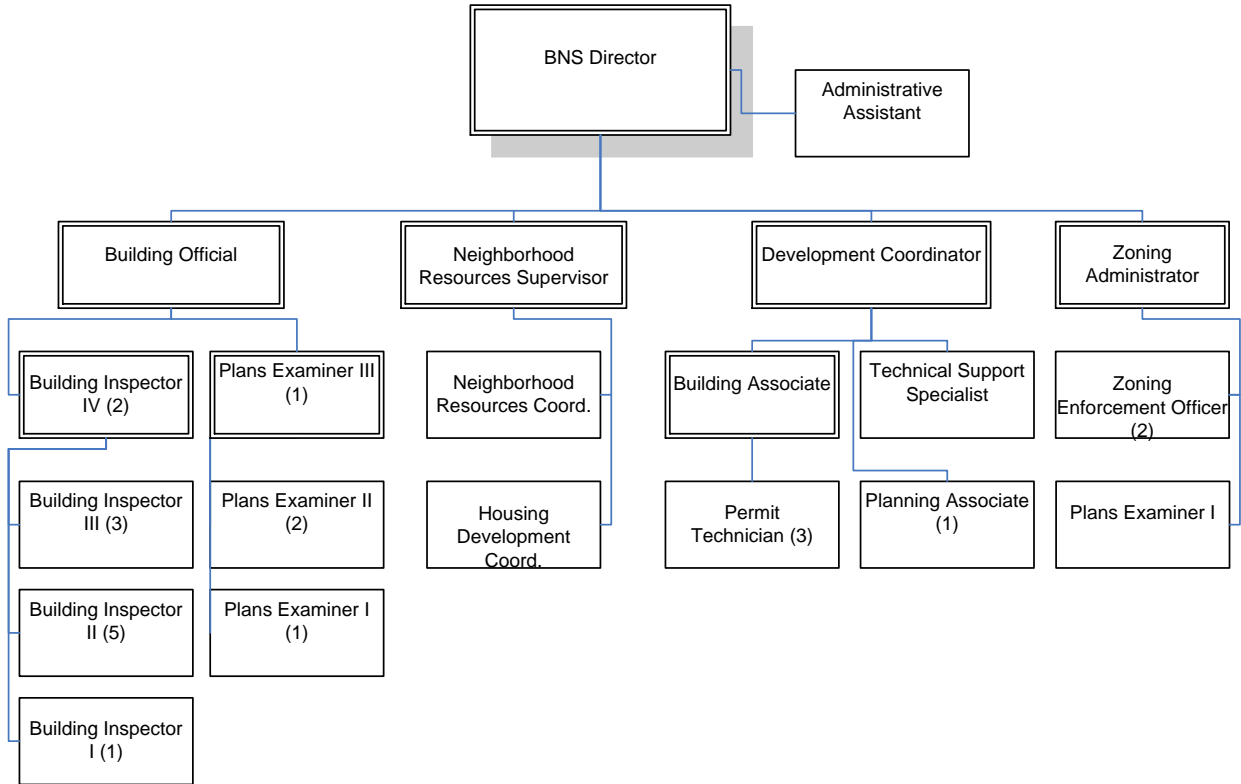
Department Goals

In the coming fiscal year, Building and Neighborhood Services will be analyzing its fee structure to more accurately offset costs of regulating development activity. Many permitting and inspection practices will be examined to reduce the amount of permits and inspection types while still providing the same level of quality control.

As BNS makes the transition from Hansen 7 to Infor, the upgraded software will allow many processes to have an online ‘portal.’ This will allow the City to expand the ways it serves the Development community online. As reflected in the Strategic Plan, BNS will continue to make progress in the number of services that are offered online.

The focus this year will be on improving communications to the public. Both printed and web informational materials will be updated to be clearer and more helpful.

Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Building & Neighborhood Services
 Personnel by Position

Position	HR	Pay	FY 2014			FY 2015		
	Code	Grade	Full-Time	Part-Time	Unfunded	Full-Time	Part-Time	Unfunded
Bldg & Neighborhood Svcs Director	1106	K	1	0	0	1	0	0
Building Official	1118	I	1	0	0	1	0	0
Zoning & Development Coordinator	1115	H	1	0	0	1	0	0
Plans Examiner III		H	0	0	0	1	0	0
Building Inspector IV	1111	G	2	0	0	2	0	0
Plans Examiner II	1113	G	3	0	0	2	0	0
Zoning Administrator	1114	G	1	0	0	1	0	0
Neighborhood Resources Supervisor	1117	F	1	0	0	1	0	0
Housing Development Coordinator	1122	F	1	0	0	1	0	0
Plans Examiner I	1422	F	2	0	0	2	0	0
Building Associate	1101	F	1	0	0	1	0	0
Building Inspector III	1102	F	3	0	0	3	0	0
Building Inspector II	TBD	E	4	0	0	5	0	0
Technical Support Specialist	2006	E	1	0	0	1	0	0
Zoning Enforcement Officer	1117	E	2	0	0	2	0	0
Signs/Design Standards Administrator	1116	E	0	0	0	0	0	0
Neighborhood Resources Coordinator	1110	E	1	0	0	1	0	0
Bldg Inspector I	1102E	D	2	0	0	1	0	0
Permit Technician	0015	D	3	0	0	3	0	0
Planning Associate		D	0	0	0	1	0	0
Administrative Assistant	0016	D	1	0	0	1	0	0
		TOTALS	31	0	0	32	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)
Transfer of Planning Associate from Planning					

Budget Notes/Objectives

Building & Neighborhood Services

Personnel

- A Planning Associate position will be shifted from Planning to BNS to transfer the function of Addressing. This will allow a more coordinated approach to this function which is closely associated with issuing permits. The payment of infrastructure fees associated with the Building Permit will also be shifted from Utility Billing to BNS.
- One Inspector I position increased to Inspector II. Traditionally, BNS has had all inspection positions functioning at the Inspector III level although the titles were different prior to the recent Compensation Plan. Currently, all inspectors have been with the City for a year or less and they are working to gain the certifications and experience needed to function at the Inspector III level. It is anticipated in the next two budget cycles that all of the Inspector positions will be increased to at least Inspector III to reflect the operational needs of the inspection section.
- One Plans Examiner II increased to Plans Examiner III. This position backstops the Building Official, and will be instrumental in implementing the One Stop Shop processes in the coming year.

Operations

BNS has requested increases in the following areas, primarily related to increased activity and new staff members:

- Demolitions of structures that pose a health or public safety hazard
- Office Equipment
- Training tempo is increased to acclimate new personnel

General Fund Building & Neighborhood Services

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	1,268,025	1,229,063	1,393,857	1,372,000	1,506,690
81400 Employee Benefits	508,611	514,435	559,366	574,589	587,609
TOTAL PERSONNEL	1,776,636	1,743,498	1,953,224	1,946,589	2,094,299
OPERATIONS					
82100 Transportation Services	2,208	2,638	3,048	1,591	2,397
82200 Operating Services	3,286	4,823	3,415	7,000	10,600
82300 Notices Subscriptions Publications	10,108	9,203	25,634	22,927	14,974
82400 Utilities	14,845	24,920	25,876	25,858	27,707
82500 Contractual Services	18,916	109,819	73,646	85,200	20,000
82600 Repair & Maintenance Services	8,574	15,725	15,548	13,598	15,980
82700 Employee Programs	1,207	3,470	3,478	3,700	3,811
82800 Professional Development/Travel	7,292	10,950	9,028	14,112	21,600
83100 Office Supplies	8,830	11,320	10,395	9,000	10,620
83200 Operating Supplies	3,719	5,060	5,369	4,060	5,520
83300 Fuel & Mileage	25,399	21,296	22,757	22,000	22,000
83500 Machinery & Equipment (~\$25,000)	23,227	82,706	19,300	19,294	1,200
83600 Repair & Maintenance Supplies	86	2,420	3,800	100	0
84000 Operational Units	40,340	24,612	45,436	45,436	45,436
85100 Property & Liability Costs	26,535	27,898	10,141	12,638	11,420
85300 Permits	76	800	250	100	250
85900 Other Business Expenses	(13,157)	0	0	0	0
86000 Debt Service and Lease Payments	0	0	13,972	13,717	43,114
TOTAL OPERATIONS	181,491	357,660	291,093	300,331	256,629
CAPITAL					
89100 Land	360,942	651,873	0	0	0
TOTAL CAPITAL	360,942	651,873	0	0	0
TOTAL EXPENDITURES	2,319,069	2,753,031	2,244,317	2,246,920	2,350,928

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. Provides expertise and technical assistance to the Franklin Municipal Planning Commission, Board of Zoning Appeals, Franklin Tree Commission, and various ad-hoc committees.
2. Takes a leadership role in sustainability efforts for the City, Community, and region, staff the Sustainability Commission.
3. Acts as staff support for historic preservation including Battlefield Commission, Design Review Committee, and Historic Zoning Commission.
4. Administers and updates the Franklin Zoning Ordinance and Land Use Plan, including the update of a specific character area annually.
5. Researches and implements revisions to the Zoning Ordinance to provide greater clarification and more efficient process.
6. Implements processes to streamline development review.
7. Oversees performance agreements and sureties and coordinate inspections associated with improvements to new development including but not limited to streets, sidewalks, landscaping, drainage, and water/wastewater.
8. Performs landscape reviews and inspections, as required.
9. Seeks Federal and State funding opportunities to assist with desired projects/activities.
10. Coordinates with other City Departments to process development applications in a timely and efficient manner.
11. Facilitates Williamson County Schools and adjacent communities to look at growth patterns and school settings.
12. Works with the Williamson County School District and Franklin Special School District to introduce Concepts of Planning, Historic Preservation and energy efficiency to the School Population.

Measures	2011	2012	2013
Net Acreage Changes	0	5.56	5.28 (ROW)
Base Zoning Changes			
Acreage Zoned Due to Annexation	0	5.56	0
Acreage Rezoned	6.19	245.2	306.00
Development Process Approval Measures			
Concept Plans	1	0	0
Regulating Plans	7	3	0
Development Plans	0	18	27
Site Plans	61	32	95
Plats	42	43	87
Residential Approvals			
Total Units	4	1,033	1,041

Sustainable Franklin



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

1. Provide leadership for sustainable efforts within the City organization.
2. Support the efforts of the Sustainability Commission and work to implement the 2013 Action Plan.
3. Develop new LED street light standards and support efforts to retrofit existing City owned lights to LEDs.
4. Work with Energy Source Partners to facilitate the construction of the approved 1 MW solar array at the wastewater treatment plant.
5. Continue to assist with the completion of the TDOT Special Litter Reduction Grant to increase participation in Blue Bag recycling and for the Harpeth River clean up.
6. Work collaboratively with the Parks Departments to provide input on their Comprehensive Parks Master Plan.
7. Pursue funding opportunities and partnerships that are appropriate for the City as they arise.

2014-2015 Outlook

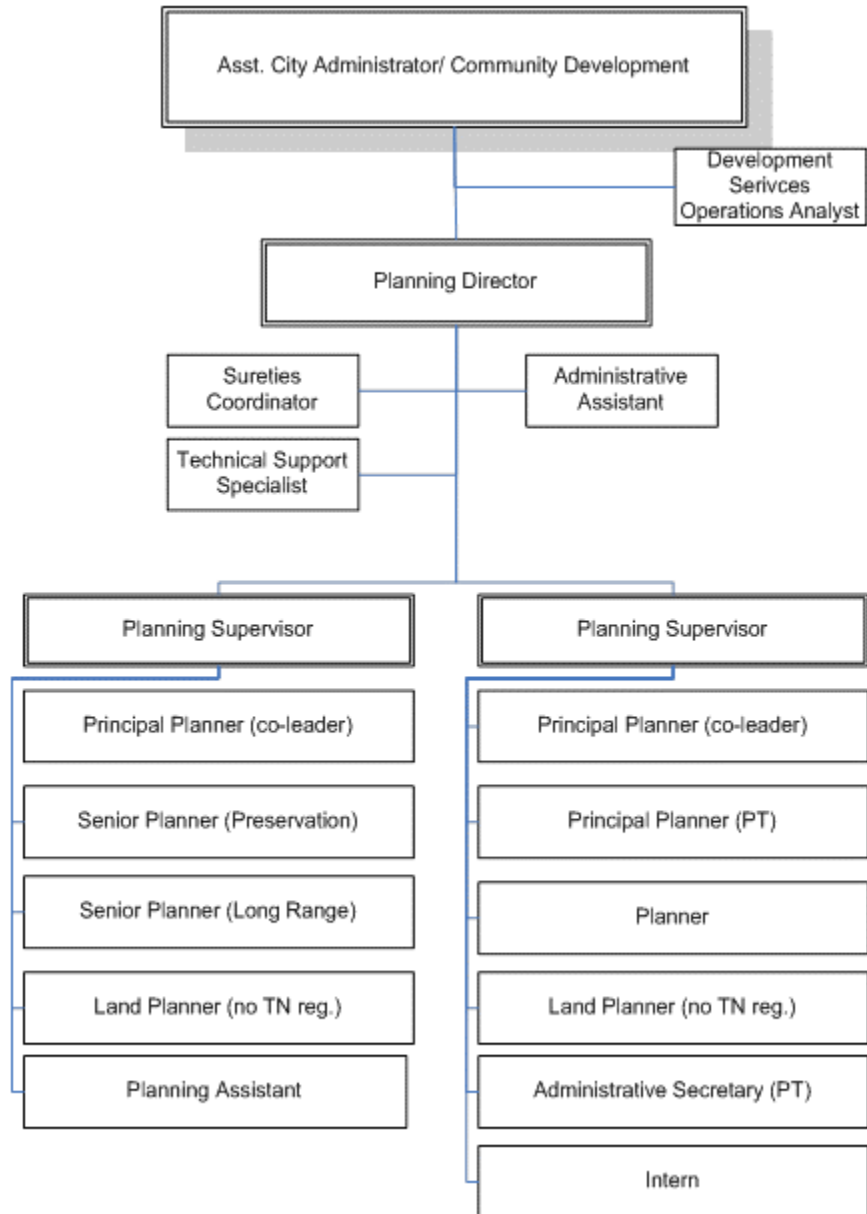
The Planning and Sustainability Department is in the process of reorganization to place more emphasis on long-range planning initiatives while continuing to assure quality review of current development

In the next fiscal year, Planning and Sustainability will begin the process of reviewing and implementing the recommendation of the Community Planning Assistance Team (CPAT) for the 5th Avenue Floodway Fringe Overlay (FFO). Planning staff will also work with consultants and the public to update substantial portions of the Land-Use Plan and study the Height Overlay Districts.

Staff will begin the implementation of the proposed Special District Zones tying densities to property rezoning and allowing for three by-right multi-family dwelling zoning districts in selected geographic areas.

Given the trends of the last two years, it is anticipated that the number and complexity of development requests will increase. Staff will continue to explore methods to streamline processes.

Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Planning & Sustainability
 Personnel by Position

Position	Pay Grade	FY 2014		Not Funded	FY 2015		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
ACA Community Development	N	1	0	0	1	0	0
Planning Director	L	1	0	0	1	0	0
Planning Supervisor	I	2	0	0	2	0	0
Principal Planner /Co-leader	H	2	1	0	2	1	0
Land Planner (TN Reg)	G	1	0	1	0	0	0
Planner Sr	G	2	0	0	2	0	0
Development Services Operations Analyst	G	1	0	0	1	0	0
Planner	F	0	0	0	1	0	0
Land Planner (No Tn. Reg)	F	1	0	0	2	0	0
Sureties Coordinator	F	1	0	0	1	0	0
Technical Support Specialist	E	1	0	0	1	0	0
Planning Assistant	E	2	0	0	1	0	0
Planning Associate	D	1	0	0	0	0	0
Administrative Assistant	D	1	0	0	1	0	0
Administrative Secretary	B	0	0	0	0	1	0
Intern	--	0	1	0	0	1	0
TOTAL		17	2	1	16	3	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade
Add one Land Planner (No TN Reg) Grade F					
Add PT Administrative Secretary Grade B					
Reclassify 1 Planning Assistant to Planner					
Eliminate (unfunded) Land Planner (TN Reg)					
Transfer Planning Associate to BNS					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Principal Planner (Planner III)	H	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)	G	Master Degree in Planning or Related	3 or more	
Planner (Planner I)	F	Bachelors Degree in Planning or Related	3 or more	
Planning Assistant	E	Bachelors Degree in Planning or Related	At least 6 months to 1 year planning or related exp preferred	
Planning Associate	D	Assoc. Degree in Business, Geography, or Planning with a minimum of six months to one year of planning or related or any equivalent combination of education	At least 6 months to 1 year planning or related exp preferred	

Budget Notes/Objectives

Planning & Sustainability

The Planning and Sustainability Department continues to experience an increasing number of Development Plans continuing the trend begun in early 2012. Additionally, the types of Development Plans have become more complex, necessitating additional time for review. It is likely that the trend will continue into 2014-2015, and the number of Development Plan applications will increase from 2013-2014.

The City is also receiving more requests for annexation of parcels in the Urban Growth Boundary (UGB). In many cases these properties are not contiguous, but it is feasible that more parcels will be consolidated for the purpose of annexation and development in the coming year.

The Department is requesting consideration of new long-range planning initiatives in 2014-2015. These initiatives should include an update of Character Areas in the Major Thoroughfare Plan update to assure infrastructure and planning are considered at the same time. Several other long-range planning initiatives are also being recommended for the next fiscal year to provide vision as Franklin expands.

In order to implement the long-range planning initiatives and provide timely, accurate and efficient current planning reviews as workloads increase, the Department has reorganized and requests additions and changes in positions.

We are requesting one additional Land Planner to handle the increasing plan reviews and new green regulations. At the current time, the Department has only one Land Planner to review all plans submitted and perform landscape inspections. An additional Land Planner is necessary because the workload is too great for a single reviewer. Additionally, the Department is requesting a part-time Administrative Secretary, primarily to handle filing and phones. While the Department has worked diligently to eliminate paper, there is still substantial paper associated with present and past projects. Because of the current workload, it is difficult for current staff to make filing a priority. Phone calls and walk-in visitors have also increased substantially over the past 12 to 18 months.

We are requesting the reclassification of one Planning Assistant to Planner, since this position provides work at a Planner level allowing for more flexibility of assignments.

The Department is seeking computer updates to provide greater efficiency. The Department is also requesting funding to assist with an unusual high number of submittals.

Finally, consultant funding is being requested for long-range planning initiatives.



General Fund Planning & Sustainability

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	800,417	815,950	911,244	987,800	964,097
81200 Officials Fees	11,600	11,400	14,420	7,125	14,420
81400 Employee Benefits	305,299	295,184	298,056	295,423	274,269
TOTAL PERSONNEL	1,117,316	1,122,534	1,223,720	1,290,348	1,252,786
OPERATIONS					
82100 Transportation Services	2,544	1,894	4,335	2,600	4,335
82200 Operating Services	3,319	3,358	6,800	5,666	9,500
82300 Notices Subscriptions Publications	14,776	16,774	109,650	59,950	31,950
82400 Utilities	7,008	6,790	10,100	7,166	9,500
82500 Contractual Services	10,000	2,772	10,000	5,000	150,000
82600 Repair & Maintenance Services	9,603	8,611	10,800	8,333	10,800
82700 Employee Programs	725	460	2,850	2,950	3,000
82800 Professional Development/Travel	19,173	21,504	31,960	28,111	35,000
83100 Office Supplies	8,020	8,126	11,785	7,481	14,300
83200 Operating Supplies	1,436	0	0	0	0
83300 Fuel & Mileage	1,791	1,385	2,400	1,450	2,400
83500 Machinery & Equipment (<\$25,000)	8,194	14,110	16,167	17,300	30,600
83600 Repair & Maintenance Supplies	63	959	1,000	60	200
84000 Operational Units	10,489	1,583	0	0	0
85100 Property & Liability Costs	5,620	5,913	4,445	3,820	4,007
85300 Permits	23	169	0	400	400
85900 Other Business Expenses	0	(7)	100	0	100
TOTAL OPERATIONS	102,784	94,401	222,392	150,287	306,092
TOTAL EXPENDITURES	1,220,100	1,216,935	1,446,112	1,440,635	1,558,878

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.”

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.

RIGHT-OF-WAY

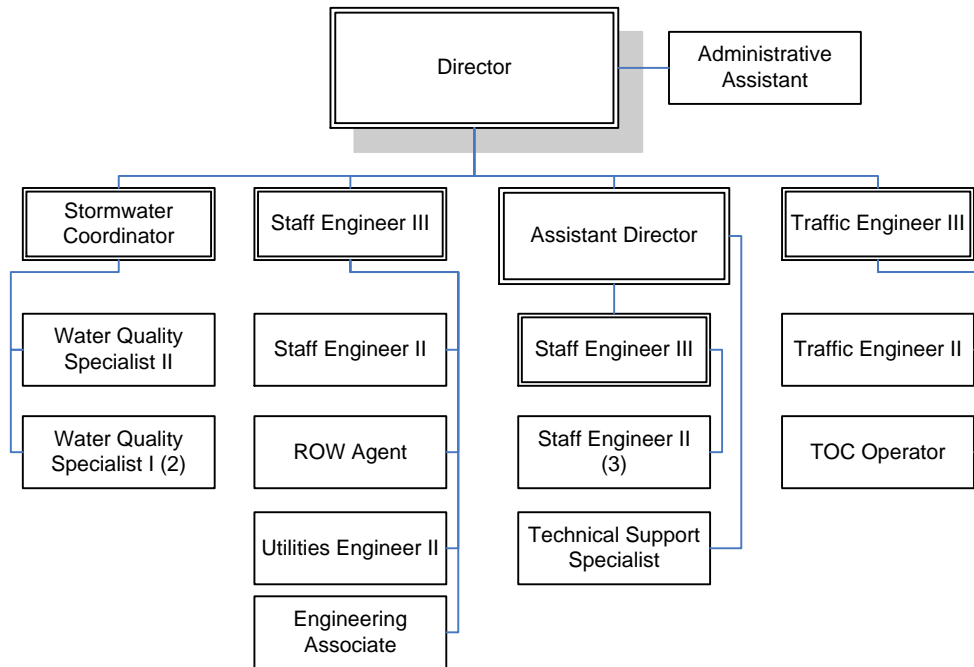
When meeting with property owners to acquire right-of-way and easements we strive to give the property owner all the information about the upcoming project. We also work extremely hard to meet with affected property owners on more than one occasion (even before or after normal working hours). Although 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 (SR96-Independence Square)	43	43	36	7
I-65 Water and Sewer	9	9	6	3
McEwen Drive Connector	4	4	3	1
Hillsboro Road (Independence Square to Mack Hatcher)	17	0	0	0
Century Beasley Connector	1	1	0	0
Mack Hatcher Water and Sewer	4	0	0	0
McEwen Drive at Wilson Pike	5	5	3	2
Southwinds Drive	1	1	1	0
TOTAL	84	63	49	13
			79%	21%

Organizational Chart



- Note 1: Stormwater Management Coordinator & Water Quality Specialists included in Stormwater Personnel.
- Note 2: Traffic Engineer III, Traffic Engineer II, and TOC Operator included in TOC Budget.
- Note 3: Utilities Project Manager funded through Water Management Department.

Staffing by Position

City of Franklin
2014-2015 Fiscal Year Budget
Personnel by Position

Engineering Department

Position	Pay	FY 2014			FY 2015		
	Grade	Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
Director of Engineering	L	1	0	0	1	0	0
Assistant Director of Engineering	J	1	0	0	1	0	0
Staff Engineer III	I	2	0	0	2	0	0
Staff Engineer II	H	4	0	0	4	0	0
Staff Engineer I	G	0	0	0	0	0	0
Right of Way Agent	G	1	0	0	1	0	0
Technical Support Specialist	E	1	0	0	1	0	0
Engineering Associate	TBD	0	0	0	1	0	0
Administrative Asst.	D	1	0	0	1	0	0
TOTALS		11	0	0	12	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)
Add Engineering Associate	Engineering Associate	TBD			

Traffic Operations Center (TOC)

Position	Pay	FY 2014		FY 2015	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Traffic/Transportation Engineer	I	0	0	0	0
Traffic Engineer III	I	1	0	1	0
TOC Supervisor I	G	0	0	0	0
Traffic Engineer II	TBD	1	0	1	0
TOC Operator	E	1	0	1	0
TOTALS		3	0	3	0

Budget Notes/Objectives

Engineering

- The Engineering Department is requesting 1 additional position. This would include an Engineering Associate to help with the management of capital projects to included permits, invoices, budget management and contract management.

Traffic Operations Center

- TOC is requesting \$635,000 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 Engineering

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	519,748	522,611	621,152	565,150	676,169
81400 Employee Benefits	186,876	193,584	203,162	196,191	211,446
TOTAL PERSONNEL	706,624	716,195	824,314	761,341	887,614
OPERATIONS					
82100 Transportation Services	832	1,994	1,500	1,500	1,500
82200 Operating Services	1,170	6,077	6,150	6,000	10,530
82300 Notices Subscriptions Publications	5,917	2,316	3,802	3,190	3,620
82400 Utilities	3,522	4,054	4,950	5,243	5,310
82500 Contractual Services	0	22,597	40,000	38,900	122,500
82600 Repair & Maintenance Services	3,904	1,602	2,200	3,496	2,400
82700 Employee Programs	878	576	4,360	3,710	3,110
82800 Professional Development/Travel	10,529	17,159	19,000	18,200	18,760
83100 Office Supplies	3,167	3,906	4,550	4,750	5,275
83200 Operating Supplies	1,151	1,841	1,600	1,415	4,005
83300 Fuel & Mileage	1,990	1,403	3,000	2,000	2,500
83500 Machinery & Equipment (<\$25,000)	16,886	18,089	6,700	5,916	5,200
83600 Repair & Maintenance Supplies	75	323	0	0	0
85100 Property & Liability Costs	3,091	3,230	5,792	3,659	3,889
85300 Permits	2,102	2,459	2,905	2,380	3,310
86000 Debt Service and Lease Payments	0	0	5,525	87	19,986
87500 Interfund Services Reimb	0	(172,521)	(175,269)	(172,357)	(219,996)
TOTAL OPERATIONS	55,214	(84,895)	(63,235)	(71,911)	(8,101)
TOTAL EXPENDITURES	761,838	631,300	761,079	689,430	879,513

General Fund Traffic Operations Center

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	177,259	178,941	160,436	167,000	215,261
81400 Employee Benefits	57,454	61,739	67,871	67,507	61,937
TOTAL PERSONNEL	234,713	240,680	228,307	234,507	277,198

OPERATIONS					
82100 Transportation Services	93	105	150	515	520
82200 Operating Services	0	0	350	318	350
82300 Notices Subscriptions Publications	2,407	3,516	1,740	2,130	2,370
82400 Utilities	2,876	1,818	1,850	2,107	2,330
82500 Contractual Services	38,372	116,605	291,200	161,200	637,850
82600 Repair & Maintenance Services	5,855	1,261	1,000	76,670	1,000
82700 Employee Programs	0	94	150	150	200
82800 Professional Development/Travel	2,702	3,245	8,850	5,500	7,930
83100 Office Supplies	26	36	410	400	420
83200 Operating Supplies	75	1,040	400	400	1,440
83300 Fuel & Mileage	1,268	872	1,200	1,228	1,400
83500 Machinery & Equipment (<=\$25,000)	68,067	43,067	29,900	11,900	14,550
83600 Repair & Maintenance Supplies	951	816	1,200	1,200	1,250
84000 Operational Units	294,894	0	0	0	0
85100 Property & Liability Costs	1,195	1,235	9,859	12,855	12,950
85300 Permits	1,790	466	0	2,330	2,330
86000 Debt Service and Lease Payments	0	44,459	23,936	14,706	14,820
TOTAL OPERATIONS	420,571	218,635	372,195	293,609	701,710

CAPITAL					
89400 Infrastructure	0	16,268	0	3,518	0
89500 Machinery & Equipment (>\$25,000)	287,262	530,311	3,115,000	405,726	1,650,000
TOTAL CAPITAL	287,262	546,579	3,115,000	409,244	1,650,000

TOTAL EXPENDITURES	942,546	1,005,894	3,715,502	937,360	2,628,908
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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 \$825,225/64,939population</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%	21%
Contractual User Groups	22%	22%	17%	14%
Special Event Permits Issued	32%	49%	49%	40%
Lease Agreements	22%	17%	19%	25%
Urban Forestry & Recycling				
Trees Planted	238	60	150	127
Tree Farm Trees	240	80	65	52
Trees Planted by Donation/Grants	150	250	85	2
Trees Purchased From Tree Bank	190	29	85	66
Lecture Series Attendance	75	112	45	52

Measurement/Goal	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Blue Bag Recycling	69* Partial Year	233	325	560
Park Attendance by Scheduled Users				
Schools	6,580	9,407	8,920	3,938
Athletics	5,205	7,547	7,756	8,299
City Sponsored Special Events	10,180	8,775	12,919	7,690*
Outside Sponsored Special Events	40,456	41,986	21,071	19,549*
<i>*Eastern Flank & Bicentennial Parks were under construction and unavailable for rent for majority of the year. Inclement weather was another reason for lower numbers (i.e. 4th of July)</i>				
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 = 64,939	12.52	11.28	10.94	10.82



Sustainable Franklin

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

- 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)

2014-2015 Outlook

The primary challenge in development of the Parks budget for Fiscal Year 2014-15 is dealing with increases in the general population and growth again within the community and funding existing master plans without large increases in revenue. Over the course of the fiscal year the Parks Department will be engaged in a comprehensive park master plan with the end goal in mind of a document designed to guide the future recreational actions of the community. The plan and needs assessment presents a vision for the future; with long-range goals and objectives for all activities that affect the quality of life's strategic vision. This will include guidance on how to make decisions on public and private land development proposals; the expenditure of public funds; cooperative efforts; and issues of pressing concern (such as parkland dedication and preservation). The plans will be written to provide direction for future activities over a ten year period after plan adoption.

Partnerships of 2013-14

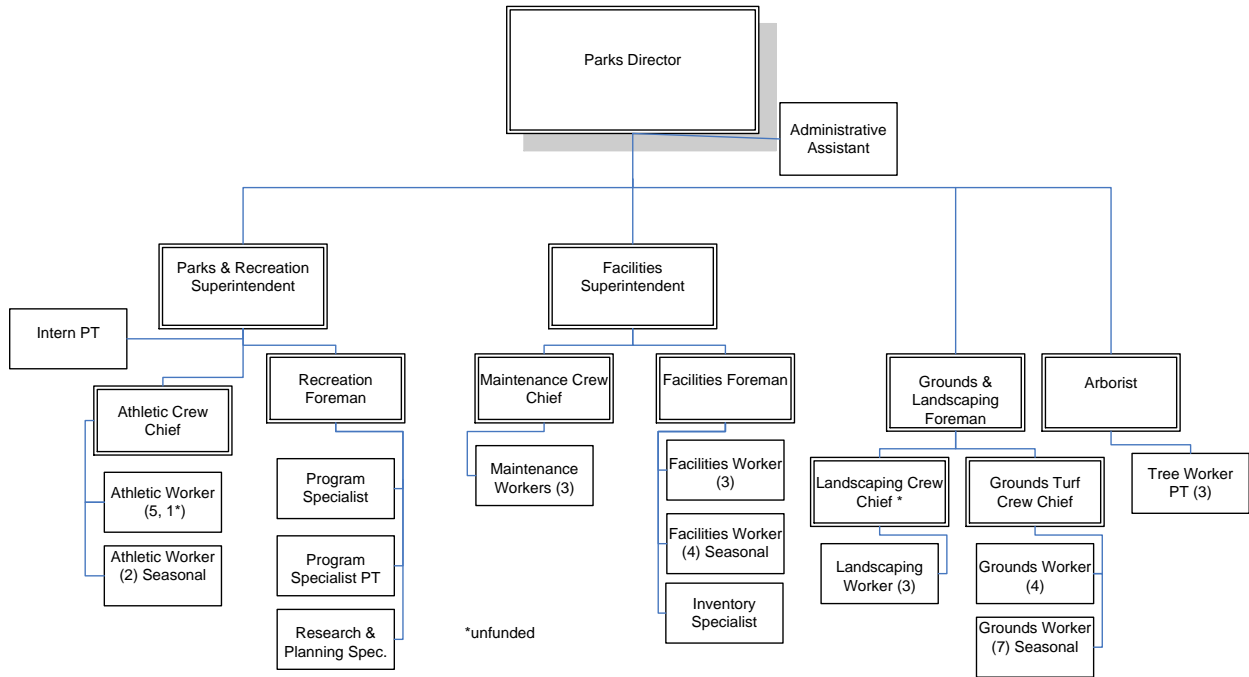


**Eastern Flank Battlefield Road
Opening; City of Franklin; TDOT;
Battlefield Preservation Commission &
Battle of Franklin Trust**



**Construction of the 1st city park canoe launch:
Eastern Flank Canoe Launch at the former Low
Head Dam Site**

Organizational Chart



Staffing by Position

City of Franklin
 2014-2015 Fiscal Year Budget
 General Fund - Parks
 Personnel by Position

Position	Pay Grade	FY 2014		Not Funded	FY 2015		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
Parks Director	L	1	0	0	1	0	0
Facilities Superintendent	H	1	0	0	1	0	0
Parks & Recreation Superintendent	G	1	0	0	1	0	0
Athletic Foreman	F	1	0	0	0	0	0
Grounds & Landscape Foreman	F	1	0	0	1	0	0
Facilities Foreman	F	1	0	0	1	0	0
Recreation Foreman	F	0	0	0	1	0	0
Program Coordinator	E	1	0	0	0	0	0
Arborist	E	1	0	0	1	0	0
Research & Planning Specialist	E	1	0	0	1	0	0
Athletics Crew Chief	E	1	0	0	1	0	0
Grounds Turf Crew Chief	E	1	0	0	1	0	0
Landscaping Crew Chief	E	1	0	1FT	1	0	1FT
Maintenance Crew Chief	E	1	0	0	1	0	0
Program Specialist	D	1	1	1 PT	1	1	0
Admin Assistant	D	1	0	0	1	0	0
Inventory Specialist	D	1	0	0	1	0	0
Maintenance Worker	C	3	0	0	3	0	0
Athletic Worker	B	5	2	1 FT	5	2	1 FT
Tree Worker	B	0	1	0	0	3	0
Facilities Worker	B	3	4	0	3	4	0
Grounds Worker	B	4	6	0	4	7	0
Landscaping Worker	B	3	0	0	3	0	0
Intern	---	0	1	0	0	1	0
TOTALS		34	15	3	33	18	2

Narrative of Personnel Changes	New Position		Reclassification		Pay Grade (if reclassification creates new job title)
	Title	Pay Grade	From Job Title	To Job Title	
Tree Worker Add Two (2) Part-Time	Tree Worker	B			
Landscaping Crew Chief Full-Time Not funded					
Athletic Worker Full-Time Not funded					
Parks Programming Specialist Part-Time (Seasonal) Funded	Programming Specialist	D			
Grounds Worker Add (1) One (Seasonal)	Grounds Worker	B			
Athletic Foreman Eliminated		F			
Program Coordinator Eliminated		E			
Recreation Foreman Added		F			

Budget Notes/Objectives

Parks

REVENUES:

Park General Fund revenues are on target to reach approximately \$35,000 for the current fiscal year. For the 2014-15 fiscal year, revenues are projected at \$45,000. The majority of Parks revenue comes from special events, athletic rentals and lease agreements.

EXPENDITURES:

Park General Fund operational expenditures for the new fiscal budgeted year are \$1,362,241. This is a less than a 1% increase from expenditures in the current fiscal year due to the amount of workload projected within the overall parks system. Parks budgeted personnel in 2014-15 for a total of (36) thirty-six full time personnel within seven divisions within the department. A total of (17) seventeen part-time or seasonal positions are being proposed in various positions. Two (2) unfunded full-time positions will be left in this fiscal year to fill and proposed in fiscal year 2016.

CAPITAL:

Budgeted Park capital projects from the General Fund total amount \$0. However, several capital city projects will be funded through the Hotel/Motel Tax the 2014-15 fiscal year for over \$800,000. Design & construction of public restrooms at the Park at Harlinsdale in conjunction with the Friends of the Parks multipurpose arena project. Further work will be completed on the Historic Hayes Home at the farm as well. Design for the mechanical, plumbing and electrical was completed in 2013-14 budget for the historic home and in 2014-15 fiscal year, construction will take place to implement the new public upgrades for the home. The home will be used for internal offices by the Parks Department Programming Division and meeting space for the general public or special events. In the near future, the City Parks Department may also invite a local non-profit group to share the facility as office space. Additional projects include trail work at Eastern Flank Battlefield Park, placement of civil war artillery carriages and paving the north entrance at Harlinsdale Farm. Finally, the Parks Department will enter into a yearlong comprehensive Master Plan and Needs Assessment planning process with the community. The goal in developing a 10-year master-working plan is to recognize the high quality of life and refine the vision for the parks and recreation system.

SUMMARY:

The Fiscal Year 2014-2015 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 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	1,181,444	1,267,180	1,488,418	1,327,851	1,589,093
81400 Employee Benefits	520,454	558,647	566,492	544,024	556,840
TOTAL PERSONNEL	1,701,898	1,825,827	2,054,910	1,871,875	2,145,933
OPERATIONS					
82100 Transportation Services	6,577	7,760	8,350	8,680	8,700
82200 Operating Services	8,149	11,758	15,000	15,000	14,100
82300 Notices Subscriptions Publications	75,781	65,362	42,945	43,530	44,880
82400 Utilities	228,482	200,754	216,100	178,420	180,865
82500 Contractual Services	1,840	5,055	34,927	35,084	37,900
82600 Repair & Maintenance Services	105,472	100,063	92,390	115,750	87,250
82700 Employee Programs	6,355	7,360	10,175	9,915	11,950
82800 Professional Development/Travel	13,725	12,528	23,875	25,710	30,935
83100 Office Supplies	9,416	10,003	10,080	11,900	14,310
83200 Operating Supplies	59,404	59,291	70,950	71,700	71,700
83300 Fuel & Mileage	56,183	58,735	56,000	60,850	61,000
83500 Machinery & Equipment (<\$25,000)	79,567	129,590	98,310	91,771	71,315
83600 Repair & Maintenance Supplies	148,150	167,983	200,850	205,150	235,000
84000 Operational Units	16,747	7,014	374,150	123,881	265,403
85100 Property & Liability Costs	34,326	(2,337)	40,371	49,620	52,180
85200 Rentals	8,311	13,225	12,260	12,420	13,830
85300 Permits	954	450	670	700	720
86000 Debt Service and Lease Payments	0	0	45,355	43,912	160,203
TOTAL OPERATIONS	859,439	854,594	1,352,758	1,103,993	1,362,241
CAPITAL					
89300 Improvements	0	136,165	34,500	34,500	0
89500 Machinery & Equipment (>\$25,000)	36,471	28,451	0	0	0
TOTAL CAPITAL	36,471	164,616	34,500	34,500	0
TOTAL EXPENDITURES	2,597,808	2,845,037	3,442,168	3,010,368	3,508,174



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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 \$13,919. Membership to the Nashville Area Chamber of Commerce is \$3,000 and the Metropolitan Planning Organization is budgeted at \$7,811. \$20,000 is included for continued funding of the business retention program being conducted by the Economic Development Office with the new Chamber of Commerce.

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

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
OPERATIONS					
CONTRACTED SERVICES	42,742	46,313	119,318	69,318	69,730
Williamson Chamber of Commerce-Econ Dev	25,380	25,380	25,000	25,000	25,000
Greater Nashville Regional Council	12,125	13,122	13,507	13,507	13,919
Nashville Area Chamber of Commerce	0	0	3,000	3,000	3,000
Nashville Area Metropolitan Planning Org	5,237	7,811	7,811	7,811	7,811
Special Event Grant Expenditures	0	0	50,000	0	0
Williamson Chamber Econ Dev - Franklin share	0	0	20,000	20,000	20,000
TOTAL OPERATIONS	42,742	46,313	119,318	69,318	69,730

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 2015, operating expenditures of \$192,125 are budgeted.

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	19,266	(6,582)	23,545	23,545	23,670
33580 CDBG GRANT (FEDERAL)	141,492	192,385	203,240	195,740	192,125
36100 INTEREST INCOME	709	201	75	125	125
39210 CONTRIBUTIONS - OTHERS	3,369	0	0	0	0
Total Available Funds	164,836	186,004	226,860	219,410	215,920
OPERATIONS					
82100 Transportation Services	0	0	75	75	175
82200 Operating Services	0	0	65	65	250
82300 Notices Subscriptions Publications	810	0	1,600	100	200
82500 Contractual Services	104,879	162,459	200,000	130,000	140,000
82600 Repair & Maintenance Services	55,000	0	0	64,000	50,000
82700 Employee Programs	0	0	1,500	1,500	1,500
84000 Operational Units	10,729	0	0	0	0
TOTAL OPERATIONS	171,418	162,459	203,240	195,740	192,125
TOTAL EXPENDITURES	171,418	162,459	203,240	195,740	192,125
TOTAL UNALLOCATED FUNDS	(6,582)	23,545	23,620	23,670	23,795

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. 292 miles of roadway.

The Street Department operates with a staff of 72 full time employees and 10 part-time employees within four (4) divisions. The four divisions of the Streets Department include: Street Maintenance, Traffic, Stormwater, and Fleet Maintenance.

Measurement/Goal	FY12	FY13	FY14 (Projected)
Cost to pave Streets	\$1,650,000	\$1,650,000	\$2,052,000
Cost to repair sidewalks	\$100,000	\$100,000	\$125,000
Cost of Curb & Gutter	\$0	\$10,000	\$10,000
Leaf Vacuum Season (cubic yds)	5,800 cu yds	7,500 cu yds	7,955 cu yds
Traffic Division Budget	\$1,053,709	\$1,160,519	\$1,166,962
Number of Signs Produced Qty/Cost per Sign			
Stop Signs	83/\$43.00	175/\$43.00	109/\$43.00
Speed Limit Signs	32/\$27.00	40/\$27.00	61/\$27.00
Street Name Signs	192/\$22.00	260/\$22.00	194/\$22.00
Parking Signs	17/\$10.00	30/\$10.00	35/\$10.00
Yield Signs	11/\$41.00	30/\$41.00	19/\$41.00
Warning Signs	N/A	90/\$29.00	94/\$29.00
Road Construction	N/A	60/\$35.00	52/\$35.00
No U-Turn Signs	N/A	40/\$30.00	N/A
All Way Stop Placards	N/A	75/\$6.50	86/\$6.50
Way Finding Signs	3/\$1,200	3/\$1,200	N/A
Signs for Other Depts	140/\$20.00	325/\$20.00	261/\$20.00
Downtown Banners	100/\$17.00	100/\$17.00	20/\$17.00
Total of 1,228 Signs & Banners =			\$22,396.00



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:

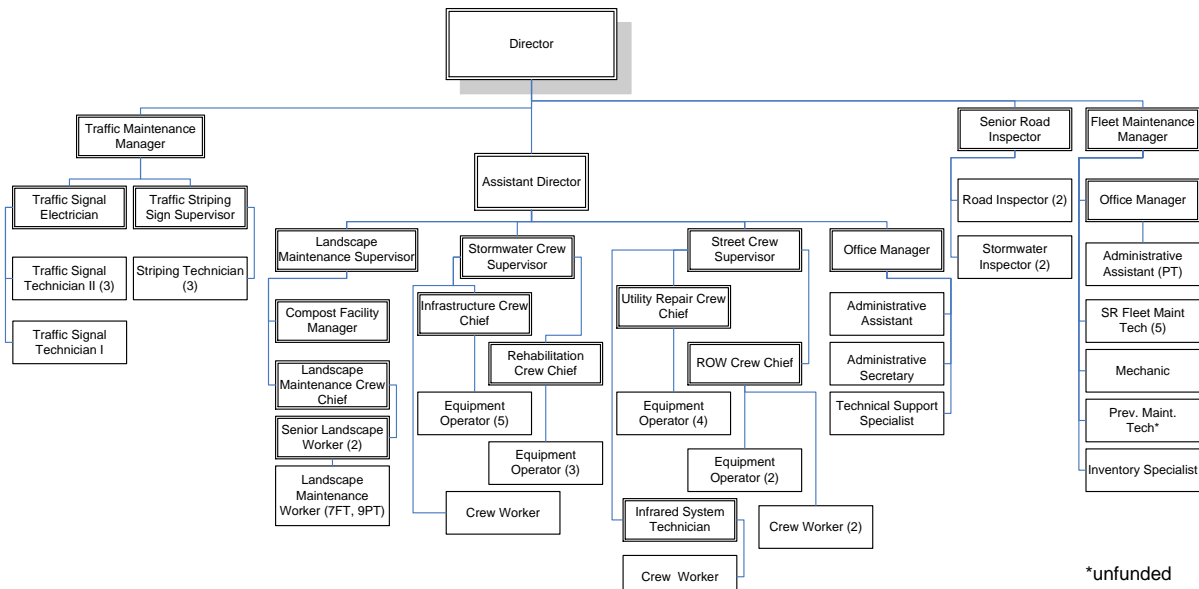
- Utilizing the City “Blue Bag” program
- Utilizing drain socks to filter oil & soluble fluids
- The sale of used oil to be recycled
- Recycling cardboard
- Recycling cleaning fluids
- Proper disposal of tires and metals

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 93% of all Downtown street lights to LED lighting. Excluding Columbia Ave. streetscape.

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 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Stormwater Coordinator	H	1	0	1	0
Water Quality Specialist II	G	1	0	1	0
Water Quality Specialist I	F	1	0	2	0
Stormwater Inspector	F	2	0	2	0
Stormwater Supervisor	E	1	0	1	0
Crew Chief	TBD	0	0	2	0
Equipment Operator	D	10	0	8	0
Crew Worker	B	1	0	1	0
Intern	---	0	0	0	0
TOTALS		17	0	18	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)
Water Quality Specialist I Added		F			
Reorganization to create two (2) crew chiefs		E			
Departmental Career Development Path	Pay Grade	Requirements			
(2) Crew Chief	E	Degree	Experience	Certifications	
			5 yrs equip operator	Hazardous materials	
			Interim Supervisory	Work zone safety	
			Conduct Safety Mtg	Erosion Control Level 2	
			Power Point Exp.	Flagger control	

**City of Franklin
2014-2015 Fiscal Year Budget
Personnel by Position**

Street-Maintenance Division

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Street Director	K	1	0	1	0
Assistant Director	J	1	0	1	0
Senior Road Inspector	G	1	0	1	0
Landscape Maint Supervisor	F	1	0	1	0
Road Inspector	F	2	0	2	0
Office Manager	F	1	0	1	0
Sr.Fleet Maintenance Technician	F	1	0	0	0
Compost Facility Manager	E	1	0	1	0
Technical Support Specialist	E	1	0	1	0
Street Crew Supervisor	E	2	0	1	0
Crew Chief	TBD	0	0	2	0
Infrared System Technician	E	1	0	1	0
Landscape Maintenance Crew Chief	E	1	0	1	0
Administrative Assistant	D	1	0	1	0
Equipment Operator	D	8	0	6	0
Landscape Maint Worker Sr	C	2	0	2	0
Administrative Secretary	B	1	0	1	0
Landscape Maint Worker	B	4	7	7	9
Crew Worker	B	3	0	3	0
TOTALS		33	7	34	9

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Senior Maintenance Tech transferred to Fleet		F			
(3) Full time positions for Mack Hatcher/Hillsboro Rd Streetscape		B			
(2) part- time positions for Mack Hatcher/Hillsboro Rd Streetscape		B			
Reorganization to create two (2) crew chiefs		E			

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
(2) Crew Chief	E		5 yrs equip operator	Hazardous materials
			Interim Supervisory	Work zone safety
			Conduct Safety Mtg	Flagger control
			Power Point Exp.	Erosion Control Level 2

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
(2) Crew Chief	E		5 yrs equip operator	Hazardous materials
			Interim Supervisory	Work zone safety
			Conduct Safety Mtg	Flagger control
			Power Point Exp.	Erosion Control Level 2

**City of Franklin
2014-2015 Fiscal Year Budget
Personnel by Position**

Street-Traffic Division

Position	Pay Grade	FY 2014		FY 2015	
		Full-Time	Part-Time	Full-Time	Part-Time
Traffic Maint Manager	H	1	0	1	0
Traffic Sign/Mnt Electrician	F	1	0	1	0
Traffic Striping/Sign Prod Supervisor	F	1	0	1	0
Traffic Signal Technician II	F	3	0	3	0
Sign Specialist	TBD	0	0	0	0
Traffic Signal Technician I	E	1	0	1	0
Striping Technician	D	3	0	3	0
	TOTALS	10	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)

Street-Fleet Maintenance

Position	Pay Grade	FY 2014			FY 2015		
		Full-Time	Part-Time	Unfunded	Full-Time	Part-Time	Unfunded
Fleet Maintenance Manager	H	1	0	0	1	0	0
Sr Fleet Maintenance Technician	F	4	0	0	5	0	0
Office Manager	F	1	0	0	1	0	0
Mechanic	E	1	0	1	1	0	0
Administrative Assistant	D	0	1	0	0	1	0
Inventory Specialist	D	1	0	0	1	0	0
Preventive Maintenance PM Technician	TBD	1	0	0	1	0	1
	Total	9	1	1	10	1	1

	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Senior Maintenance Tech transferred from Streets Maintenance					
(1) Vacant Mechanic position-Funded					
Preventative Maintenance Tech Unfunded					

Budget Notes/Objectives

Maintenance Division

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

The Street Maintenance Division currently maintains 292 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 2012-2013, a salt brine storage facility was constructed @ Incinerator road with the ability to store 13,000 gallon of salt brine solution.

Infrared Patch Truck

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

Infrared Patchwork Completed:

9,396.00 sq. yards of patching has been completed utilizing the new patch method.

Total Green Savings:

Fiscal Year 2013 Street dept. realized a cost savings of \$124,145.79. Infrared technology vs Conventional patching methods.

Salt Brine

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

General Fund

Streets-Maintenance

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	1,377,575	1,372,369	1,436,562	1,465,750	1,554,432
81400 Employee Benefits	614,009	638,433	674,862	659,797	646,531
TOTAL PERSONNEL	1,991,584	2,010,802	2,111,424	2,125,547	2,200,963
OPERATIONS					
82100 Transportation Services	694	367	705	1,625	727
82200 Operating Services	14,585	8,071	4,500	4,050	4,614
82300 Notices Subscriptions Publications	3,409	2,031	2,500	2,122	2,583
82400 Utilities	862,399	875,525	879,630	876,528	882,610
82500 Contractual Services	5,626	4,735	4,300	3,297	4,500
82600 Repair & Maintenance Services	46,171	73,292	56,500	61,567	57,930
82700 Employee Programs	1,507	7,067	13,212	11,180	11,516
82800 Professional Development/Travel	2,300	6,232	10,925	8,375	14,375
83100 Office Supplies	8,430	9,635	9,680	9,471	9,582
83200 Operating Supplies	19,914	40,657	37,345	37,046	38,615
83300 Fuel & Mileage	76,515	71,500	80,000	82,000	100,600
83500 Machinery & Equipment (<=\$25,000)	65,865	49,539	39,000	42,600	73,350
83600 Repair & Maintenance Supplies	84,592	183,252	150,220	158,950	183,916
84000 Operational Units	2,227	12,094	5,000	1,000	1,000
85100 Property & Liability Costs	62,960	59,032	55,546	57,072	59,920
85200 Rentals	5,749	720	4,800	2,720	4,860
85300 Permits	40	129	720	620	3,125
86000 Debt Service and Lease Payments	40,211	(6,374)	52,093	25,286	138,712
TOTAL OPERATIONS	1,303,194	1,397,504	1,406,676	1,385,509	1,592,535
CAPITAL					
89200 Buildings	59,463	0	39,100	41,484	0
89500 Machinery & Equipment (>\$25,000)	183,313	0	0	0	0
TOTAL CAPITAL	242,776	0	39,100	41,484	0
TOTAL EXPENDITURES	3,537,554	3,408,306	3,557,200	3,552,540	3,793,498

Traffic Division

The Street Department, Traffic Division currently maintains 108 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

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

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

With commercial grade printing capabilities, the sign design and production system has been utilized for the production of signs for the Parks, Solid Waste, and Police Depts. Seasonal downtown decorative banners 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 93% 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 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	361,662	371,358	424,210	443,700	452,602
81400 Employee Benefits	164,917	181,582	221,583	234,475	226,497
TOTAL PERSONNEL	526,579	552,940	645,793	678,175	679,100
OPERATIONS					
82100 Transportation Services	499	868	500	250	500
82200 Operating Services	1,136	224	550	100	550
82300 Notices Subscriptions Publications	880	789	750	650	825
82400 Utilities	56,367	57,159	78,320	58,620	59,375
82600 Repair & Maintenance Services	41,514	12,969	26,250	22,000	28,130
82700 Employee Programs	1,789	1,364	3,000	3,000	3,280
82800 Professional Development/Travel	4,051	4,185	8,280	3,554	8,400
83100 Office Supplies	1,057	1,279	1,400	1,400	1,450
83200 Operating Supplies	4,904	8,674	11,750	11,750	12,850
83300 Fuel & Mileage	15,533	17,234	17,000	16,500	17,546
83500 Machinery & Equipment (<\$25,000)	22,618	13,482	13,200	5,679	86,300
83600 Repair & Maintenance Supplies	257,051	72,533	193,250	185,727	184,845
85100 Property & Liability Costs	13,900	47,100	39,663	27,797	45,425
85200 Rentals	499	0	500	1,152	500
85300 Permits	0	195	150	150	150
86000 Debt Service and Lease Payments	0	0	35,569	558	45,297
TOTAL OPERATIONS	421,798	238,055	430,132	338,887	495,423
CAPITAL					
89400 Infrastructure	0	0	115,000	149,900	42,500
89500 Machinery & Equipment (>\$25,000)	0	47,236	0	0	0
TOTAL CAPITAL	0	47,236	115,000	149,900	42,500
TOTAL EXPENDITURES	948,377	838,231	1,190,925	1,166,962	1,217,023

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	FY11	FY12	FY13	*FY14
Percent Outsourced	9%	14%	13%	22%
Percent of Service Calls	4%	6%	7%	8%
Cost of Repairs Performed by Fleet Maintenance Per Department				
Administration	\$1,300	\$660	\$56.82	\$253.96
City Hall Maintenance	\$972	\$0	\$0	\$48.10
Building & Neighborhood Services	\$2,871	\$5,299	\$6,047.51	\$3926.91
Engineering	\$226	\$920	\$125.43	\$391.35
Fire	\$37,516	\$80,804	\$84,926.21	\$141,287.25
Human Resources	\$177	\$2,330	\$268.19	\$1,801.97
IT	\$181	\$290	\$1,195.01	\$642.03
Parks	\$12,161	\$21,084	\$9,516.73	\$12,372.63
Planning	\$0	\$534	\$117.69	\$0
Police	\$60,600	\$137,436	\$93,776.28	\$77,216.59
Sanitation & Environmental Services	\$158,835	\$244,967	\$203,852.85	\$185,527.89

Measurement/Goal	FY11	FY12	FY13	*FY14
TMA	N/A	N/A	N/A	N/A
Water	\$32,138	\$28,606	\$45,307.36	\$58,294.03
Total	\$307,400	\$522,900	\$445,190.08	\$481,762.71
Total Number of Repairs	2,646	1,079	1,264	1,362

**as of December 31,2013*



Budget Notes/Objectives

Fleet Maintenance

PERSONNEL:

The Fleet Maintenance Division requests the following positions:

- Move the part-time Administrative Assistant to a full time position in the new budget year. There will be no other changes to our personnel.

OPERATIONS:

82610 Vehicle Repair & Maintenance Services – This account will increase by 15% due to our aging fire apparatuses. We have over 80 PD vehicles that are 8-10 years old with over 100K miles not including the idle time on them that need to be replaced in the near future.

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.

83620 Equipment Parts & Supplies – This account will increase by 15% due to replacement components by Fleet Maintenance in house of aging vehicles and Fire trucks.

89530 Machinery & Equipment (>\$25,000) – After the spring move to the new facility there will still be numerous items that will need to be purchased for the shop to function for the tech's and to better serve our customers. We will not know the extent of these purchases until after work in the new facility begins. I would like to add an alignment system to our shop this budget year, decreasing the outsourcing need and reducing the tire usage by being able to check all vehicles and trucks at the scheduled PM Service, giving a 3-4 year return on ROI.

- Hunter Front Alignment Machine \$63,500
- 4 Steril Koni lifts for the fire and class 4-8 trucks \$44,000
- Miscellaneous equipment and tools for start-up \$12,500

General Fund Streets-Fleet Maintenance

		Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL						
81100	Salaries & Wages	289,829	316,713	326,606	346,560	440,756
81400	Employee Benefits	129,417	135,908	148,048	144,025	171,617
TOTAL PERSONNEL		419,246	452,621	474,653	490,585	612,373
OPERATIONS						
82100	Transportation Services	9,484	12,593	11,040	11,000	11,025
82200	Operating Services	2,761	4,228	3,750	1,200	2,660
82300	Notices Subscriptions Publications	931	787	1,460	1,200	1,200
82400	Utilities	14,798	17,553	19,766	20,900	2,900
82500	Contractual Services	1,500	6,038	10,000	5,000	7,500
82600	Repair & Maintenance Services	308,054	343,560	259,000	364,000	340,000
82700	Employee Programs	4,120	2,793	12,100	7,500	10,000
82800	Professional Development/Travel	2,248	5,001	9,550	8,400	10,000
83100	Office Supplies	1,692	1,728	2,560	2,350	4,710
83200	Operating Supplies	9,073	12,720	14,250	14,250	15,750
83300	Fuel & Mileage	5,264	4,238	5,500	5,000	6,000
83500	Machinery & Equipment (-<\$25,000)	15,420	21,454	25,000	25,000	29,500
83600	Repair & Maintenance Supplies	(213,784)	(295,147)	(290,350)	(300,350)	(347,790)
85100	Property & Liability Costs	2,930	3,063	2,797	3,601	3,793
85200	Rentals	2,985	2,586	2,500	2,500	2,500
85300	Permits	0	22	0	0	0
85900	Other Business Expenses	0	610	0	0	0
86000	Debt Service and Lease Payments	0	0	82,880	1,299	104,542
TOTAL OPERATIONS		167,476	143,827	171,803	172,850	204,290
TOTAL EXPENDITURES		586,722	596,448	646,456	663,435	816,663

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 new self-contained Storm vacuum will run daily clearing Storm drain inlet structures from debris collected debris.

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 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	6,095,953	5,858,322	5,615,101	5,615,101	5,337,047
32170 PLANS REVIEW FEE	0	0	0	1,200	1,240
32900 STORMWATER PERMIT FEE	3,082	5,950	7,500	12,900	13,290
33600 EPA GRANT (FEDERAL)	120,200	0	0	0	0
34300 STORMWATER FEES	2,127,733	2,225,948	2,250,000	2,286,447	2,355,050
35500 STORMWATER FINES	0	100	0	0	0
35510 STORMWATER LATE PAY PENALTIES	20,615	21,179	22,000	28,410	29,260
36100 INTEREST INCOME	41,772	20,719	24,000	9,800	10,000
38100 CUSTOMER SERVICE	0	0	0	(4,775)	0
39210 CONTRIBUTIONS - OTHERS	0	110,000	0	7,619	0
Total Available Funds	8,409,355	8,242,218	7,918,601	7,956,702	7,745,887
Personnel					
81100 Salaries & Wages	577,007	594,355	642,042	622,000	693,043
81400 Benefits	311,164	308,746	316,684	318,423	312,880
TOTAL PERSONNEL	888,171	903,101	958,726	940,423	1,005,924
OPERATIONS					
82100 Transportation Services	104	360	650	650	750
82200 Operating Services	3,273	633	1,350	1,501	1,966
82300 Notices Subscriptions Publications	2,575	6,763	13,521	13,346	13,499
82400 Utilities	27,753	44,832	46,268	42,550	42,028
82500 Contractual Services	32,350	155,882	397,270	443,037	132,278
82600 Repair & Maintenance Services	52,283	39,114	49,810	40,100	51,600
82700 Employee Programs	1,125	4,282	4,745	4,210	5,000
82800 Professional Development/Travel	4,737	6,527	15,144	10,785	18,588
83100 Office Supplies	1,457	611	950	1,000	1,405
83200 Operating Supplies	10,171	10,453	12,465	11,730	15,375
83300 Fuel & Mileage	60,649	53,232	64,000	64,000	66,000
83500 Machinery & Equipment (<\$25,000)	14,836	22,339	70,390	71,969	27,480
83600 Repair & Maintenance Supplies	121,961	85,850	186,500	204,332	190,610
84000 Operational Units	150,144	160,842	166,000	166,000	180,451
85100 Property & Liability Costs	5,945	6,142	16,902	15,939	16,733
85200 Rentals	646	128	5,000	1,500	5,000
85300 Permits	3,482	4,054	4,960	3,560	3,975
85500 Financial Fees	6,807	2,446	5,000	2,500	5,150
86000 Debt Service and Lease Payments	13,094	9,821	0	0	0
TOTAL OPERATIONS	513,392	614,311	1,060,925	1,098,709	777,888
CAPITAL					
89400 Infrastructure	1,094,170	972,859	1,946,000	491,523	2,611,000
89500 Machinery & Equipment (>\$25,000)	55,300	136,846	84,000	89,000	391,000
TOTAL CAPITAL	1,149,470	1,109,705	2,030,000	580,523	3,002,000
TOTAL EXPENDITURES	2,551,033	2,627,117	4,049,651	2,619,655	4,785,812
TOTAL UNALLOCATED FUNDS	5,858,322	5,615,101	3,868,950	5,337,047	2,960,075

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 292 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 2018 to maintain this 13-14 year resurfacing cycle. These figures do not represent future annexations. We are currently on a 20 year resurfacing cycle.

Street Aid & Transportation Fund

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	0	16,563	0	0	0
31100 PROPERTY TAXES COLLECTED	0	0	0	0	500,000
33220 GASOLINE TAX (STATE)	1,748,202	1,736,341	1,802,500	1,741,332	1,793,580
33255 INCREASE IN STATE SHARED TAXES	0	0	0	0	110,822
33953 FEDERAL ARRA # 3	0	0	0	0	0
36100 INTEREST INCOME	116	20	50	50	50
37100 TRANSFER FROM GENERAL FUND	0	573,132	490,135	490,135	0
Total Available Funds	1,748,318	2,326,056	2,292,685	2,231,517	2,404,452
OPERATIONS					
82500 Contractual Services	1,957	1,400	0	0	0
82600 Repair & Maintenance Services	1,717,602	2,313,507	2,292,685	2,231,517	2,404,452
83200 Operating Supplies	1,340	1,087	0	0	0
85300 Permits	49	0	0	0	0
TOTAL OPERATIONS	1,720,948	2,315,994	2,292,685	2,231,517	2,404,452
CAPITAL					
89400 Infrastructure	10,807	10,062	0	0	0
TOTAL CAPITAL	10,807	10,062	0	0	0
TOTAL EXPENDITURES	1,731,755	2,326,056	2,292,685	2,231,517	2,404,452
TOTAL UNALLOCATED FUNDS	16,563	0	0	0	0



Road Impact Fund

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

The budget anticipates almost \$3.0 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 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	(796,990)	(1,240,129)	(854,829)	(854,829)	16,118
32800 ROAD IMPACT FEES	1,461,757	3,488,544	3,513,048	4,148,216	3,800,000
32810 ROAD IMPACT CREDITS	(70,112)	(182,469)	0	0	0
39200 CONTRIBUTIONS FROM DEVELOPER	0	(30,000)	0	0	0
Total Available Funds	594,655	2,035,946	2,658,219	3,293,387	3,816,118
OPERATIONS					
82500 Contractual Services	13,337	25,469	0	0	0
88000 Transfers to Other Funds	1,821,447	2,865,306	3,513,048	3,277,269	2,980,603
TOTAL OPERATIONS	1,834,784	2,890,775	3,513,048	3,277,269	2,980,603
TOTAL EXPENDITURES	1,834,784	2,890,775	3,513,048	3,277,269	2,980,603
TOTAL UNALLOCATED FUNDS	(1,240,129)	(854,829)	(854,829)	16,118	835,515

**OTHER GENERAL FUND
OPERATING EXPENDITURES**

General Fund

General Expenses

Employee Benefits: \$652,500 is budgeted for raises of 2% for employees effective July 4, 2014 (the start of the first bi-weekly payroll in 2015). Also, \$125,000 is budgeted for the third year of a merit pay program. Funds of \$649,285 are budgeted for the second phase of the classification and compensation study to adjust employee pay as needed to better reflect job experience and job performance within the respective pay grades.

Almost \$203,000 is budgeted for insurance coverage for COBRA and retirees that worked for departments in the General Fund.

Notices, Subscriptions, & Publicity: This is \$22,500 for membership dues including TML.

Contractual Services: This includes \$45,000 for Project DOC software, \$24,500 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.

Fuel Hedging Costs: Includes \$30,000 anticipated savings from fuel hedging.

Miscellaneous: Includes \$75,000 contingency for items arising after passage of the budget.

General Fund General Expenses

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	0	0	1,122,500	1,122,500	1,426,785
81400 Employee Benefits	(353,943)	254,032	203,000	188,122	307,908
TOTAL PERSONNEL	(353,943)	254,032	1,325,500	1,310,622	1,734,693
OPERATIONS					
82300 Notices Subscriptions Publications	16,432	9,152	29,000	32,500	26,000
82400 Utilities	7,681	16,838	10,300	20,232	0
82500 Contractual Services	66,307	46,910	85,250	102,915	109,500
82600 Repair & Maintenance Services	0	52,483	20,400	6,918	0
83200 Operating Supplies	45	0	0	0	0
83300 Fuel & Mileage	(221,199)	(75,910)	(50,000)	(1,033)	(30,000)
83500 Machinery & Equipment (<\$25,000)	21,017	1,650	2,000	48,615	0
83600 Repair & Maintenance Supplies	0	0	0	3,501	0
84000 Operational Units	103,000	175,596	0	0	0
85200 Rentals	0	176	100	0	0
85300 Permits	1,020	426	270	2,500	0
85900 Other Business Expenses	520	1,500	1,500	3,019	75,000
TOTAL OPERATIONS	(5,177)	228,821	98,820	219,167	180,500
CAPITAL					
89500 Machinery & Equipment (>\$25,000)	0	0	30,000	0	0
TOTAL CAPITAL	0	0	30,000	0	0
TOTAL EXPENDITURES	(359,120)	482,853	1,454,320	1,529,789	1,915,193

General Fund

Appropriations

Appropriations to Civic Organizations

ARC:

A family-based organization committed to securing opportunities for persons with intellectual, developmental, or other disabilities.

Boys and Girls Club:

Provides a safe place for children and teens, tracks unduplicated services, and tracks teens graduating from high school and their transition to attend college.

Bridges:

In partnership with the City, responds to domestic violence calls. These efforts assist in reducing the City's costs and required manpower.

Community Child Care:

Gives lower income families the opportunity to work or further education, while children receive affordable child care. Tracks test scores of children transitioning from Community Child Care to kindergarten.

Community Housing Partnership:

Assists in helping to keep low income and disabled families in their homes through owner occupied rehabilitation and as an aid for emergency housing for the homeless.

Graceworks:

Gives assistance with rent, utility bills, food, medications, gasoline vouchers, school supplies, and senior transportation. Graceworks also partners with the American Red Cross for disaster relief, which included the 2010 floods.

J.L. Clay Center:

Serves a need in keeping local seniors involved and active.

Mid-Cumberland Homemaker:

Provides at-home assistance with household tasks to help clients maintain self-sufficiency.

Mid-Cumberland Ombudsman:

Serves as an impartial party advocate who seeks to resolve residents' rights complaints and violations voiced by individuals residing in nursing homes, assisted care living facilities, and homes for the aged.

Mid-Cumberland Meals on Wheels:

Provides nutritious home-delivered meals/senior center dining.

Second Harvest:

Provides food at a very reduced cost to several agencies that are located in Williamson County.

Waves:

Provides daily activities and participation in community life for individuals with disabilities; advocacy

General Fund Appropriations

Other than a contractual increase to Regional Transit Authority and the Spay/Neuter program, all other appropriations in 2015 are the same as 2014.

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
OPERATIONS					
CONTRACTED SERVICES	46,475	40,935	68,368	70,472	70,472
Regional Transit Authority	11,789	6,249	33,682	35,786	35,786
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	179,582	180,172	184,765	187,272	187,272
Health Department	21,150	21,150	21,150	21,150	21,150
Animal Control	52,480	53,690	53,690	53,690	53,690
Spay/Neuter Program	14,858	15,157	19,000	21,507	21,507
Library	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	919	0	750	750	750
APPROPRIATIONS TO CIVIC ORGANIZATIONS	190,567	190,567	168,242	168,242	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	0	0	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	416,624	411,674	421,375	425,986	425,986

Interfund Transfers

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For fiscal year 2015, the only transfer is to the Transit Fund.

There are no transfers for the Street Aid or Sanitation & Environmental Services funds in 2015.

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
OPERATIONS					
TRANSFER TO STREET AID & TRANSPORTATION	0	573,132	490,135	564,756	0
TRANSFER TO SANITATION & ENV SERVICES	1,314,772	728,483	508,148	212,123	0
TRANSFER TO TRANSIT FUND	301,688	414,350	499,400	499,400	499,400
TOTAL OPERATIONS	1,616,460	1,715,965	1,497,683	1,276,279	499,400

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 \$3.6 million of capital expenditures budgeted in 2015.

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	(291,165)	1,562,647	3,147,824	3,147,824	6,124,876
31600 FACILITIES TAXES	1,845,690	2,617,339	2,000,000	3,589,508	3,697,190
33953 FEDERAL ARRA # 3	0	0	0	0	0
36100 INTEREST INCOME	8,122	7,262	5,000	7,500	10,000
Total Available Funds	1,562,647	4,187,248	5,152,824	6,744,832	9,832,066
OPERATIONS					
82100 Transportation Services	0	0	0	0	200
82200 Operating Services	0	0	0	0	11,400
82300 Notices Subscriptions Publications	0	4,432	0	0	0
82500 Contractual Services	0	0	30,000	0	30,000
83200 Operating Supplies	0	0	3,500	3,500	73,360
83500 Machinery & Equipment (<-\$25,000)	0	0	159,045	160,044	550,400
85300 Permits	0	0	0	0	6,000
TOTAL OPERATIONS	0	4,432	192,545	163,544	671,360
CAPITAL					
89200 Buildings	0	0	1,400,000	0	1,400,000
89500 Machinery & Equipment (>-\$25,000)	0	1,034,992	642,205	456,412	2,242,500
TOTAL CAPITAL	0	1,034,992	2,042,205	456,412	3,642,500
TOTAL EXPENDITURES	0	1,039,424	2,234,750	619,956	4,313,860
TOTAL UNALLOCATED FUNDS	1,562,647	3,147,824	2,918,074	6,124,876	5,518,206

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 park expansions such as Harlinsdale and Eastern Flank.

The approved budget includes 1% of the 4% tax (based on collections in calendar year 2013) to support the Williamson County Convention and Visitors Bureau.

Despite the recent economy, receipts in the hotel/motel fund have largely met expectations. The 2014-15 budget provides for \$3.1 million in expenditures, which is an increase compared to the 2013-14 budget.

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	1,944,996	2,103,083	1,124,507	1,124,507	1,689,759
31700 HOTEL/MOTEL TAXES	2,185,953	2,403,775	2,473,200	2,722,800	2,804,480
33600 EPA GRANT (FEDERAL)	100,000	0	0	0	0
33800 PARKS GRANTS	22,575	0	0	0	0
33810 JIM WARREN PARK TREE GRANT	0	60,000	0	0	0
33953 FEDERAL ARRA # 3	0	0	0	0	0
36100 INTEREST INCOME	17,832	6,973	20,000	10,000	20,000
39210 CONTRIBUTIONS - OTHERS	0	0	0	0	31,000
Total Available Funds	4,271,356	4,573,831	3,617,707	3,857,307	4,545,239
OPERATIONS					
82300 Notices Subscriptions Publications	277	1,757	0	0	0
82400 Utilities	0	20,253	0	0	0
82500 Contractual Services	35,577	40,498	112,000	25,000	280,000
82600 Repair & Maintenance Services	1,210	125	0	0	0
83200 Operating Supplies	18,807	0	0	0	0
84000 Operational Units	(367,112)	(246,461)	0	0	0
85300 Permits	0	27	0	0	0
87000 Appropriations	452,192	498,452	812,757	812,757	890,735
88000 Transfers to Other Funds	1,813,399	1,597,424	1,155,322	1,118,291	1,119,842
TOTAL OPERATIONS	1,954,350	1,912,075	2,080,079	1,956,048	2,290,577
CAPITAL					
89200 Buildings	42,500	785,180	109,000	0	445,000
89300 Improvements	171,423	752,069	211,500	211,500	365,000
TOTAL CAPITAL	213,923	1,537,249	320,500	211,500	810,000
TOTAL EXPENDITURES	2,168,273	3,449,324	2,400,579	2,167,548	3,100,577
TOTAL UNALLOCATED FUNDS	2,103,083	1,124,507	1,217,128	1,689,759	1,444,662

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 Sanitation & Environmental Services, Road Impact, and Hotel/Motel Tax funds to pay their respective shares of the debt service in accordance with policies and intentions delineated by the Board of Mayor & Aldermen.

The table on page 63 of this budget document breaks out the \$12.3 million amount below by principal and interest of each issue, and also shows which debt is supported by general, sanitation, road impact, or hotel/motel revenues.

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
Available Funds					
25100 BEGINNING FUND BALANCE	1,099,568	318,138	84,729	84,729	131,956
31100 PROPERTY TAXES COLLECTED	4,830,155	4,779,633	5,459,048	5,357,261	6,443,176
33958 REBATE ON BAB / RZEDB	904,052	904,052	825,401	825,401	825,401
36100 INTEREST INCOME	14,104	4,328	5,000	5,000	5,000
36200 BOND PROCEEDS	0	22,500,000	0	0	0
37120 TRANSFER FROM WATER OPERATING	0	0	0	0	200,000
37500 TRANSFER FROM SANITATION & ENV SER	543,115	561,628	569,819	571,565	589,080
37510 TRANSFER FROM ROAD IMPACT	1,821,447	2,865,306	3,513,048	3,277,269	2,980,603
37520 TRANSFER FROM HOTEL/MOTEL	1,813,399	1,597,424	1,155,322	1,118,291	1,119,842
Total Available Funds	11,025,840	33,530,509	11,612,367	11,239,516	12,295,058
OPERATIONS					
86000 Debt Service and Lease Payments	10,707,702	33,445,780	11,565,711	11,107,560	12,290,058
TOTAL OPERATIONS	10,707,702	33,445,780	11,565,711	11,107,560	12,290,058
TOTAL EXPENDITURES	10,707,702	33,445,780	11,565,711	11,107,560	12,290,058
TOTAL UNALLOCATED FUNDS	318,138	84,729	46,656	131,956	5,000

Expenditures for All Operating Funds

Fund	<u>FY 2014</u>	<u>FY 2015</u>	<u>Change \$</u>	<u>Change %</u>	<u>% of Total</u>
General	\$55,626,958	\$56,134,703	\$507,745	0.9%	61.7%
Street Aid	\$2,292,685	\$2,404,452	\$111,767	4.9%	2.6%
Sanitation & Env Services	\$7,941,748	\$8,148,820	\$207,072	2.6%	9.0%
Road Impact	\$3,513,048	\$2,980,603	(\$532,445)	-15.2%	3.3%
Facilities Tax	\$2,234,750	\$4,313,860	\$2,079,110	93.0%	4.7%
Stormwater	\$4,049,651	\$4,785,812	\$736,161	18.2%	5.3%
Drug	\$138,098	\$127,000	(\$11,098)	-8.0%	0.1%
Hotel/Motel Tax	\$2,400,579	\$3,100,577	\$699,998	29.2%	3.4%
Transit System	\$1,543,550	\$1,708,540	\$164,990	10.7%	1.9%
CDBG	\$203,240	\$192,125	(\$11,115)	-5.5%	0.2%
Debt Service	\$11,565,711	\$12,290,058	\$724,347	6.3%	13.5%
Less: Interfund Transfers	(\$6,735,872)	(\$5,188,925)	\$1,546,947	-23.0%	-5.7%
All Funds	<u>\$84,774,146</u>	<u>\$90,997,625</u>	<u>\$6,223,479</u>	<u>7.3%</u>	<u>100.0%</u>

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

2015 Budget												
	General	Street Aid	Sanitation & Env Services	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
Revenues												
Property Tax	5,396,034	500,000									6,443,176	12,339,210
Sales Tax	28,758,770											28,758,770
Other Taxes	3,976,681				3,697,190			2,804,480				10,478,351
Intergovernmental	11,630,627	1,904,402	350,000						1,081,340	192,125	825,401	15,983,895
Licenses & Permits	5,074,430			3,800,000		14,530						8,888,960
Charges for Services	68,950		7,548,820			2,355,050			100,600			10,073,420
Fines & Fees	753,720					29,260	172,161					955,141
Uses of Money & Property	350,491	50	225,000		10,000	10,000	1,000	20,000	27,200	125	5,000	648,866
Transfers									499,400		4,889,525	5,388,925
Other Revenue	125,000		25,000					31,000				181,000
Total Revenue	56,134,703	2,404,452	8,148,820	3,800,000	3,707,190	2,408,840	173,161	2,855,480	1,708,540	192,250	12,163,102	93,696,538
Expenditures												
Personnel	40,724,512		2,914,293			1,005,924						44,644,729
Operations	13,602,691	2,404,452	4,884,527	2,980,603	671,360	777,888	127,000	2,290,577	1,583,540	192,125	12,290,058	41,804,821
Capital	1,807,500		350,000		3,642,500	3,002,000		810,000	125,000			9,737,000
Total Expenditures	56,134,703	2,404,452	8,148,820	2,980,603	4,313,860	4,785,812	127,000	3,100,577	1,708,540	192,125	12,290,058	96,186,550
Change in Fund Balance	-	-	-	819,397	(606,670)	(2,376,972)	46,161	(245,097)	-	125	(126,956)	(2,490,012)

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	6,047,528	-	-	-	-	-	-	-	-	-	5,459,048	11,506,576
Sales Tax	27,580,000	-	-	-	-	-	-	-	-	-	-	27,580,000
Other Taxes	3,882,962	-	-	3,000,000	2,000,000	-	-	2,473,200	-	-	-	11,356,162
Intergovernmental	11,963,767	1,802,500	405,000	-	-	-	-	-	930,550	203,240	825,401	16,130,458
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	55,626,958	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	89,112,394
Expenditures												
Personnel	38,706,462	-	2,836,217	-	-	958,726	-	-	-	-	-	42,501,405
Operations	12,960,896	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	40,061,308
Capital	3,959,600	-	475,000	-	2,042,205	2,030,000	-	320,500	120,000	-	-	8,947,305
Total Expenditures	55,626,958	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	91,510,018
Change in Fund Balance	-	-	-	(513,048)	(229,750)	(1,746,151)	36,702	92,621	-	75	(38,073)	(2,397,624)

**CITY OF FRANKLIN, TN
EXECUTIVE SUMMARY
GENERAL FUND REVENUES & EXPENDITURES
FISCAL YEAR 2014-2015**

REVENUES	TOTAL		
	2014	2015	Percent
Local Taxes	37,510,490	38,131,485	2%
Fines & Forfeitures	1,020,000	753,720	-26%
Licenses & Permits	4,395,000	5,074,430	15%
Charges for Services	73,700	68,950	-6%
Intergovernmental Revenue	11,963,767	11,630,627	-3%
Use of Money & Property	344,001	350,491	2%
Other-Miscellaneous	125,000	125,000	0%
Contributions	195,000	0	---
	55,626,958	56,134,703	1%

CATEGORY	TOTAL		
	2014	2015	Percent
Personnel	69.6%	72.6%	4.3%
Operations	23.3%	24.2%	4.0%
Capital	7.1%	3.2%	-54.8%
	100.0%	100.0%	

EXPENDITURES	TOTAL			PERSONNEL			OPERATIONS			CAPITAL		
	2014	2015	Percent	2014	2015	Percent	2014	2015	Percent	2014	2015	Percent
Department												
Elected Officials	259,437	290,165	12%	144,259	230,272	60%	115,178	59,893	-48%	0	0	---
Administration	534,202	519,504	-3%	480,239	480,745	0%	28,963	38,759	34%	25,000	0	-100%
CIP	187,864	192,403	2%	206,042	209,058	1%	-18,178	-16,655	8%	0	0	---
Project & Facilities Mgmt	724,232	1,095,001	51%	410,381	412,146	0%	313,851	645,855	106%	0	37,000	---
Human Resources	1,125,243	1,271,388	13%	835,893	856,596	2%	189,350	386,792	104%	100,000	28,000	-72%
Law	369,364	392,913	6%	311,129	330,530	6%	58,235	62,383	7%	0	0	---
Communications	356,930	328,269	-8%	312,323	309,447	-1%	44,607	18,822	-58%	0	0	---
Revenue Management	160,094	175,240	9%	858,130	795,624	-7%	-698,036	-620,384	11%	0	0	---
Parks	3,442,168	3,508,174	2%	2,054,910	2,145,933	4%	1,352,758	1,362,241	1%	34,500	0	-100%
Police	13,439,104	13,793,216	3%	10,626,601	10,975,657	3%	2,812,503	2,817,559	0%	0	0	---
Fire	12,732,033	13,593,754	7%	11,069,557	11,613,598	5%	1,562,476	1,980,156	27%	100,000	0	-100%
Finance	742,270	738,255	-1%	778,227	790,241	2%	-35,957	-51,986	-45%	0	0	---
Information Technology	4,085,017	3,664,021	-10%	1,448,356	1,448,371	0%	2,235,661	2,165,650	-3%	401,000	50,000	-88%
Purchasing	163,838	185,345	13%	183,454	188,730	3%	-19,616	-3,385	83%	0	0	---
Court	250,875	231,335	-8%	200,026	198,538	-1%	50,849	32,797	-36%	0	0	---
Building & Neighborhood Svcs	2,244,317	2,350,928	5%	1,953,224	2,094,299	7%	291,093	256,629	-12%	0	0	---
Planning & Sustainability	1,446,112	1,558,878	8%	1,223,720	1,252,786	2%	222,392	306,092	38%	0	0	---
Engineering	761,079	879,513	16%	824,314	887,614	8%	-63,235	-8,101	87%	0	0	---
Traffic Operations Center	3,715,502	2,628,908	-29%	228,307	277,198	21%	372,195	701,710	89%	3,115,000	1,650,000	-47%
Streets-Maintenance	3,557,200	3,793,498	7%	2,111,424	2,200,963	4%	1,406,676	1,592,535	13%	39,100	0	-100%
Streets-Traffic	1,190,925	1,217,023	2%	645,793	679,100	5%	430,132	495,423	15%	115,000	42,500	-63%
Streets-Fleet	646,456	816,663	26%	474,653	612,373	29%	171,803	204,290	19%	0	0	---
General Expense	1,454,320	1,915,193	32%	1,325,500	1,734,693	31%	98,820	180,500	83%	30,000	0	-100%
Appropriations	421,375	425,986	1%	0	0	---	421,375	425,986	1%	0	0	---
Economic Development	119,318	69,730	-42%	0	0	---	119,318	69,730	-42%	0	0	---
Transfer to Other Funds	1,497,683	499,400	-67%	0	0	---	1,497,683	499,400	-67%	0	0	---
	55,626,958	56,134,703	1%	38,706,462	40,724,512	5%	12,960,896	13,602,691	5%	3,959,600	1,807,500	-54%
	0	0		0	0		0	0		0	0	

**CITY OF FRANKLIN, TN
EXECUTIVE SUMMARY
SPECIAL REVENUE AND DEBT SERVICE FUNDS
FISCAL YEAR 2014-2015**

BEG BAL + REVENUES	TOTAL		
	2014	2015	Percent
<i>Street Aid</i>	2,292,685	2,404,452	5%
<i>Sanitation & Envir Services</i>	7,941,748	8,148,820	3%
<i>Road Impact</i>	2,658,219	3,816,118	44%
<i>Facilities Tax</i>	5,152,824	9,832,066	91%
<i>Stormwater</i>	7,918,601	7,745,887	-2%
<i>Drug</i>	296,581	369,659	25%
<i>Hotel/Motel</i>	3,617,707	4,545,239	26%
<i>Transit System</i>	1,543,550	1,708,540	11%
<i>CDBG</i>	226,860	215,920	-5%
<i>Debt Service</i>	11,612,367	12,295,058	6%
	43,261,142	51,081,759	18%

EXPENDITURES	TOTAL			PERSONNEL			OPERATIONS			CAPITAL		
	2014	2015	Percent	2014	2015	Percent	2014	2015	Percent	2014	2015	Percent
<i>Street Aid</i>	2,292,685	2,404,452	5%	0	0	---	2,292,685	2,404,452	5%	0	0	---
<i>Sanitation & Envir Services</i>	7,941,748	8,148,820	3%	2,836,217	2,914,293	3%	4,630,531	4,884,527	5%	475,000	350,000	-26%
<i>Road Impact</i>	3,513,048	2,980,603	-15%	0	0	---	3,513,048	2,980,603	-15%	0	0	---
<i>Facilities Tax</i>	2,234,750	4,313,860	93%	0	0	---	192,545	671,360	249%	2,042,205	3,642,500	78%
<i>Stormwater</i>	4,049,651	4,785,812	18%	958,726	1,005,924	5%	1,060,925	777,888	-27%	2,030,000	3,002,000	48%
<i>Drug</i>	138,098	127,000	-8%	0	0	---	138,098	127,000	-8%	0	0	---
<i>Hotel/Motel</i>	2,400,579	3,100,577	29%	0	0	---	2,080,079	2,290,577	10%	320,500	810,000	153%
<i>Transit System</i>	1,543,550	1,708,540	11%	0	0	---	1,423,550	1,583,540	11%	120,000	125,000	4%
<i>CDBG</i>	203,240	192,125	-5%	0	0	---	203,240	192,125	-5%	0	0	---
<i>Debt Service</i>	11,565,711	12,290,058	6%	0	0	---	11,565,711	12,290,058	6%	0	0	---
	35,883,060	40,051,847	12%	3,794,943	3,920,217	3%	27,100,412	28,202,130	4%	4,987,705	7,929,500	59%

END BAL	TOTAL		
	2014	2015	Percent
<i>Street Aid</i>	0	0	---
<i>Sanitation & Envir Services</i>	0	0	---
<i>Road Impact</i>	(854,829)	835,515	198%
<i>Facilities Tax</i>	2,918,074	5,518,206	89%
<i>Stormwater</i>	3,868,950	2,960,075	-23%
<i>Drug</i>	158,483	242,659	53%
<i>Hotel/Motel</i>	1,217,128	1,444,662	19%
<i>Transit System</i>	0	0	---
<i>CDBG</i>	23,620	23,795	1%
<i>Debt Service</i>	46,656	5,000	-89%
	7,378,082	11,029,912	49%

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 \$9.7 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 \$1,650,000 are budgeted with offsetting grant reimbursements in revenues.
2. In the Stormwater Fund, several drainage projects are budgeted for a total of \$2,611,000.
3. In the Facilities Tax Fund, construction costs for a new fire station (Station 8) at Westhaven are budgeted for \$1,400,000 million.
4. In the Facilities Tax Fund, new rescue vehicles and Ladder 8 are budgeted for \$1,375,000.

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 are two (2) rear loaders (\$600,000 total) and a knuckleboom (\$135,000).
3. The Hotel/Motel Tax Fund has budgeted \$810,000 for improvements at multiple parks locations.
4. Two (2) replacement vehicles are budgeted in Transit for a total of \$125,000.

Listed on the following pages are the items to be funded in FY2014-2015 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
 2014-2015 Fiscal Year Budget
 Capital Listing - General and Special Funds

89200 - Buildings

89220 - Building Design & Construction

Fund	Dept	Division	Description	Budget 2015
SES	SES	Admin	Household Hazardous Waste Facility	350,000
Facilities Tax	Fire		Station 8 Construction	1,400,000
				1,750,000

89230 - Building Improvements

Fund	Dept	Division	Description	Budget 2015
Hotel/Motel	Parks		Historic Hayes Home MP&E's Construction	175,000
Hotel/Motel	Parks		Historic Hayes Home Exterior Restoration	30,000
Hotel/Motel	Parks		Bicentennial Park Pavilion Structure	100,000
Hotel/Motel	Parks		Harlinsdale Farm Restroom Construction	140,000
				445,000

Total 89200 - Buildings **2,195,000**

89300 - Improvements

89310 - Parks & Recreation Facilities

Fund	Dept	Division	Description	Budget 2015
Hotel/Motel	Parks		Harlinsdale North Entrance Paving Project	250,000
Hotel/Motel	Parks		Placement of Civil War Artillery Carriages	60,000
Hotel/Motel	Parks		EFB Trail Removal and Installation	55,000
				365,000

Total 89300 - Improvements **365,000**

City of Franklin
 2014-2015 Fiscal Year Budget
 Capital Listing - General and Special Funds

89400 - Infrastructure

89410 - Drainage

Fund	Dept	Division	Description	Budget 2015
Stormwater	Stormwater		100 Block Battle Ave Improvements	600,000
Stormwater	Stormwater		Figures Drive Area Improvements	1,100,000
Stormwater	Stormwater		Jordan Branch & Cheswick Farm Stream Restoration	800,000
Stormwater	Stormwater		Stream % Rainfall Gauging Stations	36,000
Stormwater	Stormwater		Capital Project Stormwater Infrastructure	75,000
				2,611,000

89470 - Traffic Signals

Fund	Dept	Division	Description	Budget 2015
General	Streets	Traffic	WaveTronics vehicle detection	42,500
				42,500

Total 89400 - Infrastructure 2,653,500

89500 - Equipment (> \$25,000)

89520 - Vehicles (> \$25,000)

Fund	Dept	Division	Description	Budget 2015
General	Facilities Mgt		3/4 Ton Truck	37,000
General	HR		Vehicle	28,000
Facilities Tax	Fire		Ladder 8	675,000
Facilities Tax	Fire		Technical Rescue	125,000
Facilities Tax	Fire		Hazmat Response	125,000
Facilities Tax	Fire		Heavy Rescue	450,000
Facilities Tax	SES	Collection	Split Body Rear Loader	300,000
Facilities Tax	SES	Collection	Split Body Rear Loader	300,000
Facilities Tax	SES	Collection	Knuckleboom	135,000
Facilities Tax	SES	Collection	Pick-up Truck	27,500
Transit	Transit		Vehicles	125,000
Stormwater	Stormwater	Streets	1.5T with Utility Boxes	48,000
Stormwater	Stormwater	Streets	Single Axle Dump	90,000
				2,465,500

City of Franklin
 2014-2015 Fiscal Year Budget
 Capital Listing - General and Special Funds

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

Fund	Dept	Division	Description	Budget 2015
General	TOC		Cool Spr Adaptive Signal Control (80/20 Match MPO)	500,000
General	TOC		Aspen Grove Roundabout	150,000
General	TOC		Signal Upgrade Program	250,000
General	TOC		Franklin ITS Extension (80/20 Match)	750,000
Facilities Tax	Fire		3 Tornado Sirens	105,000
Stormwater	Stormwater		Tracked Mini Excavator	53,000
Stormwater	Stormwater		Self Contained Curb & Storm Drain Vacuum	200,000
				2,008,000

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

Fund	Dept	Division	Description	Budget 2015
General	IT		Mobile Data Mgt (Airwatch)	50,000
				50,000

Total 89500 - Equipment (>\$25,000) 4,523,500

Total Capital 9,737,000

Capital by Fund

General	1,807,500
Sanitation & Environmental Services	350,000
Facilities Tax	3,642,500
Stormwater	3,002,000
Hotel/Motel	810,000
Transit	125,000
Total	9,737,000

Appendix B: CAPITAL PROJECTS

The projects listed below are the FY 2014-2018 Capital Investment Program (CIP) projects approved for funding on March 11, 2014.

Project	Facilities Tax	Hotel/Motel Tax	General Obligation Bonds	Totals
Fire Station #8 in Westhaven, construction & furnishings	\$3,050,000			\$3,050,000
Fire Station #7 in Berry Farms, construction & furnishings	\$3,050,000			\$3,050,000
Public Restrooms @ Harlinsdale		\$160,000		\$160,000
Carothers Parkway South Extension Gap (2-Lanes)			\$2,850,000	\$2,850,000
Columbia Avenue Improvements, Downs Blvd to Mack Hatcher Parkway, Professional Design Services			\$821,500	\$821,500
McEwen Drive, Phase IV Improvements, Cool Springs Blvd to Wilson Pike, Professional Design Services (Final Design)			\$340,000	\$340,000
Franklin Road (Final Design)			\$150,000	\$150,000
Sidewalk Construction along Highway 96 West, Downs Blvd to Freedom Intermediate School entrance			\$108,220	\$108,220
Sidewalk Construction along Murfreesboro Road (SR 96 East), Pinkerton Park to Mack Hatcher Parkway			\$550,300	\$550,300
	\$6,100,000	\$160,000	\$4,820,020	\$11,080,020

APPENDIX C – IMPACT OF CAPITAL IMPROVEMENTS ON THE 2015 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 2015 operating budget, there is \$1.9 million in the Street Aid Fund for roadway and sidewalk maintenance. This is supported entirely gasoline taxes. In its condition assessment report, the City's Street department has determined an annual amount of \$2.5 million is needed to adhere to a twelve-year replacement cycle. Additional roadway will have an impact beyond repayment of debt service by increasing the funding requirement for maintenance.

Capital Improvements Utilizing Leasing

The City has utilized leasing as a means to acquire needed capital equipment over a period of years in lieu of full payment in the year of acquisition. This has allowed the City to provide funding for police and fire vehicles that may have needed to be delayed without the leasing option. Of course, the impact on future budgets is the leasing payments residing in those departmental operating budgets. Additional leasing is included in the 2015 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 2015 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 – <i>Measures debt liability relative to total budget resources</i>	Total GO Debt < 12% Less Self-Supporting Debt < 8%
Supporting Data	S&P (04/08) cites <8% as low, 8%-15% as moderate Moody's, 2008 AAA Cities, Population 50k-100k Median @ 8.97%
Brentwood @	11.40%
Germantown @	8.00%
Franklin - Total GO Debt @	9.78%
Franklin - Less Self-Supporting @	4.77%
Chattanooga @ [AA/AA+]	9.14%
Clarksville @ [Aa3]	17.05%
Murfreesboro @ [A1]	17.31%
Alpharetta, GA @	21.00%
Dublin, OH @	11.37%
Naperville, IL @	6.69%
(II.) Wealth and Income of Community:	
2. Direct Debt Per Capita – <i>Measures net debt to population</i>	< \$2,000
Supporting Data	S&P (4/08) cites < \$1,000 as very low, \$1,000-\$2,000 as low and \$2,000-\$3,000 as moderate
Brentwood @	\$ 669.70
Germantown @	\$ 535.30
Franklin - Total GO Debt @	\$ 1,442.88
Franklin - Less Self-Supporting @	\$ 799.01
Chattanooga @ [AA/AA+]	\$ 566.84
Clarksville @ [Aa3]	\$ 383.30
Murfreesboro @ [A1]	\$ 1,865.21
Alpharetta, GA @	\$ 941.43
Dublin, OH @	\$ 999.90
Naperville, IL @	\$ 587.40

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		Total Taxable Assessed Value	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
	Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment				
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><u>\$ 172,117,343</u></u>	<u><u>12.01%</u></u>	<u><u>\$ 373,187,585</u></u>	<u><u>11.74%</u></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	2004			2013		
	Employees *	Rank	Percentage of Total City Employment	Employees **	Rank	Percentage of Total City Employment
Vanderbilt Medical Group				3,600	1	10.70%
Community Health Systems				2,800	2	8.32%
Nissan North America				1,600	3	4.75%
Williamson Medical Center	1,100	3	4.40%	1,412	4	4.20%
HCA				1,400	5	4.16%
Verizon Wireless				1,300	6	3.86%
Ford Motor Credit	2,400	2	9.59%	800	7	2.38%
Mars Pet Foods				750	8	2.23%
UnitedHealth Group				750	8	2.23%
Lee Company	700	4	2.80%	700	10	2.08%
Cool Springs Galleria Mall***	3,500	1	13.99%			
Progeny Marketing Innovations	625	5	2.50%			
AIM Healthcare	500	6	2.00%			
Atmos Energy	454	7	1.81%			
Plus Mark	450	8	1.80%			
LDM Technologies	380	9	1.52%			
Apcom, Inc.	350	10	1.40%			
Total	10,459		41.80%	15,112		44.91%

* City's 2004 Comprehensive Annual Financial Report

** Williamson County Office of Economic Development, Williamson County Top 25 (Private) Employers 2012

*** Williamson County Office of Economic Development does not report Williamson County Government, Williamson County Schools, and Cool Springs Galleria Mall in its Top 25 (Private) Employers 2012

APPENDIX H - PAY STRUCTURE

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

CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE				
				Min	1st Quartile	Mid	3rd Quartile	Max
1007	CITY ADMINISTRATOR	ADM	P	\$ 143,778	\$ 156,465	\$ 169,151	\$ 186,066	\$ 202,981
				\$69.13	\$75.23	\$81.33	\$89.46	\$97.59
				\$5,529.94	\$6,017.88	\$6,505.81	\$7,156.39	\$7,806.97
	NONE	NONE	O	\$ 127,803	\$ 139,079	\$ 150,356	\$ 165,392	\$ 180,427
				\$61.45	\$66.87	\$72.29	\$79.52	\$86.75
				\$4,915.49	\$5,349.21	\$5,782.93	\$6,361.22	\$6,939.51
1035	ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLANNING	N	\$ 113,603	\$ 123,626	\$ 133,650	\$ 147,015	\$ 160,380
1037	ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	N	\$54.62	\$59.44	\$64.26	\$70.69	\$77.11
				\$4,369.33	\$4,754.86	\$5,140.39	\$5,654.43	\$6,168.47
1812	CHIEF OF POLICE	POLICE	M	\$ 100,980	\$ 109,890	\$ 118,800	\$ 130,680	\$ 142,560
1042	CIP EXECUTIVE/CITY ENGINEER	ADM-CIP	M	\$48.55	\$52.84	\$57.12	\$62.83	\$68.54
1033	CITY ATTORNEY	LEGAL	M	\$3,883.85	\$4,226.54	\$4,569.24	\$5,026.16	\$5,483.08
1201	DIRECTOR OF ENGINEERING	ENG	L	\$ 89,760	\$ 97,680	\$ 105,600	\$ 116,160	\$ 126,720
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	L	\$43.16	\$46.97	\$50.77	\$55.85	\$60.93
1406	FIRE CHIEF	FIRE	L	\$3,452.31	\$3,756.93	\$4,061.54	\$4,467.70	\$4,873.85
1602	HUMAN RESOURCES DIRECTOR	HR	L					
1025	INFORMATION TECHNOLOGY DIR.	IT	L					
1504	PARKS DIRECTOR	PARKS	L					
1701	PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	L					
1606	ASSISTANT DIR HR/BENEFITS MGR.	HR	K	\$ 79,787	\$ 86,827	\$ 93,867	\$ 103,254	\$ 112,640
1106	BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	K	\$38.36	\$41.75	\$45.13	\$49.65	\$54.16
1313	COMPTROLLER	FINANCE	K	\$3,068.73	\$3,339.50	\$3,610.27	\$3,971.30	\$4,332.33
1415	FIRE DEPUTY CHIEF	FIRE	K					
1816	POLICE DEPUTY CHIEF	POLICE	K					
1909	SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	K					
1034	ASSISTANT CITY ATTORNEY	LEGAL	K					
2008	STREET DIRECTOR	STREET	K					
2408	APPLICATIONS PROJECT LEADER	IT	J	\$ 70,921	\$ 77,179	\$ 83,437	\$ 91,781	\$ 100,124
1203	ASSISTANT DIRECTOR OF ENGINEERING	ENG	J	\$34.10	\$37.11	\$40.12	\$44.13	\$48.14
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	J	\$2,727.75	\$2,968.44	\$3,209.12	\$3,530.03	\$3,850.94
2001	ASSISTANT STREET DIRECTOR	STREET	J					

1611	EMPLOYEE RELATIONS MANAGER II	HR	J										
1401	FIRE BATTALION CHIEF	FIRE	J										
1424	FIRE CHIEF ASST-ADMINISTRATION	FIRE	J										
1420	FIRE CHIEF ASST-FIRE MARSHALL	FIRE	J										
1423	FIRE CHIEF ASST-TRAINING	FIRE	J										
2417	NETWORK MANAGER	IT	J										
1604	RISK MANAGER	HR	J										
1036	STAFF ATTORNEY I	LEGAL	J										
2413	SYSTEMS/DATABASE MANAGER	IT	J										
2411	TELECOMMUNICATIONS MANAGER	IT	J										
1417	ADMINISTRATIVE SERVICES OFFICER	FIRE	I	\$	63,041	\$	68,604	\$	74,166	\$	81,583	\$	88,999
1913	ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	I		\$30.31		\$32.99		\$35.66		\$39.23		\$42.79
1118	BUILDING OFFICIAL	BNS	I		\$2,424.66		\$2,638.60		\$2,852.54		\$3,137.80		\$3,423.05
1041	COMMUNICATIONS MANAGER	ADM-COMM	I										
1711	PLANNING SUPERVISOR	PLANNING	I										
1613	EMPLOYEE RELATIONS MANAGER I	HR	I										
1419	EMS OFFICER	FIRE	I										
1212	ENGINEERING SUPERVISOR	ENG	I										
1040	FACILITIES PROJECT MANAGER	ADM-FACILITIES	I										
1404	FIRE CAPTAIN	FIRE	I										
1411	FIRE CAPTAIN/TRAINING OFFICER	FIRE	I										
2406	GIS MANAGER	IT	I										
1872	POLICE LIEUTENANT	POLICE	I										
1028	PURCHASING MANAGER	PURCHASING	I										
2323	SERVICE DIVISION SUPERINTENDENT	WATER-WD	I										
1212	STAFF ENGINEER III	ENG	I										
1207	TRAFFIC/TRANSPORTATION ENGINEER III	ENG-TOC	I										
2103	WATER RECLAMATION SUPERINTENDENT	WATER-SP	I										
1412	ASSISTANT FIRE MARSHAL	FIRE	H	\$	56,036	\$	60,981	\$	65,925	\$	72,518	\$	79,110
1013	BUSINESS PROCESS IMPROVEMENT MGR & CITY COURT CLERK	FINANCE	H		\$26.95		\$29.32		\$31.70		\$34.87		\$38.04
1516	FACILITIES SUPERINTENDENT	PARKS	H		\$2,155.25		\$2,345.41		\$2,535.58		\$2,789.14		\$3,042.70
1311	FINANCIAL MANAGER	FINANCE	H										
1912	FLEET MAINTENANCE MANAGER	STREET-FM	H										
2416	INFORMATION SYSTEMS ANALYST II	IT	H										
2403	NETWORK ANALYST	IT	H										
1120	PLANS EXAMINER III	BNS	H										
1706	PRINCIPAL PLANNER	PLANNING	H										
2409	SHAREPOINT ANALYST	IT	H										
1202	STAFF ENGINEER II	ENG	H										
1209	STORM WATER MANAGEMENT COORDINATOR	ENG - STMWTR	H										
2010	TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	H										
1204	TRAFFIC/TRANSPORTATION ENGINEER II	ENG-TOC	H										
2322	UTILITIES ENGINEER II	ENG / WATER - ADM	H										

2202 WATER TREATMENT SUPERINTENDENT	WATER-WP	H										
1115 ZONING/DEVELOPMENT COORDINATOR	BNS	H										
1017 ASSISTANT CITY RECORDER - RECORDS	ADM	G	\$	49,810	\$	54,205	\$	58,600	\$	64,460	\$	70,320
1012 ASSISTANT CITY RECORDER REVENUE MGMT	REV-MGT	G		\$23.95		\$26.07		\$28.18		\$31.00		\$33.81
1111 BUILDING INSPECTOR IV	BNS	G		\$1,915.77		\$2,084.81		\$2,253.85		\$2,479.24		\$2,704.62
2418 BUS. SERV APPLICATIONS ANALYST/SYSTEMS TRAINER	IT	G										
1026 CABLE TV PRODUCTION OPERATIONS SUPERVISOR	ADM-COMM	G										
1911 COLLECTION MANAGER	SANITATION & ENV SERV.	G										
1716 DEVELOPMENT SERVICES OPERATIONS ANALYST	ADM-PLANNING	G										
1421 FIRE AND LIFE SAFETY EDUCATOR	FIRE	G										
1418 FIRE INSPECTOR	FIRE	G										
1409 FIRE LIEUTENANT	FIRE	G										
1601 HUMAN RESOURCES GENERALIST	HR	G										
1710 LAND PLANNER (Reg Landscape Architect)	PLANNING	G										
2426 NETWORK TECHNICIAN II	IT	G										
1609 OCCUPATIONAL HEALTH & SAFETY SPECIALIST	HR	G										
1522 PARKS & RECREATION SUPERINTENDENT	PARKS	G										
1705 PLANNER SENIOR	PLANNING	G										
1119 PLANS EXAMINER II	BNS	G										
1873 POLICE SERGEANT	POLICE	G										
1022 PUBLIC OUTREACH SPECIALIST	ADM-COMM	G										
1214 RIGHT OF WAY AGENT	ENG	G										
1608 SAFETY COORDINATOR	HR	G										
2013 SENIOR ROAD INSPECTOR	STREET	G										
2405 SR. GIS ANALYST	IT	G										
1208 STAFF ENGINEER I	ENG	G										
1713 SUSTAINABILITY/GRANTS COORDINATOR	PLANNING	G										
2401 TELECOMMUNICATIONS TECHNICIAN II	IT	G										
1213 TRAFFIC OPERATIONS SUPERVISOR I	ENG-TOC	G										
2324 WASTEWATER COLLECTION ASSISTANT SUP'T.	WATER-SC	G										
2325 WATER DISTRIBUTION ASSISTANT SUP'T.	WATER-WD	G										
1218 WATER QUALITY SPECIALIST II	ENG - STMWTR	G										
2104 WATER RECLAMATION ASSISTANT SUP'T.	WATER-SP	G										
2201 WATER TREATMENT ASSISTANT SUP'T.	WATER-WP	G										
1114 ZONING ADMINISTRATOR	BNS	G										
1029 ACCOUNT MANAGEMENT SUPERVISOR	REV-MGT	F	\$	44,276	\$	48,182	\$	52,089	\$	57,298	\$	62,507
1507 ATHLETIC FOREMAN	PARKS	F		\$21.29		\$23.17		\$25.05		\$27.55		\$30.06
1101 BUILDING ASSOCIATE	BNS	F		\$1,702.91		\$1,853.17		\$2,003.43		\$2,203.77		\$2,404.11
1108 BUILDING INSPECTOR III	BNS	F										
1038 CUSTOMER SERVICE SUPERVISOR	REV-MGT	F										
1513 FACILITIES FOREMAN	PARKS	F										
1005 FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	F										
1312 FINANCIAL ANALYST	FINANCE	F										
1405 FIRE ENGINEER	FIRE	F										

1122 HOUSING DEVELOPMENT COORDINATOR	BNS	F										
2109 INDUSTRIAL PRETREATMENT COORDINATOR	WATER-SP	F										
2424 INFORMATION SYSTEMS ANALYST I	IT	F										
1210 ITS SPECIALIST	ENG-TOC	F										
1709 LAND PLANNER (no TN Reg)	PLANNING	F										
2017 LANDSCAPE MAINTENANCE SUPERVISOR	STREET	F										
2422 LANDSCAPING & GROUNDS FOREMAN	PARKS	F										
1840 MASTER PATROL OFFICER/DETECTIVE	POLICE	F										
1123 NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	F										
2402 NETWORK TECHNICIAN I	IT	F										
0018 OFFICE MANAGER	VARIOUS	F										
1035 PARALEGAL	LEGAL	F										
1704 PLANNER	PLANNING	F										
1113 PLANS EXAMINER I	BNS	F										
2009 ROAD INSPECTOR	STREET	F										
0057 SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	F										
2020 STORM WATER INSPECTOR	STMWTR - ST	F										
1715 SURETY COORDINATOR	PLANNING	F										
2410 TELECOMMUNICATIONS TECHNICIAN I	IT	F										
2022 TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	F										
2420 TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN	STREET-TRAFFIC	F										
2419 TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	F										
1908 TRANSFER STATION MANAGER	SANITATION & ENV SERV.	F										
2309 UTILITY INSPECTOR	WATER-WA	F										
2421 WATER QUALITY SPECIALIST I	ENG - STMWTR	F										
2423 ACCOUNTING OFFICER	REV-MGT	E	\$	39,356	\$	42,828	\$	46,301	\$	50,931	\$	55,561
1521 ARBORIST	PARKS	E		\$18.93		\$20.60		\$22.27		\$24.49		\$26.72
1883 ASSISTANT COMMUNICATIONS SUPERVISOR	POLICE	E		\$1,513.69		\$1,647.25		\$1,780.81		\$1,958.89		\$2,136.97
1524 ATHLETIC CREW CHIEF	PARKS	E										
2321 BACKFLOW INSPECTOR	WATER-WD	E										
1107 BUILDING INSPECTOR II	BNS	E										
1039 CHIEF DEPUTY COURT CLERK	COURT	E										
2021 COMPOST FACILITY MANAGER	STREET	E										
1031 EXECUTIVE ASSISTANT	ADM	E										
1301 FINANCIAL TECHNICIAN II	FINANCE	E										
1407 FIREFIGHTER	FIRE	E										
2404 GIS ANALYST	IT	E										
1519 GROUNDS TURF CREW CHIEF	PARKS	E										
0053 INFRARED SYSTEM TECHNICIAN	STREET	E										
2425 IT HELP DESK ADMINISTRATOR	IT	E										
1518 LANDSCAPE MAINTENANCE CREW CHIEF	STREET	E										
2311 LIFT STATION TECHNICIAN	WATER-SC	E										
1501 MAINTENANCE CREW CHIEF	PARKS	E										
2107 MAINTENANCE TECHNICIAN	WATER-SP	E										

1110 NEIGHBORHOOD RESOURCES COORDINATOR	BNS	E										
1308 PAYROLL SPECIALIST	FINANCE	E										
1708 PLANNING ASSISTANT	PLANNING	E										
1870 POLICE OFFICER	POLICE	E										
1917 PREVENTIVE MAINTENANCE TECHNICIAN	STREET-FM	E										
1506 PROGRAMMING COORDINATOR	PARKS	E										
1044 PURCHASING SPECIALIST	PURCHASING	E										
1881 RECORDS SUPERVISOR	POLICE	E										
1525 RESEARCH & PLANNING SPECIALIST	PARKS	E										
1918 SAN & ENV SERV CREW SUPERVISOR	SANITATION & ENV SERV.	E										
1824 SR. COMMUNICATIONS OFFICER	POLICE	E										
2011 STORM WATER SUPERVISOR	STMWTR - ST	E										
2012 STREET CREW SUPERVISOR	STREET	E										
2006 TECHNICAL SUPPORT SPECIALIST	VARIOUS	E										
1205 TOC OPERATOR	ENG-TOC	E										
2014 TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	E										
2320 UTILITIES CREW CHIEF	WATER-WD	E										
2206 WASTEWATER OPERATOR SENIOR	WATER-SP	E										
2205 WATER OPERATOR SR	WATER-WP	E										
1117 ZONING ENFORCEMENT OFFICER	BNS	E										
0016 ADMINISTRATIVE ASSISTANT	VARIOUS	D	\$	34,983	\$	38,069	\$	41,156	\$	45,272	\$	49,387
1610 BENEFITS TECHNICIAN	HR	D		\$16.82		\$18.31		\$19.79		\$21.77		\$23.75
1102 BUILDING INSPECTOR I	BNS	D		\$1,345.49		\$1,464.21		\$1,582.93		\$1,741.22		\$1,899.51
1820 COMMUNICATIONS OFFICER	POLICE	D										
1886 COMMUNICATIONS SUPPORT COORDINATOR	POLICE	D										
0051 EQUIPMENT OPERATOR	VARIOUS	D										
1882 EVIDENCE TECHNICIAN	POLICE	D										
1310 FINANCIAL TECHNICIAN I	REV-MGT	D										
1310 FINANCIAL TECHNICIAN I (A/P Specialist)	FINANCE	D										
1416 GENERAL SERVICES TECHNICIAN	FIRE	D										
1605 HUMAN RESOURCES TECHNICIAN	HR	D										
2319 INVENTORY SPECIALIST	PARKS/STREET/WATER	D										
0015 PERMIT TECHNICIAN	BNS/PLANNING	D										
1707 PLANNING ASSOCIATE	PLANNING	D										
1510 PROGRAM SPECIALIST	PARKS	D										
2314 SEWER EQUIPMENT TECH	WATER-SC	D										
2019 STRIPING TECHNICIAN	STREET-TRAFFIC	D										
2318 TV TRUCK SEWER INSPECTOR	WATER-SC	D										
2204 WASTEWATER OPERATOR	WATER-SP	D										
2203 WATER OPERATOR	WATER-WP	D										
1407T FIRE CADET	FIRE	D (Tr)										\$12.0192 at hire, \$12.3197 after academy, \$12.6278 after all training, then to Grade E minimum.
1870T POLICE OFFICER TRAINEE	POLICE	D (Tr)										\$16.8269 at hire, \$17.2476 after POST, \$17.6789 after field training, then to Grade E minimum.
0022 BILLING/COLLECTIONS TECH	REV-MGT	C	\$	31,096	\$	33,839	\$	36,583	\$	40,241	\$	43,900
1011 DEPUTY COURT CLERK	COURT	C		\$14.95		\$16.27		\$17.59		\$19.35		\$21.11

1021 DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	C	\$1,195.99	\$1,301.52	\$1,407.04	\$1,547.75	\$1,688.45
1004 FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SES	C					
1905 HHW DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	C					
2016 LANDSCAPE MAINTENANCE WORKER SR	STREET	C					
2316 METER READER SENIOR	WATER-WB	C					
1502 PARKS MAINTENANCE WORKER	PARKS	C					
1027 PURCHASING TECHNICIAN	PURCHASING	C					
1030 RECORDING SECRETARY-BOMA	ADM	C					
1903 SAN & ENV SERV DRIVER/OPERATOR	SANITATION & ENV SERV.	C					
1914 SCALE OPERATOR	SANITATION & ENV SERV.	C					
2305 UTILITY SERVICE WORKER	WATER-WD	C					
0014 ADMINISTRATIVE SECRETARY	VARIOUS	B	\$ 27,640	\$ 30,079	\$ 32,518	\$ 35,770	\$ 39,022
1509 ATHLETIC WORKER	PARKS	B	\$13.29	\$14.47	\$15.64	\$17.20	\$18.77
0023PCASHIER (PT)	REV-MGT	B	\$1,063.09	\$1,156.90	\$1,250.70	\$1,375.77	\$1,500.84
2005 CREW WORKER	STREET	B					
1018 CUSTODIAN	ADM-FACILITIES	B					
1901 DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	B					
1512 FACILITIES WORKER	PARKS	B					
1520 GROUNDS WORKER	PARKS	B					
2015 LANDSCAPE MAINTENANCE WORKER	STREET	B					
1517 LANDSCAPING WORKER	PARKS	B					
2303 METER READER	WATER-WB	B					
1877 PARKING ENFORCEMENT OFFICER	POLICE	B					
1880 RECORDS CLERK	POLICE	B					
0012 SAN & ENV SERVICES DISPATCHER	SANITATION & ENV SERV.	B					
1902 SAN & ENV SERVICES WORKER	SANITATION & ENV SERV.	B					
1523PTREE WORKER (PT)	PARKS	B					
1043PVIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	B					
0003 SCHOOL PATROL	POLICE	A	\$ 24,569	\$ 26,737	\$ 28,905	\$ 31,796	\$ 34,686
			\$11.82	\$12.86	\$13.90	\$15.29	\$16.68
			\$ 944.98	\$ 1,028.36	\$ 1,111.74	\$ 1,222.91	\$ 1,334.08

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 sanitation disposal 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%), Sanitation (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 SANITATION CONTAINERS

Cost of residential containers distributed by the Sanitation & Environmental Services 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.
- 87500 REIMBURSEMENT FOR INTERFUND SERVICES**
- 87510 **REIMBURSEMENT FOR INTERFUND SERVICES**
Amounts received by the General Fund from the Sanitation, Stormwater, and Water/Sewer funds for administrative services provided to these funds. The amounts are recorded in the General Fund as reductions of expenditures in Revenue Management, Administration, Capital Investment Planning, Facilities & Project Management, Human Resources, Law, Communications, Finance, Purchasing, and Engineering.

88000 TRANSFERS TO OTHER FUNDS

Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.

- 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, sanitation, and parks and recreation.

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

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

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

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

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

GENERAL FUND: The general operating fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks.

GENERAL OBLIGATION BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

HOTEL/MOTEL TAX FUND: A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel/Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.

INTENT TO AMEND: Similar to a budget amendment, this is used to indicate approval of a budget change on 1 reading. Although it does not formally amend the budget, it allows an approved action that was not originally budgeted to proceed. (The intent to amend will be included with the next budget amendments presented to the Board for 3 readings).

LOCAL SALES TAX: This is the City's most significant revenue source. The local sales tax rate is 2.25%. The City receives half of the tax amount, less a 1% administrative fee retained by the County, for sales that occur inside the City. Local sales tax applies only to the first \$1,600 of a single article purchase of tangible personal property.

MODIFIED ACCRUAL: The basis of accounting where expenditures are recognized when incurred and payment is due and revenues are recognized when they are measurable and available (generally collected within 60 days).

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

OPERATIONS: Category of expenditures for ongoing operations that includes:

- (a) mailing and shipping,
- (b) operating services such as printing and testing and physicals,
- (c) notices and subscriptions such as legal notices, citizens academies, dues for memberships, and publications,
- (d) utilities,
- (e) contractual services including consultants,
- (f) repair and maintenance services and supplies,
- (g) employee programs, including training and professional development
- (h) fuel,
- (i) supplies purchased for resale,
- (j) equipment under \$25,000 (which are not depreciated over time as

- capital assets in the City's annual financial report),
- (k) costs grouped within operations units such as K-9 operations,
- (l) property and liability costs,
- (m) rental costs,
- (n) permits and fees such as those paid to the State,
- (o) financial fees such as banking or investment fees,
- (p) debt service,
- (q) appropriations to government and non-profit organizations, and
- (r) interfund transfers.

PERFORMANCE

MEASUREMENTS: Any systematic attempt to learn how responsive a government's services are to the needs of constituents through the use of standards, workload indicators, etc.

PERSONNEL: Category of expenditures that includes:

- (a) employee salaries and wages,
- (b) officials fees to the Mayor and Aldermen, the City judge, and the Planning Commission, and
- (c) employee benefits.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently \$0.4065 per \$100 of assessed valuation.

PROPERTY TAX RATE

ORDINANCE: The rate at which real and personal property in the City is taxed which is adopted by the Board of Mayor and Aldermen each year.

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

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

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

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

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

SANITATION & ENVIRONMENTAL SERVICES FUND: A special revenue fund used to account for the City's sanitation collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.

SPECIAL REVENUE FUND: Special revenue funds are used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources are to be used to finance a particular activity. The City has nine (9) special revenue funds: Street Aid & Transportation, Sanitation & Environmental Services, Road Impact, Facilities Tax, Stormwater, Drug, Hotel/Motel, Transit System, and Community Development Block Grant (CDBG) funds.

STORMWATER FUND: A special revenue fund used to account for the City's stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.

STREET AID & TRANSPORTATION FUND: A special revenue fund used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

TAX BASE: The total assessed value of real property within the City.

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

TRANSIT SYSTEM FUND: A special revenue fund used to account for the City's transit operations. Its primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations. Daily operations of the transit system are managed by a contractor.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.