

CITY OF FRANKLIN, TENNESSEE



FY 2017 Approved Budget

Excellence Innovation Teamwork Integrity Action-Oriented



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

**Annual Operating &
Capital Equipment Budget
July 1, 2016 - June 30, 2017**

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.

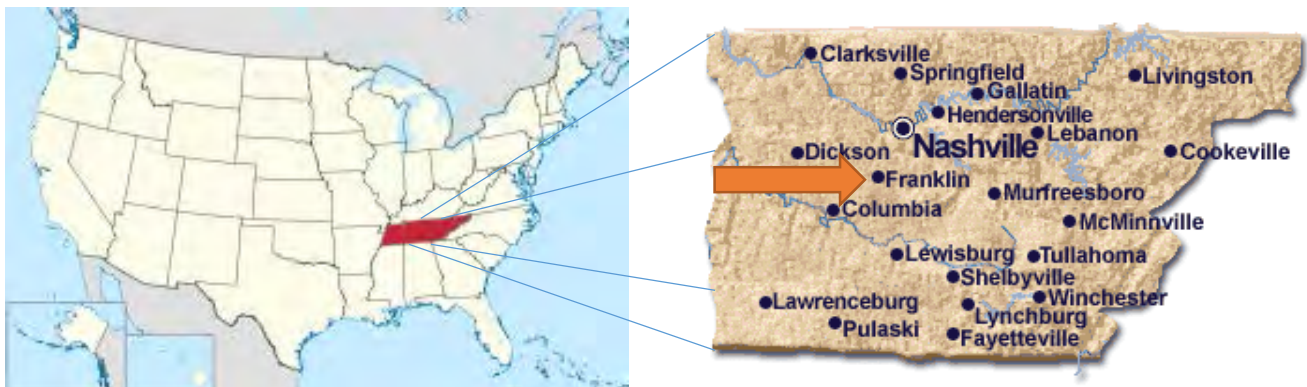
Franklin was the site of one of the bloodiest battles of the Civil War on November 30, 1864, when 20,000 Confederate soldiers made a series of charges over two miles of open ground. More than 8,000 northern and southern soldiers fell in little more than five hours.



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 Big Idea Productions, CKE Enterprises (Carl's Jr/Hardees), Clarcor, Community Health Systems, Ford Motor Credit, Healthways, Jackson National Life, Mars Petcare, Nissan North America and Verizon Wireless. The area is also home to a regional conference center and several major hotel chains, including Aloft, Drury Plaza Hotel, Embassy Suites, Hilton, Homewood Suites, Hyatt Place, and Marriott.

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





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Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

Clyde Barnhill

Brandy Blanton

Pearl Bransford

Beverly Burger

Margaret Martin

Dana McLendon

Ann Petersen

Michael Skinner

Eric Stuckey, City Administrator

Russell Truell, Assistant City Administrator of Finance and Administration

Vernon Gerth, Assistant City Administrator of Community Development

Fred Banner, Information Technology Director

Paul Holzen, Engineering Director/City Engineer

Lanaï Benne, Asst. City Recorder

Mike Lowe, Comptroller

Shauna Billingsley, City Attorney

Bob Martin, Interim Planning & Sustainability Director

Chris Bridgewater, Bldg & Neighborhood Services Director

Milissa Reiersen, Communications Manager

Becky Caldwell, Sanitation & Environmental Services Director

Lawrence Sullivan, Asst. City Recorder/City Court Clerk

Lisa Clayton, Parks Director

Michael Walters Young, Budget & Analytics Manager

Deborah Faulkner, Police Chief

Brian Wilcox, Purchasing Manager

Rocky Garzarek, Fire Chief

Brad Wilson, Project and Facilities Manager

Shirley Harmon-Gower, Human Resources Director

Joe York, Streets Director

Mark Hilty, Water Management Director



City of Franklin, Tennessee
FY 2017 Operating Budget

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The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the City of Franklin, Tennessee its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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



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May 6, 2016

Mayor Moore, Aldermen, and citizens of Franklin,

Franklin continues to be a highly desirable community for families and businesses to call home. Along with acclaim on numerous city ratings focusing on high quality of life, Franklin boasts unprecedented job and population growth. In fact, Federal government numbers show that Williamson County was the top county in America for job growth in 2014-15. Most of this job growth occurred in Franklin and matches recent U.S. Census reports that identify Franklin as one of the fastest growing cities in the country with a population of more than 50,000. Since 2013 (a 39-month period), the City of Franklin has experienced a total investment in permitted development of nearly \$1.7 billion. Our city is honored to be a community that so many are choosing as a place to invest, build a business, raise a family, spend a vacation, and, most of all, a place they proudly call “home.”

This extraordinary growth and investment in our community is certainly positive, but it does place significant challenges before us. Franklin’s city government, with the leadership of the Board of Mayor and Aldermen, is working diligently to meet these challenges. Over the past several years, important long-term planning efforts have been undertaken, including a comprehensive transportation plan linked to land use, a land use plan update, a parks master plan, a long-term capital investment plan, and key implementation steps for the adopted integrated water resource plan. These planning efforts point to the critical need of our community to continue to invest in important infrastructure and a high level of community services. The common concerns heard from citizens (formally through surveys and in day-to-day conversation) center on the need to address traffic and congestion issues. The recently adopted Parks Master Plan highlights needs for additional parks amenities. Unmet, these needs threaten to negatively impact Franklin’s high quality of life.

The Fiscal Year 2017 (FY17) budget offers an important opportunity for the City of Franklin to meaningfully address the need for investment in key infrastructure and high-quality services in order to maintain our community’s excellent quality of life. Every five years, the County Property Assessor performs a reappraisal of all property throughout Williamson County. Through this process, updated valuations are provided for each property and, as a result, property tax rates are adjusted. This process presents the City with an opportunity to reevaluate its property tax rate and structure. The City’s proposed property tax rate is \$0.42 per \$100 of assessed valuation, an increase of 3.3% from the current rate of \$0.4065 per \$100 of assessed valuation. The recommended budget includes both the City’s existing property tax structure (\$0.32 per \$100 of assessed valuation) and a recommended additional component (\$0.10 per \$100 of assessed valuation) targeted at funding investment in infrastructure and supporting City operations. First, the existing property tax funding consists of:

- **\$0.29 per \$100 of assessed valuation** – This component is the City’s existing base property tax rate for operations and debt service, providing only the amount of tax dollars received for those purposes in the prior year.
- **\$0.03 per \$100 of assessed valuation** – Added in 2014, this tier of property tax is pledged 50% to infrastructure/capital investment projects and 50% to increased neighborhood street resurfacing.

The proposed FY17 budget recommends additional dedicated property tax funding consisting of:

- **\$0.07 per \$100 of assessed valuation** – This component would be dedicated to infrastructure investments and transportation needs, including roadway improvements/expansions, parks, and City facility needs. One penny of this component would be specifically dedicated to funding for transit, connectivity through multi-use trails and sidewalks, and other alternatives to roadway transportation.
- **\$0.03 per \$100 of assessed valuation** – This component would be dedicated to supporting City operations and service delivery. This allocation of property tax capacity would be the first additional property tax rate support provided to City operations since 1987.

The proposed restructuring of the City’s property tax will provide much-needed capacity to support both infrastructure investment – with a focus on transportation needs – and critical public services. Under this proposal, the capacity to support infrastructure needs will increase from a projected \$30 million to \$80 million over the 10-year capital investment planning horizon. The need for this additional capacity has been highlighted in our recent capital investment planning process that has identified more than \$240 million in infrastructure needs over the next 10 years (non-utility investments). Providing additional capacity through the property tax structure described above is one part of a broader strategy to address growth-related challenges impacting the community. The City will continue to work to meet infrastructure needs through other sources as well, including the aggressive pursuit of state and federal funding, partnerships with other entities (public, private, and nonprofit) in Middle Tennessee, taxes resulting from tourism, and updated development fee structures ensure that private development is contributing significantly to infrastructure costs.

The City’s challenge is to welcome this incredible investment and interest in our community, along with the many opportunities it brings, while maintaining the qualities and character that make Franklin a special place to live. To that end, through the leadership of the Board of Mayor and Aldermen (BOMA), the commitment of our talented staff team, and an engaged citizenry, Franklin is focusing on the future. The City’s adopted strategic plan, **FranklinForward**, focuses on four key strategic themes:

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

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

Budget Overview

The proposed general fund budget is \$64,147,849, which represents an increase of 4.1% compared to the current \$61.6 million budget for 2015-16. This budget increase is primarily due to cost increases in the services we purchase, personnel expenses, and the funding of expanded services in the areas of public safety, streets (including city fleet), and parks, all of which are significantly impacted by growth.

The 2016-17 proposed budget for all funds is \$134,999,925, which represents an increase of 5.8% compared to 2015-16. The primary reasons for this \$7,429,990 increase across funds are increases in the General, Sanitation, Transit, Community Development Block Grant (CDBG), Stormwater, Street Aid, Road Impact, Debt Service, and Water/Sewer funds. There are decreases within other funds, including Drug, Facilities Tax, and Hotel/Motel.

Highlights of the Proposed 2016-17 Budget

- The budget is balanced, with current revenues equaling expenditures.
- The budget is in compliance with the Board of Mayor and Aldermen's debt and fund reserve policies, significantly exceeding the reserve requirements.
- Overall, the proposed budget has a net reduction of 11 positions across all funds. This is largely due to the consolidation of the City's emergency communication function with Williamson County. A targeted group of new positions are added in the budget. These positions are in areas such as Parks, Police, Fire, Engineering, and Stormwater, all of which have been impacted by growth.
- Within the Water Management department, the City will be establishing a team to manage utility location services through the State of Tennessee's "One Call" system. Per state law, cities and utilities are required to participate in this system by January 1, 2017.
- The annual pay adjustments for City team members will involve two tiers this year: 1) All employees will receive a \$500 base pay increase to offset medical insurance cost escalations in recent years and 2) a 4% general pay increase will be provided to employees. There will be a cap placed on total base pay increase of \$3,000 between these two elements. The pay adjustment will be effective July 1, 2016. In addition, the recommended budget includes \$125,000 for funding of the merit supplements for a fifth consecutive year.
- The recommended budget proposes the reclassification of the vacant Capital Investment Project Executive/City Engineer position to an Assistant City Administrator for Public Works effective January 1, 2017. Along with this reclassified position, a reorganization of departmental reporting structure will be brought to the Board for consideration during the fall of 2016.
- Funding for a special census is included in the recommended budget. This effort will enable the City to document its population growth and receive a more appropriate portion of state-shared revenue.
- The City property tax rate is recommended at \$0.42 per \$100 of assessed valuation, with specific dedication of funding to infrastructure and operations (described above). The City of Franklin maintains one the lowest municipal property tax rates in the State of Tennessee.
- The proposed budget incorporates performance measures and sustainability initiatives for every department. The connection to our Strategic Plan, **FranklinForward**, is clearly linked to performance measures and objectives throughout the budget.

Budget Process

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

In addition to projecting financial capacity, the City must assess current service levels and the associated cost of operations. Throughout the budget process, each department is asked to develop and justify a “base budget.” The base budget is defined as the cost to operate at current service levels in the upcoming year. By comparing the revenue forecast with the base budget expenditure projection, the amount of available capacity is determined. Departments identify new initiatives and ideas that allow the City to better meet community needs through the submission of “Program Enhancement Requests.” Each request includes detailed descriptions of the enhancement and an estimate of financial impact (revenue generated, costs avoided, one-time and ongoing expenses). All this information has been presented by each department to the Budget and Finance Committee, shared with the full Board of Mayor and Aldermen, and reviewed by the City Administrator and our budget team. Through the FY17 budget process, 143 program enhancements—totaling \$12.35 million—were submitted. While all of these initiatives had merit, the recommended budget includes enhancement items that best match community needs and continue the momentum of the City in a number of important service areas, such as public safety, infrastructure, and parks. A full listing of all program enhancements and the funding provided is available in Appendix H of this budget document. Below are highlights of these initiatives by Strategic Plan theme:



A Safe, Clean, and Livable City

- The addition of a Crime Analyst position within the Police Department.
- Installation of an additional outdoor tornado warning siren (\$30,000).
- Technical rescue equipment for the Fire Department (\$75,000).
- Enhanced body armor for police officers (\$39,000).
- Enhanced video security, including cameras in City parking garages and other City facilities (\$90,600).
- Purchase of 110 body cameras (funded by reserves) for police officers and support services/staffing (carryover from FY16, \$342,550).



Effective and Fiscally Sound City Government Providing High-quality Services

- Additional and replacement vehicles in Sanitation, Parks, Police, Streets, Information Technologies, Stormwater, and Building and Neighborhood Services.
- Creation of a utility location crew to meet “One Call” service requests.
- High mast interstate lighting (LED) retrofit (\$175,560).

- Franklin TV High Definition upgrades (\$125,672).
- Enhance Information System disaster recovery and data security initiatives.
- Special Census funding (\$100,000).
- Architectural service for City Hall building plan (carryover from FY16, \$250,000).



Quality Life Experiences

- Study of shared facility use and improvements between the Franklin Special School District and the Franklin Parks Department.
- Parks programming staffing enhancements.
- Eastern Flank Battlefield Park/Fleming Center lighting (\$20,000).



Sustainable Growth and Economic Prosperity

- Downtown parking study and traffic circulation study (\$250,000).
- Fourth Avenue parking garage vehicle counting/control system (\$70,000).
- Continued funding of the 91X regional bus service (\$13,600) and targeted expansion of Franklin Transit services (\$322,895).
- Along with the Metropolitan Planning Organization and the Regional Transit Authority, funding of the I-65 corridor study connecting Nashville and Franklin (\$12,500).

General Fund Overview and Issues

Revenues. In total, general fund revenues for 2016-17 are projected at \$64.1 million, up 6.1% from the 2015-16 estimated actual of \$60.4 million and up 4.1% from the 2015-16 budget of \$61.6 million. The following is a brief summary of revenue by category.

Sales Tax. The City’s largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 51.7% of total general fund revenue. The proposed 2016-17 budget projects local sales tax at \$33.2 million, an increase of 7.2% compared to the 2015-16 budget of \$30.96 million. The 2016-17 projection represents a growth of 5%, or \$1.58 million, compared to the estimate of \$31.6 million for the current year. The State of Tennessee Funding Board identified a range of 4.0% to 5.3% for statewide growth in 2016-17. Personal income is expected to rise by 4.8% in fiscal year 2016.

Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue (also referred to as state shared revenue), accounts for 17.4% of total general fund revenue and is projected to be \$11.15 million, a slight decrease of 0.2%, or \$23,763, compared to the 2015-16 budget of 11.17 million.

Property Tax. The third-largest revenue source for the City’s general fund is property tax, which accounts for 9.2% of general fund resources. The amount of property tax revenue going to general fund operations for 2016-17 is \$5.9 million, compared to \$5.3 million in 2015-16. The general fund portion of property tax revenue is the result of the total property tax of \$15.8 million minus \$1.3 million due to the City’s Industrial

Development Board, plus an additional \$7.5 million for the debt service fund. As described previously, the recommended budget proposes to set the City’s property tax rate at \$0.42 per \$100 of assessed value. While this rate is a slight increase from the current property tax rate of \$.4065 per \$100 of assessed valuation, it will generate additional revenue to support both infrastructure investments and general fund operations due to the increase in property valuation resulting from the five-year reappraisal.

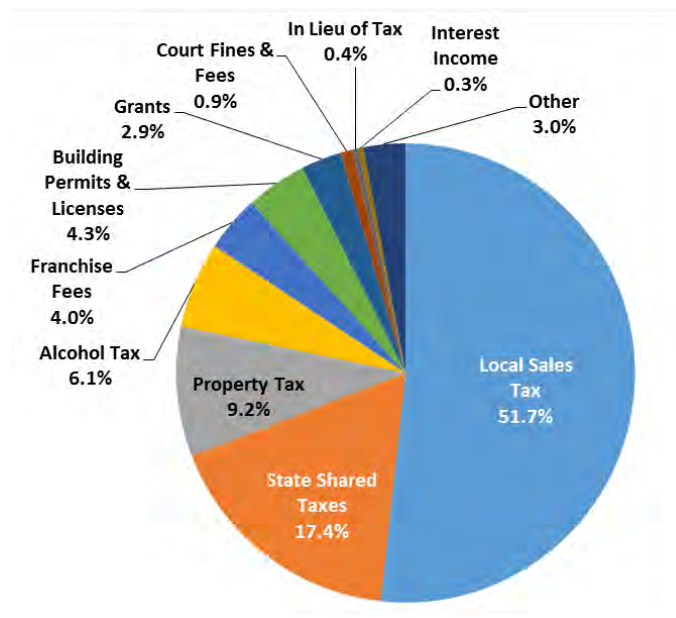
Alcohol Taxes. Local governments in Tennessee receive wholesale beer/liquor taxes from distributors and privilege taxes from local businesses that serve liquor by the drink. For the 2016-17 budget year, these various alcohol taxes are projected to generate \$3.9 million, accounting for 6.1% of general fund revenue. In 2013, the state modified the wholesale beer tax basis, moving from a sales (price multiplied by volume) basis to a volume-only basis. This change resulted in a drop in revenue in this category compared to the previous calculations. Nonetheless, collections in this category are projected to be \$155,000 above the original projected revenue in the current year, a growth rate of 4.1%.

Building Permits and Licenses. As construction activity has rebounded significantly in recent years, the City of Franklin has seen building permit and license fees reach the \$2.5 million per year level, an increase of \$1 million per year compared to 2013 levels. Based on projected construction activity, \$2.7 million in permit and licensing fees from various permits, licenses, and inspections is anticipated. These fees allow the City to capture the costs associated with providing construction-related services and accounts for 4.3% of the general fund revenue.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 4% of general fund revenue. For 2016-17, \$2.54 million is projected in franchise fees. This is a modest increase (1%) over the \$2.5 million expected during the current budget year.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant funding for the Traffic Operations Center project originally anticipated for expenditure in 2015-16 will shift into the 2016-17 budget. All other revenues in these categories are projected to be relatively stable compared to prior years.

General Fund Revenue by Category – FY17

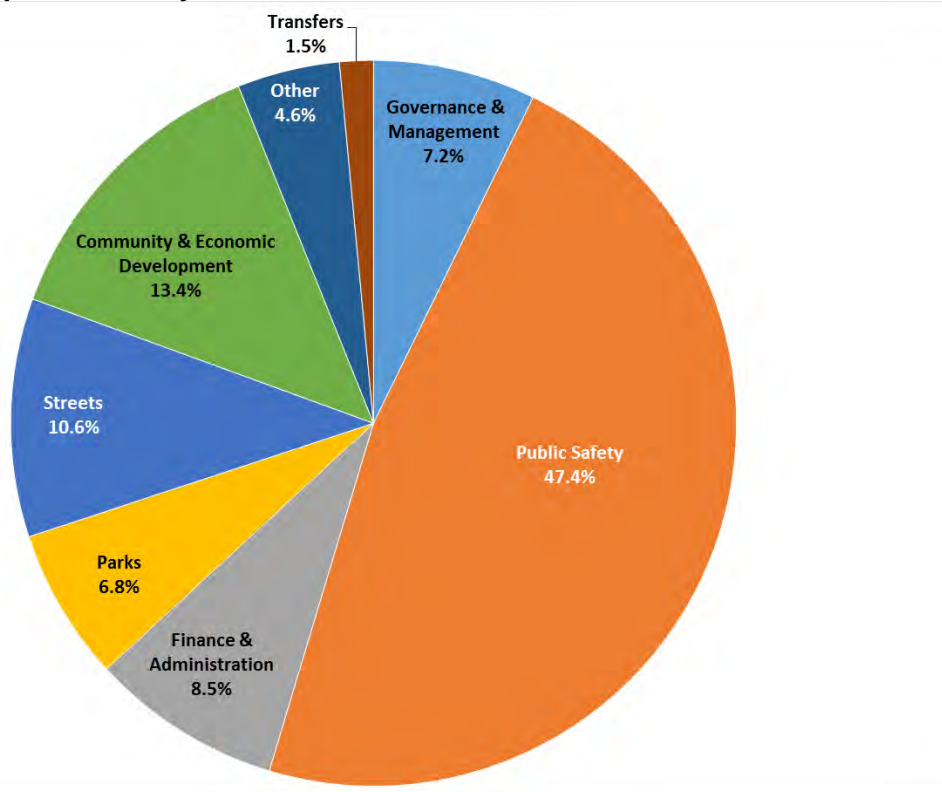


Long-term Revenue Diversification. Over the past several years, the need for greater diversification within the City’s revenue structure has been highlighted. Currently, sales tax accounts for more than half of general fund revenue. By its nature, sales tax revenue can fluctuate significantly due to changing economic conditions and retail development patterns (including the continued proliferation of online shopping). 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.

Expenditures. As described above, the total available resources within the general fund is \$64.1 million. Through the budget process, the expenditures necessary to maintain service levels are defined in the base budget. The base budget for 2016-17 is projected to be \$61.7 million. This provides an available capacity of \$2.4 million to fund service enhancements.

The following chart displays a summary of expenditure activities within the proposed budget by service area. Consistent with previous years, public safety functions account for nearly half (47.4%) of the total proposed general fund budget.

General Fund Expenditures by Service Area – FY17



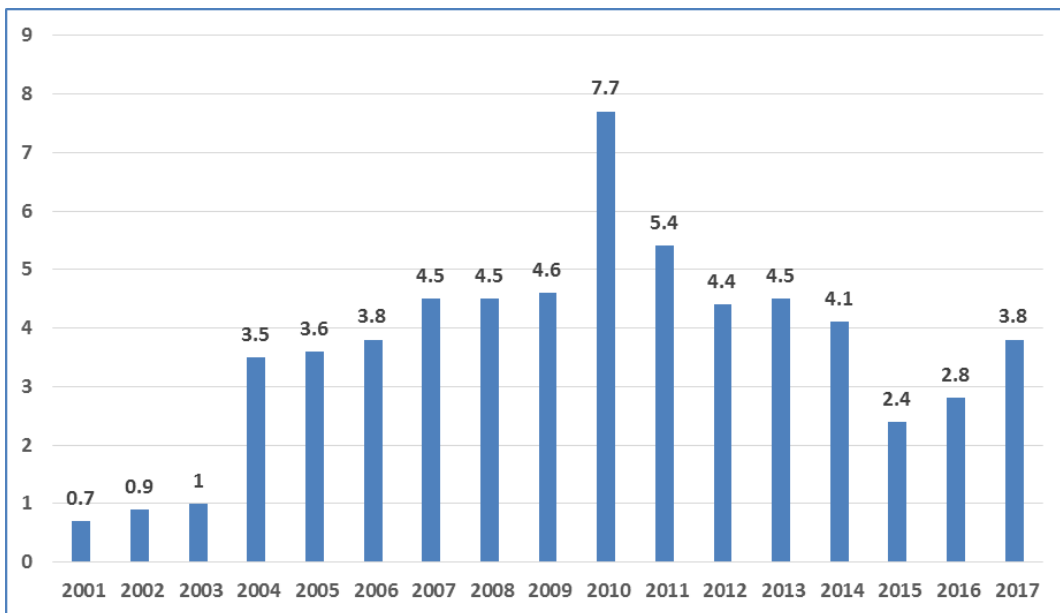
Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 70.3% of the City’s general fund budget. Overall, employment-related costs are projected at \$45.1 million, 6.3% higher than the current budget of \$42.5 million.

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. Collectively, these improvements to the City’s pension program and strong market performance resulted in significant reductions in the amount of pension contribution required to meet

the actuarial contribution amount in FY15 and FY16. The City’s actuary has determined an estimated pension contribution for 2016-17 of \$3.8 million, a \$1 million increase (36%) compared to the current budget. Overall, pension expenses are at approximately 12% of total payroll. New pension rules from the Government Accounting Standards Board, as well as statements about bond ratings from Moody’s Investment Services, will require us to continually review our pension funding strategy. In addition, the Employee Pension Committee and the Board of Mayor and Aldermen will likely consider multiyear smoothing or a percent of payroll budget assumption to better stabilize the City’s budgeting assumptions regarding its pension contribution. As these options are considered, the City will be advised by its actuary to ensure appropriate contributions are being made to sustain the pension fund.

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

Pension Contributions by Fiscal Year - (Amounts in millions)



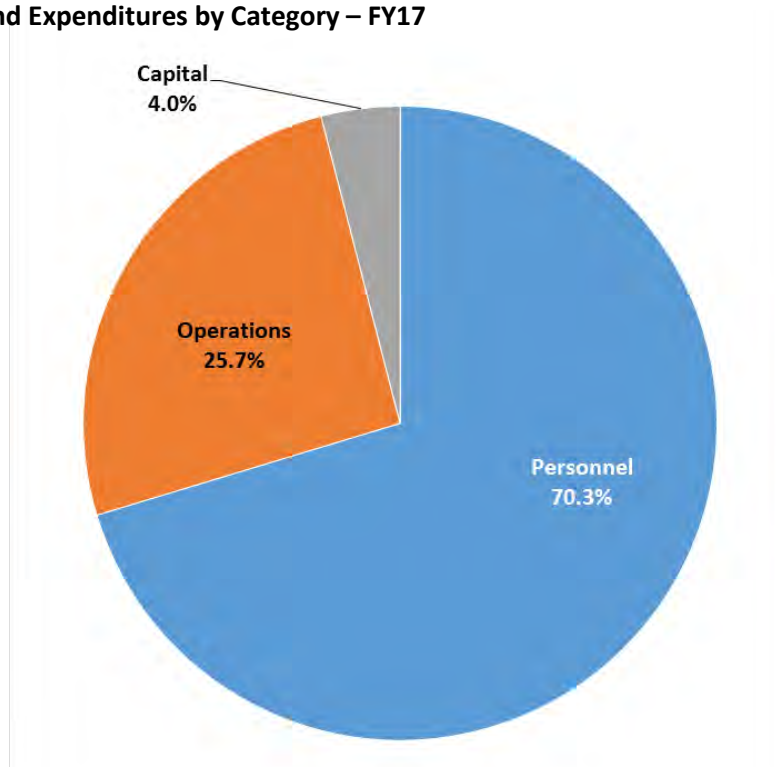
Position Vacancies. In an effort to control staffing costs, the City has continued to closely monitor vacant positions. Again this year, the recommended budget includes a turnover factor of 3.5% that is applied to budgeted wages and salaries. This method anticipates that there will be some employee turnover during the year that will result in budgetary 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 seven years has been approximately 6%. While conservative compared to recent experience, the 3.5% turnover factor employed in the budget should continue to be monitored closely.

Salary Adjustment. The annual pay adjustments for City team members will involve two tiers this year: 1) All employees will receive a \$500 base pay increase to offset medical insurance cost escalations in recent years and 2) a 4% general pay increase will be provided to employees. There will be a cap placed on total compensation increase of

\$3,000 between these two elements. The pay adjustment will be effective July 1, 2016. Also, the proposed budget includes \$125,000 to fund the City's merit pay program for a fifth year. This merit pay will consist of one-time pay supplements based on each team member's performance on their major work objectives.

Employee Benefits. In recent years, the City has adopted a specific approach to sharing health insurance costs with employees. Using this policy, the City pays 85% of the premium for single coverage and 80% of the premium for employee family coverage for active employees. Through this approach, we as an organization communicate to our team the importance of controlling healthcare expenses as we share in managing this cost together. Overall, a growth rate of 9% is projected for the City's health insurance costs.

General Fund Expenditures by Category – FY17



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 25.7% of general fund expenditures. The proposed budget amount of \$16.5 million for operations is a decrease of 1.8% from the 2015-16 budget, primarily due to continued cost containment measures, including use of lease/purchase financing in lieu of outright capital purchases for items such as vehicles and dispatch/emergency communications equipment, the elimination of one-time expenses, and lower gasoline prices.

Transfers to Other Funds. There are no operating subsidies to the Street Aid and Sanitation and Environmental Services funds in 2016-17. The transfer to the Transit fund is \$963,956, an increase from the current funding level of \$543,569. This increase in funding for transit will increase the frequency of service provided in the Cool Springs area. Again this 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 budgeted as a self-sufficient fund (no subsidy).

Capital Expenditures. Capital expenditures are defined as the purchase of equipment, vehicles, machinery, and computer hardware/software that has a multiyear useful life and a cost in excess of \$25,000. This category does not include the Capital Investment Program (CIP), which is the plan for implementation of large-scale public infrastructure and building projects. For the proposed 2016-17 general fund budget, capital expenditures are projected at \$2.57 million. To maintain this level of capital equipment expenditures, the City organization is extending the useful life of many of our vehicles and equipment. This will likely require more investment in maintenance associated with equipment as well as careful assessment in terms of the cost-benefit for replacement. Specifically, the City continues to experience escalating costs within the fleet management function, which is reflective of an aging fleet in greater need of maintenance. Additionally, the use of bank lease-purchase arrangements is being leveraged to replace certain vehicles and equipment that have a high benefit-to-cost replacement ratio, thereby taking advantage of low interest rates.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the 2016-17 budget funds these organizations at \$498,913, an increase of \$45,569. This increase is driven by changes in two ongoing expenses: 1) a contractual increase for animal control services provided by Williamson County and 2) an increase of \$13,608 for the City's portion of the Regional Transit Authority's (RTA) commuter bus service between Franklin and Nashville (downtown and Vanderbilt University areas). There are also two one-time expenditures proposed in this category: 1) contribution of \$15,000 to the architectural/preservation study of the Masonic Hall in downtown Franklin (a match to funding from Williamson County and the State of Tennessee) and 2) contribution of \$12,500 to the transportation/transit study of the Interstate 65 south corridor connecting Nashville and Franklin. Other appropriations are at the same level as 2015-16. City funding for the Williamson County Chamber of Commerce (\$25,000) continues along with funding of the business retention program conducted by the Chamber's Economic Development Office (\$20,000).

Cash Reserves and Bond Rating. Two key measures of a city's financial health are its reserves and its bond rating. The City has adopted a reserve policy that identifies a 33% general fund reserve as an important benchmark. The City of Franklin is projected to end the current fiscal year with a general fund reserve of \$37.9 million (61.5% of annual expenditures). (Note: this number will likely be reduced as part of year-end close amendments.) In 2014, the Board identified a policy to permit the use of reserves above 45% for use in "pay-as-you-go" funding of capital investment projects. Given this policy and the current projections for general fund cash reserves, at minimum \$6.5 million from reserves could be available for funding capital projects.

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

Other Operating Funds

Street Aid and Transportation Fund. The City receives the local share of the state gasoline tax to fund the maintenance of streets. The proposed 2016-17 budget for this fund is \$2.62 million, an increase of 9.6% compared to the current year budget. Included in this budget is approximately \$689,756 from the City's property tax revenue to fund additional neighborhood street resurfacing. Also, included in the budget is approximately \$175,000 for sidewalk repair and construction.

Sanitation and Environmental Services Fund. The proposed 2015-16 budget for the City's Sanitation and Environmental Services Fund is \$9.3 million, an increase of 7.5% compared to the original 2015-16 budget. The increased budget is a reflection of significant volume increases in both residential and commercial services. The proposed budget holds the current residential customer rate at the current rate of \$16.50 per month (which was last increased in 2014), while the commercial rates are proposed to increase. Projections for 2015-16 expenditures now indicate that a transfer from the general fund will be needed in order to have sufficient reserves by the end of the year. Despite this transfer (estimated to be \$500,000-\$600,000), significant progress has been made within the fund. In FY2008, the City had a general fund subsidy to Sanitation and Environmental Services operations of \$4.47 million.

One important factor in reducing this subsidy is increased diversion of waste from the landfill. Entering its fifth year of operation, the Blue Bag residential curbside recycling program has contributed to this, with an average of 57% of Franklin households participating and approximately 16-17% of waste by weight being recycled. Despite this strong performance, the City will continue to evaluate the effectiveness of the Blue Bag program and seek to increase the overall amount of diversion. Also, the Disposal Division budget reflects landfill and hauling services provided through a long-term, interlocal agreement with Bi-County Solid Waste. In late 2014, the City entered into a 10-year agreement with Marshall County to handle/process the City's recyclables.

Road Impact Fund. In recent years, the road impact fund has seen collections increase significantly due to new development. Revenue in this fund for 2015-16 is projected at more than \$7 million. A similar amount (\$6.8 million) is projected for 2016-17. The proposed budget anticipates \$2.73 million in expenditures in the form of a transfer to the debt service fund. This transfer pays the principal and interest on arterial road projects that the City has undertaken to account for trip generation by new businesses and residential development. This debt service amount is almost equivalent to the debt service requirement included in the 2015-16 budget.

Facilities Tax Fund. The facilities tax fund provides for the collection of privilege tax for new development to help pay for new public facilities/equipment attributable to growth. The recommended budget includes \$4.3 million for new Sanitation, Parks, and Fire expenditures for FY 2017. The largest expenditure in the Facilities Tax Fund will be the ongoing construction of the new fire station in the Westhaven neighborhood (Fire Station 8), serving the western portion of Franklin. Planning for the construction of another fire station in the City's southeast section (Fire Station 7) is also underway, and construction is incorporated in the City's 2014-18 Capital Investment Funding Plan. The facilities tax rates have not been updated since 2007, and a review of the City's future capital needs is overdue.

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to handle stormwater drainage. The rates for these services remain unchanged in the proposed budget. The proposed budget is \$5.2 million for fiscal year 2016-17, an increase of \$65,000 from the 2015-16 budget. The proposed budget includes funding for capital projects, equipment, and staffing. The funding of one new inspector position is included in the recommended budget. This position will assist in responding to the increase in development activity. The Board has also adopted a Capital Investment Plan prioritizing large stormwater projects funded by the stormwater utility. Stormwater rates have not been reviewed in more than ten years.

Drug Fund. The drug fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are used to support drug investigations. The proposed budget includes expenditures of \$72,500.

Hotel/Motel Tax Fund. The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the hotel/motel fund, the City has historically paid debt service on the Conference Center (this debt is now retired), the purchase of land for park expansions (Harlinsdale, Eastern Flank, and Carter Hill), capital improvements to parks, and certain streetscape elements of road improvements that beautify the city and encourage tourism. The City also dedicates one-fourth of the 4% tax to support the Williamson County Convention and Visitors Bureau. As the economy has improved in recent years, revenue growth in the hotel/motel fund has been strong. The proposed 2016-17 budget provides for \$2.5 million in expenditures, which is a decrease of 10% compared to the 2015-16 budget. The recommended appropriation is below the projected resources in the fund. Capacity within the Hotel/Motel Tax Fund will be available to fund priority initiatives identified in the Capital Investment Program.

Transit Fund. The City maintains a special revenue fund to account for the operation of the Franklin transit system. The system is funded primarily by a general fund transfer, State and Federal grants, and rider fares. The transfer to the Transit fund is \$963,956, an increase from the current funding level of \$543,569. This increase in funding for transit will increase the frequency of service provided in the Cool Springs area. In total, the transit budget is recommended at \$2.2 million.

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 2016-17, funding is expected to reach \$280,560, an increase of 2.1% compared to the 2015-16 budget. CDBG funding is subject to federal appropriation and potential budget cuts. If federal budget cuts occur, 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 2016-17 budget for the debt service fund is \$13.2 million. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed 2016-17 budget includes \$7.5 million of property tax for payment of general obligation debt service. In 2014, sequestration actions by the Federal government resulted in an \$80,000 reduction in interest rebates (roughly 8% of total) from the U.S. Treasury on Build America Bonds that were issued in 2009 and 2010. Other than property tax and federal rebates, the fund receives transfers from various operating and special revenue funds to cover debt obligations related to those funds.

Water Management Fund. The City of Franklin operates a water treatment, water reclamation (wastewater treatment), and reclaimed water utility system. The operations of the water management utilities are entirely funded through rate payer revenue. In prior years, the water management utilities had adopted a biennial (two-year) budget through a separate process. Beginning with the 2016-17 budget year, the adoption of the water management budget will be integrated with the other City operating budgets. The 2016-17 water management budget is the second year of the approved biennial budget. The proposed budget consists of \$10.3 million for water, \$13.5 million for water reclamation (wastewater), and \$254,075 for reclaimed water. Along with the adoption of the budget, it is recommended that the Board adopt water and wastewater utility rates for 2017 and 2018. The rate adjustments of 3.5% per year for water and 5.5% per year for wastewater reflect the findings of the recently completed cost-of-service study for the utilities. Through this independent study, the City projects the costs necessary to operate the utilities and allocates costs into the rate structure. Since 2009, the City has adopted a five-year rate plan based on projected costs of operation.

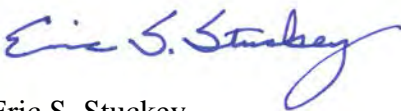
Summary

The City of Franklin is experiencing dynamic population and economic growth. Our reserves are at strong levels, our debt obligations are manageable, and our tax rate is among the lowest in the state and country. The City leadership team has taken decisive action over the past several 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, implementation of technology, adoption of best practices, and strategic investment will position the City of Franklin to succeed and thrive in the years to come.

Many throughout the City organization contributed countless hours toward the completion of the recommended budget. Their commitment to public service and to the betterment of the City of Franklin is inspiring. Specifically, I would like to extend my appreciation to Assistant City Administrators Russ Truell and Vernon Gerth, Budget and Analytics Manager Michael Walters Young, Human Resources Director Shirley Harmon-Gower, Financial Analyst Lori Pope, Comptroller Mike Lowe, 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.

Finally, I offer my gratitude to the Board of Mayor and Aldermen for their leadership, stewardship, and support. Through your leadership and the efforts of our great team, the City of Franklin will chart a course for a promising future.

Respectfully submitted,



Eric S. Stuckey
City Administrator

ORDINANCE NO. 2016 – 012

TO BE ENTITLED: "AN ORDINANCE TO AMEND THE BUDGET OF THE CITY OF FRANKLIN FOR FISCAL YEAR 2016-2017"

WHEREAS, the City Charter, Article VIII, provides for adoption of an annual budget for 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, 2016, has been completed in accordance with state law and local ordinances; and

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 2016-2017 shall be, and is hereby established as set forth in the document attached hereto and entitled:

"City of Franklin, Tennessee
Annual Operating & Capital Equipment Budget
July 1, 2016 – June 30, 2017"

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 Code, Article VIII.


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 negative financial implications to the City or Department.

SECTION IV: That this Ordinance shall take effect on July 1, 2016, from and after the 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:

5/24/2016
6/14/2016
6/14/2016
6/28/2016

Property Tax Ordinance

ORDINANCE NO. 2016-013

as amended

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2016-2017; 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,

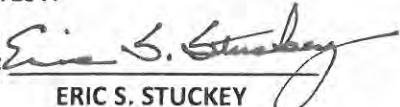
SECTION I: BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the owners of all property, real, personal and mixed, within the corporate limits of the City of Franklin (except such property as shall be exempt by the laws of the State of Tennessee) shall for the fiscal year 2016-2017 pay a tax of 41.76 ~~42.00~~ Cents (\$.4176 ~~\$.4200~~) to and for the use of the City of Franklin on each One Hundred Dollars (\$100.00) of assessed valuation of such property, and pay a proportional amount of tax for each amount of assessed valuation under One Hundred Dollars (\$100.00) all of said taxes to be collected by the proper officers of the City of Franklin for use in funding in whole or in part the budget as adopted by this ordinance.

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

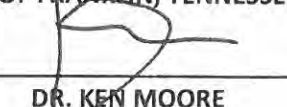
General Fund	15.62 16.09 cents (\$.1562 \$.1609) or percentage approximate to 37 38 % based on the certified tax rate.
Debt Service Fund	16.14 16.32 cents (\$.1614 \$.1632) or percentage approximate to 39% based on the certified tax rate.
Street Aid Fund	1.50 cents (\$.0150) for street maintenance.
Capital Projects Fund	1.50 cents (\$.0150) for capital projects approved by the Board.
General Fund – Capital Funding Account	7.00 6.59 cents (\$.0700 \$.0659) for capital projects approved by the Board.

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

ATTEST:

BY: 
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE

BY: 
DR. KEN MOORE
Mayor

PASSED FIRST READING
PUBLIC HEARING:

5/24/2016
6/14/2016

PASSED SECOND READING
PASSED THIRD READING:

6/14/2016
6/28/2016

RESOLUTION NO. 2016-21

A RESOLUTION OF THE BOARD OF MAYOR AND ALDERMEN FOR THE CITY OF FRANKLIN AMENDING THE ESTIMATE OF REVENUES AND EXPENDITURES FOR THE WATER AND SANITARY SEWER UTILITY FUND FOR FISCAL YEAR 2016-2017; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Franklin owns and operates a water and sanitary sewer utility system under authorization of the Municipal Charter, and

WHEREAS, this Utility Fund is an enterprise fund of the City in accordance with generally accepted accounting principles, and

WHEREAS, the City of Franklin adopted Resolution 2015-37 estimate of revenues and expenditures for such fund for Fiscal Years 2016 and 2017, and

WHEREAS, it is necessary for the City of Franklin to amend the estimate of revenues and expenditures for Fiscal Year 2017 for such fund, and

WHEREAS, it is now deemed in the public interest to provide for authorization of the amendment to the estimate of revenues and expenditures for such fund.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE THAT:

SECTION 1: That the amendment to the Statement of Estimated Revenues and Expenditures for the Water and Sewer Utility Fund, for Fiscal Year 2016-2017, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2016 – June 30, 2017," which is attached hereto as if set forth herein and is approved and adopted.

SECTION 2: That this Resolution shall be effective upon adoption.

ADOPTED THIS 14 DAY OF June 2016.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By: Eric S. Stuckey
Eric S. Stuckey
City Administrator/Recorder

By: Dr. Ken Moore
Dr. Ken Moore
Mayor

Approved as to Form:

By: Shauna R. Billingsley
Shauna R. Billingsley
City Attorney



City of Franklin, Tennessee
FY 2017 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee
FY 2017 Operating Budget

BUDGET SUMMARY

Under this section is:

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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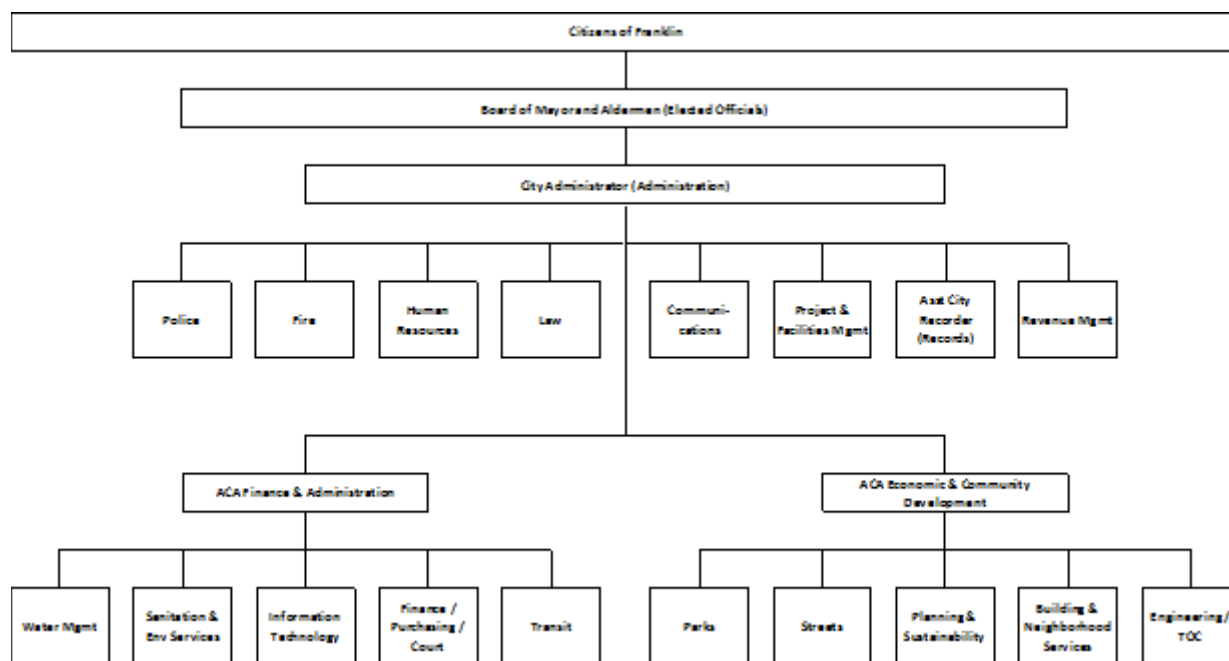
City of Franklin, Tennessee

FY 2017 Operating Budget

City of Franklin Information & Organization

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

Organizational Chart



Structure of City Government

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

The City government is organized under three (3) primary operating units. Each operating unit is presented in this budget with its various departments, divisions, and funds.

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)



City of Franklin, Tennessee **FY 2017 Operating Budget**

City of Franklin Information & Organization

- f. Project & Facilities Management (General Fund)
 - g. Revenue Management (General Fund)
 - h. Police (General Fund)
 - i. Fire (General Fund)
2. Finance & Administration
- a. Finance (General Fund)
 - b. Information Technology (General Fund)
 - c. Purchasing (General Fund)
 - d. Court (General Fund)
 - e. Sanitation & Environmental Services (Sanitation & Environmental Services Fund)
 - f. Transit (Transit System Fund)
 - g. Water Management (Water/Wastewater/Reclaimed Fund)
3. Economic & Community Development
- a. Building & Neighborhood Services (General Fund)
 - b. Planning & Sustainability (General Fund)
 - c. Streets (General, Stormwater, and Street Aid Funds)
 - d. Engineering / Traffic Operations Center (General Fund)
 - e. Parks (General Fund)
 - f. CDBG (CDBG Fund)
 - g. Economic Development (General Fund)

Profile of the City

The City of Franklin, incorporated in 1799, is located in Middle Tennessee. The local economy is a well-balanced blend of healthcare, financial, agricultural, wholesale, retail, manufacturing, and service industries. No single industry is critical to the region's economy. The City of Franklin covers an area of approximately 41 square miles, and serves a population of 66,370 according to the 2014 Special Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population increasing almost 70 percent between 2000 and 2010.

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



City of Franklin, Tennessee FY 2017 Operating Budget

City of Franklin Information & Organization

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



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

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

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



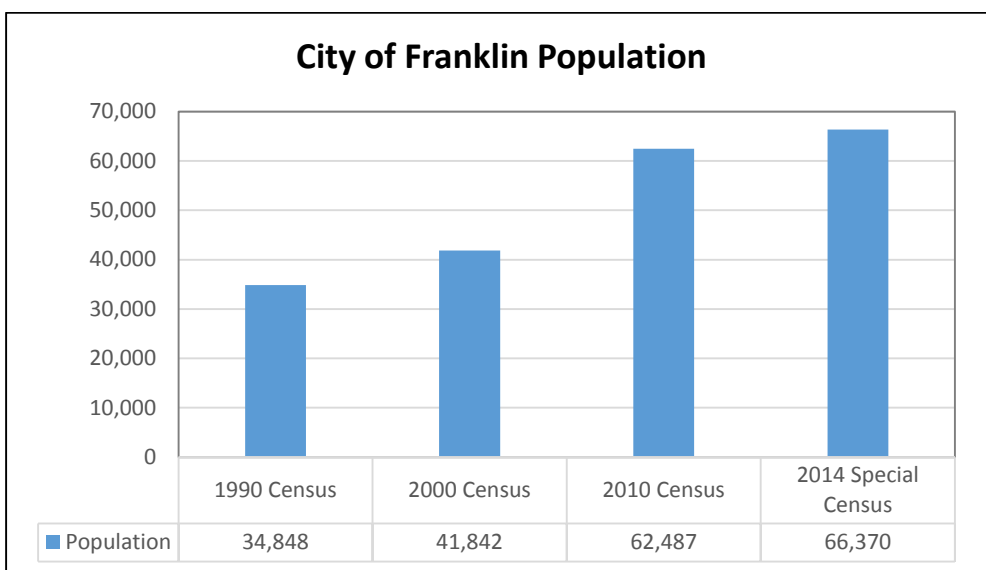
City of Franklin, Tennessee
FY 2017 Operating Budget

City of Franklin Information & Organization

Demographics

Additional Demographic information can be found in the Appendices.

<u>Income</u>	<u>Franklin</u>	<u>Williamson County</u>
Median Household Income	\$79,124	\$88,759
Average Household Income	\$98,340	\$116,204
Per Capita Income	\$38,672	\$43,316



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,157	5%	6,550	5%
High School	17,688	41%	51,082	42%
Bachelor's Degree	15,531	36%	42,767	35%
Graduate Degree	7,765	18%	21,808	18%
Total	43,141		122,207	

Data provided by United States Census Bureau, Williamson County Economic Development .



City of Franklin, Tennessee

FY 2017 Operating Budget

City of Franklin Information & Organization

Awards & Recognitions

#1 Best Town in Tennessee – 2015
Niche Rankings

BEST SOUTHERN TOWN
GARDEN AND GUN MAGAZINE

Best Cities for Home Ownership (#11)
NERDWALLET

Cities on the Rise
NerdWallet

Best Places to Live
Money Magazine 2012

Top 100 Places to Live
Relocate America

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

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

BEST PLACE IN TENNESSEE (#11)
MOVOTO REAL ESTATE

Best Towns for Families
(#3)
Family Circle Magazine

Most Business Friendly
Cities in TN (#2)
The Beacon Center

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

MOST BEAUTIFUL TOWN TOP 5 FINALIST
RAND MCNALLY/USA TODAY POLL

#10 Best Town to Retire in USA
USA Today/Bankrate 2015

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

Top 50 Cities to start a
business
BusinessWeek

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

Top 5 Most Romantic Main
Streets
National Trust for Historic Preservation

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee FY 2017 Operating Budget

Budget Planning

Budget Preparation & Philosophy

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

After reviewing the current fiscal year 2015-16 budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. Departments were asked to present two budgets. The first, a base or 'level-service' budget demonstrated how much it will cost the City to provide the same level of service in FY 2017 that it does in the current fiscal year. The second, identified program enhancements – any new or additional staff, major expenses or small capital equipment, or new programs. For each enhancement, departments filled out a one-page form which documented the basic information of program enhancements – both in a numeric and narrative format – in priority order. The goal of this method of budgeting was to easily demonstrate a) the ongoing costs of operations and b) additional needs of departments. Program enhancements were added to the budgets and are included within the departmental budgets included herein. All program enhancements requested are provided in the Appendices.

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

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

The City has been able to maintain an outstanding level and quality of services delivered to the residents and businesses of this City. For the past few years, several departments have participated in a benchmarking project with other Tennessee cities. Results from those studies show that Franklin residents receive an above average level of service. In order to evaluate and monitor our services, departments also include performance measures tied to the City's Strategic Plan – **FranklinForward**. More can be found on **FranklinForward** in the Appendices and online at <https://performance.franklintn.gov>



City of Franklin, Tennessee **FY 2017 Operating Budget**

Budget Planning

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

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

- Aaa (Triple A) Bond Rating by both Moody’s Investors Services and Standard & Poor’s
- GFOA Award for Excellence and Financial Reporting (25th year)
- GFOA Distinguished Budget Presentation Award (8th year)
- Tennessee 3-Star Award for Community Economic Preparedness (12th year)
- Tree City USA (12th year)
- Fire ISO Rating of 1
- Police Department Accreditation

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

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

Budgetary Planning Processes

The City of Franklin prides itself on responsible and innovative planning processes for all of its services – whether it be financial, land use or service delivery decisions. The table on the following page summarizes those plans which have a direct and an indirect impact upon the Fiscal Year 2017 Operating and Capital Budget.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget Planning

Budgetary Planning Processes			
PLANNING PROCESS	PLANNING PROCESS FOCUS	DESCRIPTION OF PROCESS	IMPACT ON OPERATING BUDGETS
Strategic Planning	Long range planning focus of 5-10 years. Financial and non-financial objectives for budget year.	Departmental plans are developed with assistance from Administration and Finance. Goals and objectives are included in the operating budget. The City's budget system includes at least 5 additional years beyond the current budget year.	Allows for departmental goals to be aligned with Board and central administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this planning process.
Revenue Forecasting	Short to mid-term planning from 1 to 5 years.	As mentioned above, the City's budget system allows up to 5 additional year beyond the current budget.	Helps to shape goals and objectives from the planning process above toward implementation. The City developed a residential recycling program from the planning process during fiscal year 2011.
Capital Improvements Plan	Short to mid-term planning from 1 to 5 years.	With input from the City's Capital Investment Committee, these plans are developed with a focus on priority projects.	Top priority projects are emphasized as the operating budgets are developed and proposed. Projects may be proposed as presented or scaled back depending on operating resources.
Vehicle/Equipment Replacment	Short to long-term planning from 3 to 10 years.	Acquisition of capital equipment is planned based on life cycle.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of capital are considered in developing the budget.
Computer/Hardware Replacement	Short to long-term planning from 3 to 10 years.	Whereas servers may last beyond a 5 year window, computer hardware and non-major software may become obsolete in a much shorter timeframe. Major software is anticipated to last (with period upgrades) potentially 10 years before replacement.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of computer capital are considered in developing the budget.
Street Condition Assessment	Long term planning from 12 to 20 years.	Street maintenance costs have been developed to maintain streets at desired condition.	Street maintenance is a major item within the operating budget. Due to budgetary constraints of anticipated gasoline tax revenue, the 2015 budget includes a lesser amount than indicated in the condition assessment.



City of Franklin, Tennessee



FY 2017 Operating Budget

Budget Planning

Budget Goals

Setting targeted goals is vital to accomplishment of any plan. For a financial plan to succeed, targeted goals are vital in guiding policymakers and civil servants in ensuring city services are provided in the most effective manner possible. The FY 2017 Budget goals are provided herein showing both the type of goal but where (and if) the proposed goal ties into FranklinForward, the City of Franklin's Strategic Plan.

Financial Goals

	<ul style="list-style-type: none"> Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
	<ul style="list-style-type: none"> Continue to pursue options for revenue diversification among property taxes, sales taxes, fees, interest earnings, other income, and state shared revenues with expenditure growth reviewed annually in terms of population increases and desired public service levels.
	<ul style="list-style-type: none"> Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
	<ul style="list-style-type: none"> Pursue additional revenue sources when and where appropriate.
	<ul style="list-style-type: none"> Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.
	<ul style="list-style-type: none"> Maintain compliance with the City's adopted debt policy and capital funding program.
	<ul style="list-style-type: none"> Leverage local funds through the pursuit of grant opportunities.

Non-Financial Goals

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



City of Franklin, Tennessee

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	<ul style="list-style-type: none"> Develop, adopt, and implement programs and policies, which create and sustain a positive economic environment within the City of Franklin.
	<ul style="list-style-type: none"> Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County.
	<ul style="list-style-type: none"> Continue an emphasis on maintenance of facilities and equipment with replacement of the City's fixed assets as necessary, which include equipment, infrastructure, and facilities.
	<ul style="list-style-type: none"> Continue emphasis on employee safety and safety education.
	<ul style="list-style-type: none"> Continue and further enhance our commitment to employee training and professional development, and thereby providing a positive work environment for teamwork, individual and department initiatives, productivity, and individual development.
	<ul style="list-style-type: none"> Maintain and continue to enhance the compensation and benefit plan for employees within our financial capabilities; to retain qualified and motivated employees in a highly competitive market.
	<ul style="list-style-type: none"> Enhance community services through the promotion of and with provision for the expansion of City/County, City/Non-Profit, and public/private cooperation in areas deemed feasible.
	<ul style="list-style-type: none"> Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.
	<ul style="list-style-type: none"> Encourage Community improvement projects to maintain and improve the visual improvements of the City's existing residential neighborhoods and business area.

Specific Fiscal Year 2017 Initiatives






	<ul style="list-style-type: none"> To continue the emphasis that will maintain and enhance existing level of services to the citizens of Franklin to focus upon core values of excellence, innovation, teamwork, integrity and an action-orientation.
	<ul style="list-style-type: none"> Support and connect the City's operational efforts to long-term planning initiatives that have been completed in recent years and/or is currently underway. These key planning efforts include the Board-adopted strategic plan <i>FranklinForward</i>, the Integrated Water Resource Plan (IWRP), the Comprehensive Transportation Plan, the Park's Master Plan, the Greenway/Open Space Plan, and the neighborhood street resurfacing program.
	<ul style="list-style-type: none"> Review and update the City's Pay Plan based on market data ensuring that the City is a highly competitive employer. Include funding for pay plan updates, cost-of-living adjustments and merit pay.



City of Franklin, Tennessee

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Budget Planning

	<ul style="list-style-type: none"> • Continue efforts to recruit qualified employees including efforts to diversify the workforce.
	<ul style="list-style-type: none"> • Continue to work on a long-term assessment of City Hall facilities and operational needs due to growth, service requirements, and technology.
	<ul style="list-style-type: none"> • Develop an updated multi-year Capital Investment Plan.
	<ul style="list-style-type: none"> • To continue to identify opportunities to expand and enhance the City’s communication with the public through various strategies and mediums.
	<ul style="list-style-type: none"> • To promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
	<ul style="list-style-type: none"> • To continue the City’s participation in the benchmarking program through UT-MTAS and other organizations, such as ICMA or GFOA. Continue the city-wide performance measurement program connecting measures to the Board’s strategic plan, <i>FranklinForward</i> . Provide ongoing reporting through the budget, the City’s website, and regular reports to BOMA.
	<ul style="list-style-type: none"> • Support the sustainability efforts identified by staff and the City’s Sustainability Commission.
	<ul style="list-style-type: none"> • Continue work toward long-term funding strategies for transportation needs in Franklin, Williamson County and throughout Middle Tennessee.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget Planning

Basis of Budgeting & Accounting

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

Budget Calendar

The following calendar demonstrates key dates used to develop, review, present and finally adopt the FY 2017 budget.

Department Budget Information Meetings	To begin January 2016
Department Requests Due	January 31, 2016
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
Proposed Budget Distributed to Board of Mayor and Aldermen	Friday, May 6, 2016
Budget Hearings (as needed)	Thursday, May 12, 2016
Budget Notice	No later than 10 days before 2nd Reading
First Reading of Budget & Tax Rate Ordinances (Solid Waste + Water Rates Ordinances, if necessary)	Tuesday, May 24, 2016
Second Reading (Public Hearing)	Tuesday, June 14, 2016
Third & Final Reading	Tuesday, June 28, 2016
New Fiscal Year	Tuesday, July 1, 2016



City of Franklin, Tennessee FY 2017 Operating Budget

Budget Planning

Economic Outlook

The U.S. economy continues to recover from the impact of the Great Recession. Early estimates indicate that U.S. gross domestic product (GDP) grew 2.4 percent in 2015 compared to 2.4 percent in 2014 and 1.5 percent in 2013. Despite a slow start, with GDP growing by only 0.6 percent in the first quarter, 2015 was the sixth year of recovery since the end of the 2007-2009 recession. The continued U.S. recovery is the exception in a global economy where many countries are experiencing economic slowdown or recession. The U.S. economy is predicted to sustain its stable growth through 2016 and 2017 and continue to be a global leader in growth.

The most important milestone of 2015 was that it marked the first year that nonfarm payroll jobs finally reached their pre-recession level. During the year, significantly more jobs were created and the unemployment rate continued its downward path. Nationally, total nonfarm payrolls increased by 2.9 million for a total of 141.9 million jobs. Unemployment dropped to 5.0 percent by the fourth quarter of the year, the lowest since the first quarter of 2008, and continued to fall through March, 2016.

These positive labor market indicators, along with falling food and gas prices, led to increases in inflation-adjusted disposable income and consumption growth of 3.1 percent, the highest growth rate since 2006. Overall prices rose by only 0.2 percent as headline inflation was subdued. Consumer confidence rebounded to pre-recession levels. Nonresidential and residential investment also showed substantial gains, increasing by 3.4 and 8.6 percent, respectively. This is a good sign for a housing sector that has lagged expectations.

In less positive news, the federal government deficit was \$438 billion; small when compared to the deficits run during the Recession, but the fourth year in a row that total federal debt was larger than U.S. GDP. The trade deficit widened in 2015, as export growth stagnated due to the global slowdown. An appreciating U.S. dollar, which makes imports cheaper and exports more expensive, elevated the domestic consumption of imported goods and negatively impacted GDP and domestic manufacturing. The low labor force participation rate and weak earnings growth remain causes of concern. Softness in the manufacturing sector continues as production lingers well below normal capacity levels.

Nevertheless, the Federal Reserve was confident enough in the U.S. recovery to raise interest rates in December 2015. The Fed Funds rate rose from zero percent to 0.25 percent. Several rate increases are predicted for 2016, but the Fed has elected thus far to delay action until summer. Mortgage, commercial loan, and various other interest rates are also expected to rise by the end of 2016, potentially providing headwinds to economic activity. Despite the upward pressure on interest rates, overall borrowing rates remain low by historical standards and both residential and nonresidential investment are predicted to grow. Recovering energy prices are expected to



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contribute to a slight rise in inflation in 2016. The headline Consumer Price Index (CPI) is expected to reach 1.2% and the CPI index excluding food and energy is expected to be 1.7%.

Overall the U.S. economy has shown considerable resilience. The recovery has not been derailed by exogenous forces from China and Europe, where interest rates have gone negative to offset their slowing economies. There are, however, reasons to be cautious about economic forces. The collapse of oil prices since the beginning of 2015 has sharply curtailed growth in energy-producing states like Texas, Oklahoma, Alaska and North Dakota. Although prices have recovered from the lows in early 2016, the disequilibrium between supply and demand and the large residual inventories could create ripples throughout the U S economy. The modest recovery of the housing sector, low investment in the durable goods sector, distress in energy markets, and the shrinking labor participation rate are concerning factors for a slow growth environment.

GDP is expected to grow in 2016 and 2017 by 2.7 percent, and the unemployment rate is predicted to fall to 4.9 percent. The year is expected to have solid gains each quarter, with GDP increases of 3% or more in each quarter. Strong domestic demand from job growth and increases in personal income will continue to be the major driver of these GDP increases. Expectations are that 2017 and 2018 will both register solid economic growth of 2.9 and 2.6 percent respectively.

In Tennessee, the economy sustained solid growth in 2015, and the expectations are that this growth will continue in 2016. Inflation-adjusted GDP grew by 2.4 percent for the year, matching the national GDP growth, and nonfarm employment increased by 1.9 percent, representing an addition of 54,600 new jobs. Job growth in Tennessee was slightly slower than national job gains of 2.1 percent for 2015. The state unemployment rate fell from 6.6 percent in 2014 to 5.9 percent by the end of 2015, but remains above the national rate. Nominal personal income in Tennessee grew by 4.7 percent in 2015, outpacing the national growth rate of 4.5 percent. Nominal sales subject to sales tax continued to grow rapidly, increasing by 6.2 percent in 2015. This followed a 4.9 percent gain in 2014 and 3.0 percent gain in 2013.

Tennessee is projected to see slightly slower growth in 2016 and 2017. Inflation-adjusted GDP will rise by 2.3 percent in 2016 and 2.2 percent in 2017. The state unemployment rate will fall to 5.5 percent in 2016 and 5.4 percent in 2017. This would be the first time since 2007 that Tennessee's unemployment rate remained below 6 percent for the full year. However, the unemployment rate will remain above its national counterpart in 2017 and is projected to continue to exceed the national rate through 2025. Both the state and national unemployment rates will trend downwards over the next ten years.

In Tennessee, nonfarm employment is projected to have average increases of 1.1 percent between 2015 and 2025, with 1.7% and 1.3% growth in 2016 and 2017. By comparison, national employment will expand by a slightly slower 1.0 percent compound annual growth rate. The manufacturing sector will see a slight contraction in employment over the next ten years,



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while all other sectors are projected to grow. Employment growth will be strongest in the professional and business services sector, followed by education and health services and natural resources, mining, and construction. Within the manufacturing sector, durable goods employment is projected to grow by 0.4 percent between 2015 and 2025 while nondurable goods employment will fall by 1.0 percent. Leisure and hospitality, professional and business services, and natural resources, mining, and construction are the areas that will experience the largest job gains in both 2016 and 2017.

Despite recent job creation and the state's declining unemployment rate, Tennessee labor force participation rate continues to fall. In 2005, Tennessee's labor force participation rate was 62.0 percent and only slightly below the national participation rate of 64.5 percent. By 2015, the state's labor force participation rate fell to 57.7 percent and is projected to fall even further to 55.1 percent by 2025. This is a particularly concerning trend.

Nominal taxable sales are projected to rise by 4.7 percent this year and 3.5 percent in 2017. Over the next decade, taxable sales are expected to grow by 3.8 percent annually. This is much stronger than the 2.5% compound annual growth rate of the last ten years. On a fiscal year basis, nominal taxable sales will increase by 6.5 percent in 2016 and 3.3 percent in 2017.

Population growth for the state is estimated to be 1.0 percent annually over the next ten years, slightly faster than the 0.8 percent growth for the U.S. However, economic growth in Tennessee has lagged behind national growth, due in part to educational and health issues. Data show that Tennesseans are below the national average in both areas. The percentage of Tennesseans with a high school degree was 85.6 percent, compared to 86.6 percent for the nation. More importantly, the percentage of Tennesseans with a bachelor's degree or higher was only 24.8 percent compared to a national average of 29.6 percent. Only three of the 95 counties in Tennessee (Williamson, Davidson, and Knox) exceed the national average.

State initiatives such as the Tennessee Promise, which offers two years of tuition-free community college or technical college to all Tennessee high school graduates, and the Drive to 55, with its goal of increasing the percentage of Tennesseans with a college degree or certificate to 55 percent of the Tennessee population by 2025, aim to increase the educational status of the state. Educational gains, combined with improving health statistics in the workforce, could support stronger income growth and narrowing the gap between Tennessee incomes and the national average.

Per capita income is expected to grow annually by 3.5 percent, but lag behind national per capita income growth of 4.0 percent. As a result, state per capita income will drop to 82.5 percent of the national average by 2025. Per capita personal income is estimated to increase by 3.7 percent this year and 3.6 percent in 2017. By 2017, per capita income in Tennessee will equal \$44,695. At



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\$42,215 per person, Tennessee currently ranks fourth among the twelve southeastern states, and is below the southeast average of \$42,544 and well below the national average of \$48,051.

Williamson County continues to have the highest per capita personal income at \$71,761 and is one of only four Tennessee counties with per capita income above the national average. Williamson County maintains a 95% high school graduation rate and 54% of the adult population has a bachelor's degree and was fourth-highest among large U. S. counties in job growth, according to the Bureau of Labor Statistics county-level employment and wage report. This results in large part from the continued increase in employment and job creation from corporate expansions and company formation. A recent study projected that 25,340 jobs will be created by 2024, with the three largest growth areas in the categories of administrative support and office, sales-related, and business and financial operations. Health care, automotive and financial and retail sectors play a prominent role throughout the region.

INDICATOR	MAR 2015	FEB 2016	MAR 2016	% MONTH OVER MONTH	% YEAR OVER YEAR
Labor Force-Williamson Co	102,960	107,730	108,700	0.9%	5.6%
Employment-Williamson Co	98,970	104,220	105,620	1.3%	6.7%
Unemployment-Williamson Co	3,990	4,410	3,080	-30.2%	-22.8%
Unemployment %-Williamson Co	3.8%	3.1%	3.0%	-0.1%	-0.1%
Unemployment Rate-Franklin	3.7%	3.1%	2.9%	-0.2%	-0.8%

Source: Bureau of Labor Statistics, TN Dept. of Employment Security, and US Census Bureau

The housing market in middle Tennessee is extremely active. The Greater Nashville Association of Realtors reports that home sales in March 2016 were 12.9% higher than in March of last year, and building permits were 37.3% above last year. In addition to home sales, median prices for single family residential properties and condominiums were up by 10.2% and 5.9% respectively.

Indicator	Last Year	This year	Difference
Home closings	2,857	3,141	9.9%
Inventory available	12,775	11,951	-14.2%
Median price residential	222,400	245,000	10.2%
Median condominium	171,811	181,894	5.9%
Building permits	1,527	2,096	37.3%
Average hourly earnings	\$20.97	\$21.35	1.8%
State sales tax YTD (millions)	5,030	5,420	7.8%

Source: Greater Nashville Association of Realtors, MTSU-BERC, TN Dept. of Revenue



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In Franklin, building permits issued for residential housing are performing well on a year-over-year basis. Records show permits were issued for a total of 1251¹ dwelling units in 2015; of that total, 556¹ were single family residential units. Additional capacity in the pipeline for construction has accelerated to a total of 9280² dwelling units. Much of the current growth results from apartments and condominiums, which appear to be preferred in the current market environment. However, increased interest in single family homes is surfacing. New residential developments approved in 2015 included 865³ dwelling units.

Supporting the positive outlook for Franklin are the announcements by several development firms of large commercial, retail and office developments in Franklin. Almost \$2 billion in mixed use projects are currently in development and should be completed in the next five to ten years. The vacancy rate on Class A office space in the Cool Springs area is 0.9%, and projects currently underway will provide as much as one million square feet of additional space.

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

Notes:

¹ "New Residential Building Permits" – Table H – 2015 Development Report – Franklin Planning and Sustainability Department – number of Building Permits issued from January 1, 2015 – December 31, 2015.

² "Future Housing Stock (Approved Not Yet Constructed)" – Table G – 2015 Development Report – Franklin Planning and Sustainability Department.

³ "2015 Residential Developments Approvals" – Table C – 2015 Development Report – Franklin Planning and Sustainability Department – Development Plan, Final Plat, and Preliminary Plat approvals from January 1, 2015 – December 31, 2015.



City of Franklin, Tennessee

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Fund Summary

Budgeted Funds

The City of Franklin, Tennessee, like most governmental entities, organizes its finances into funds. A fund is a fiscal and accounting entity with a self balancing set of accounts. It is also the legal level of budgetary control for the City, and the City adheres to the requirements of state law in its annual budgeting by adopting an annual appropriated budget for its general and special revenue funds

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

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

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

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

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

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

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

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

Hotel/Motel Tax Fund – Special Revenue fund for the accounting of hotel/motel taxes collected for the purpose of retiring the City debt on the City /County Conference Center and for purchase, development and servicing of debt for park property intended to promote tourism. (Examples include Harlinsdale Farm and Eastern Flank Battlefield)



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Fund Summary

In Lieu of Parkland Fund – Special Revenue fund created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance in which funds collected from developments can be used for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.

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

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

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

Water and Wastewater Fund – Proprietary Fund for the accounting of user charges and fees and expenses of the operations of the City’s Water, Wastewater, and Reclaimed Water system. This fund also is included in the City’s audited financial statements. A summary budget is provided herein, and forecasts provided in the Appendices Section.

The City has only one (1) additional fund that is not included in this budget document:

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

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

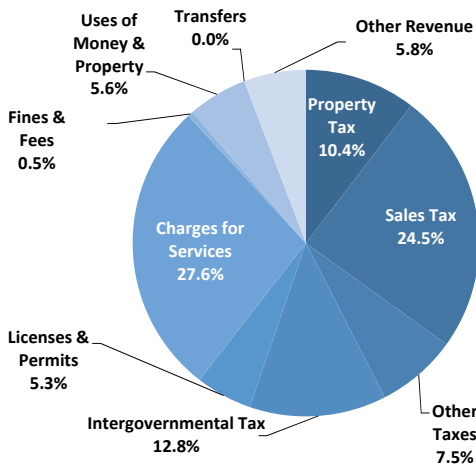


Fund Summary: Budget Summary - All Funds

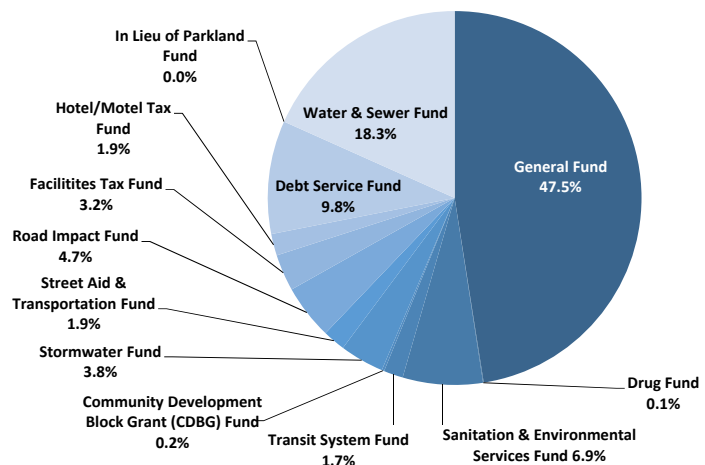
The following page presents a comprehensive picture of all 13 budgeted funds for the City of Franklin, Tennessee.

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estimated 2016</u>	<u>Budget 2017</u>	<u>Difference '16 vs. '17</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Revenues							
Property Tax	\$ 11,623,681	\$ 12,427,040	\$ 13,218,466	\$ 13,173,323	\$ 14,067,318	\$ 848,852	6.4%
Sales Tax	\$ 27,254,742	\$ 28,943,994	\$ 30,955,553	\$ 31,603,598	\$ 33,183,778	\$ 2,228,225	7.2%
Other Taxes	\$ 10,350,050	\$ 9,716,417	\$ 9,470,928	\$ 11,122,008	\$ 10,195,415	\$ 724,487	7.6%
Intergovernmental Tax	\$ 15,219,770	\$ 17,186,096	\$ 18,351,090	\$ 17,343,656	\$ 17,263,640	\$ (1,087,450)	-5.9%
Licenses & Permits	\$ 11,425,454	\$ 10,551,413	\$ 12,891,900	\$ 14,429,770	\$ 7,128,576	\$ (5,763,324)	-44.7%
Charges for Services	\$ 28,918,204	\$ 32,211,808	\$ 35,346,954	\$ 37,445,297	\$ 37,341,727	\$ 1,994,773	5.6%
Fines & Fees	\$ 850,240	\$ 1,028,585	\$ 982,428	\$ 829,589	\$ 702,050	\$ (280,378)	-28.5%
Uses of Money & Property	\$ 745,995	\$ 256,481	\$ 703,462	\$ 1,436,735	\$ 7,521,523	\$ 6,818,061	969.2%
Transfers	\$ 2,877,021	\$ 8,323,312	\$ -	\$ -	\$ -	\$ -	0.0%
Other Revenue	\$ 7,806,215	\$ 7,700,252	\$ 6,296,135	\$ 6,310,537	\$ 7,827,384	\$ 1,531,249	24.3%
Total - All Funds Revenues	\$ 117,071,372	\$ 128,345,399	\$ 128,216,916	\$ 133,694,515	\$ 135,231,412	\$ 7,014,496	5.5%
Expenses							
General Fund	\$ 53,094,170	\$ 54,734,271	\$ 61,616,194	\$ 57,952,643	\$ 64,147,849	\$ 2,531,655	4.1%
Drug Fund	\$ 128,166	\$ 84,623	\$ 127,000	\$ 76,913	\$ 72,500	\$ (54,500)	-42.9%
Sanitation & Environmental Services Fund	\$ 7,060,294	\$ 8,061,990	\$ 9,136,118	\$ 9,077,000	\$ 9,339,934	\$ 203,816	2.2%
Transit System Fund	\$ 1,608,652	\$ 2,298,495	\$ 1,808,310	\$ 1,868,602	\$ 2,246,755	\$ 438,445	24.2%
Community Development Block Grant (CDBG)	\$ 198,748	\$ 451,705	\$ 274,706	\$ 266,850	\$ 286,975	\$ 12,269	4.5%
Stormwater Fund	\$ 2,444,999	\$ 3,401,177	\$ 5,104,307	\$ 2,714,668	\$ 5,170,662	\$ 66,355	1.3%
Street Aid & Transportation Fund	\$ 2,198,896	\$ 2,404,452	\$ 2,400,000	\$ 2,400,000	\$ 2,629,600	\$ 229,600	9.6%
Road Impact Fund	\$ 3,227,856	\$ 2,960,579	\$ 3,214,491	\$ 3,214,491	\$ 6,375,140	\$ 3,160,649	98.3%
Facilities Tax Fund	\$ 749,658	\$ 2,018,259	\$ 4,983,897	\$ 4,088,315	\$ 4,274,789	\$ (709,108)	-14.2%
Hotel/Motel Tax Fund	\$ 2,395,594	\$ 2,514,790	\$ 2,778,360	\$ 2,732,175	\$ 2,529,432	\$ (248,928)	-9.0%
Debt Service Fund	\$ 10,996,578	\$ 12,244,986	\$ 12,924,146	\$ 12,924,146	\$ 13,220,298	\$ 296,152	2.3%
In Lieu of Parkland Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Water & Sewer Fund	\$ 19,911,910	\$ 20,922,557	\$ 23,202,405	\$ 22,415,889	\$ 24,705,991	\$ 1,503,585	6.5%
Total - All Funds	\$ 104,015,521	\$ 112,097,884	\$ 127,569,934	\$ 119,731,692	\$ 134,999,925	\$ 7,429,990	5.82%
Personnel	\$ 45,698,038	\$ 46,778,025	\$ 52,028,091	\$ 50,262,141	\$ 55,601,838	\$ 3,573,747	6.87%
Operations	\$ 51,458,023	\$ 57,165,407	\$ 59,395,714	\$ 58,743,832	\$ 63,670,072	\$ 4,274,358	7.20%
Capital	\$ 6,859,460	\$ 8,154,452	\$ 16,146,129	\$ 10,725,718	\$ 15,728,014	\$ (418,115)	-2.59%
Total - All Funds Expenses	\$ 104,015,521	\$ 112,097,884	\$ 127,569,934	\$ 119,731,692	\$ 134,999,925	\$ 7,429,990	5.82%
Surplus / (Deficit) All Funds	\$ 13,055,851	\$ 16,247,515	\$ 646,982	\$ 13,962,823	\$ 231,487		

FY 2017 Revenues



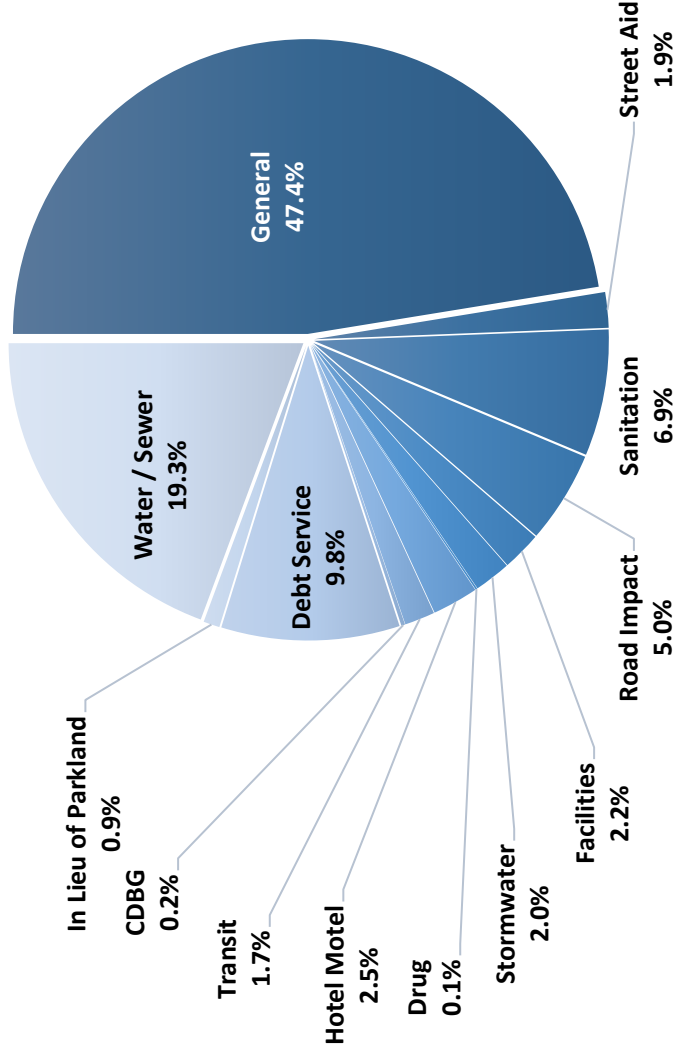
FY 2017 Expenses





Summary (All Funds)

The City of Franklin funds its operations through a variety of taxes, fees for service, fines and grants. This page shows the total amount of revenues - regardless of fund - proposed to support operations for the City of Franklin in Fiscal Year 2017.



Fund	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	FY 2017
General	\$ 52,540,345	\$ 51,815,038	\$ 52,677,369	\$ 56,918,504	\$ 57,489,269	\$ 61,616,194	\$ 60,415,403	\$ 61,701,324	\$ 64,147,849	\$ 66,483,564	47.4%
Street Aid	\$ 2,240,750	\$ 1,748,318	\$ 2,309,493	\$ 2,494,155	\$ 2,396,417	\$ 2,422,209	\$ 2,445,874	\$ 2,629,803	\$ 2,629,803	\$ 2,629,803	1.9%
Sanitation	\$ 8,477,916	\$ 8,681,651	\$ 7,648,732	\$ 7,462,938	\$ 8,275,157	\$ 8,922,260	\$ 9,072,405	\$ 9,372,227	\$ 9,372,227	\$ 9,372,227	6.9%
Road Impact	\$ 2,466,846	\$ 1,391,645	\$ 3,276,075	\$ 4,082,685	\$ 3,358,555	\$ 5,945,683	\$ 7,059,790	\$ 6,811,334	\$ 6,811,334	\$ 6,811,334	5.0%
Facilities	\$ 2,750,684	\$ 1,853,812	\$ 2,624,601	\$ 3,855,445	\$ 2,482,412	\$ 2,120,407	\$ 4,186,338	\$ 2,620,000	\$ 2,910,000	\$ 3,200,000	2.2%
Stormwater	\$ 2,236,856	\$ 2,193,201	\$ 2,383,896	\$ 2,340,963	\$ 2,673,347	\$ 2,482,500	\$ 2,637,634	\$ 2,624,993	\$ 2,714,224	\$ 2,803,455	2.0%
Drug	\$ 140,976	\$ 178,401	\$ 86,358	\$ 171,821	\$ 214,483	\$ 173,161	\$ 271,507	\$ 124,010	\$ 124,010	\$ 124,010	0.1%
Hotel Motel	\$ 1,927,091	\$ 2,289,730	\$ 2,470,748	\$ 3,242,135	\$ 3,293,338	\$ 3,283,214	\$ 3,215,235	\$ 3,376,782	\$ 3,410,850	\$ 3,444,919	2.5%
Transit	\$ 1,123,840	\$ 1,293,974	\$ 1,437,191	\$ 2,009,347	\$ 2,087,408	\$ 1,808,310	\$ 1,825,067	\$ 2,246,755	\$ 2,246,755	\$ 2,246,755	1.7%
CDBG	\$ 444,751	\$ 145,570	\$ 192,586	\$ 198,920	\$ 448,200	\$ 274,806	\$ 274,895	\$ 280,560	\$ 280,560	\$ 280,560	0.2%
Debt Service	\$ 27,390,084	\$ 9,926,272	\$ 33,212,371	\$ 11,106,967	\$ 12,050,577	\$ 12,929,046	\$ 12,925,046	\$ 13,225,298	\$ 13,225,298	\$ 13,225,298	9.8%
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ 2,494,076	\$ 1,530,323	\$ 1,878,360	\$ 1,207,525	\$ 1,207,525	\$ 1,207,525	0.9%
Water / Sewer	\$ 20,872,606	\$ 23,876,451	\$ 25,471,938	\$ 23,187,492	\$ 31,082,159	\$ 24,708,803	\$ 27,486,959	\$ 26,150,977	\$ 26,150,977	\$ 26,150,977	19.3%
All Revenues	\$ 122,612,745	\$ 105,394,062	\$ 133,791,358	\$ 117,071,372	\$ 128,345,398	\$ 128,216,916	\$ 133,694,515	\$ 132,371,588	\$ 135,231,412	\$ 137,980,426	100.0%



City of Franklin, Tennessee
FY 2017 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estimated 2016</u>	<u>Budget 2017</u>	<u>Difference '16 vs. '17</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Public Safety							
Drug Fund							
Opening Balance	\$ 121,781	\$ 165,436	\$ 295,296	\$ 295,296	\$ 489,890	\$ 194,594	65.9%
Revenues	\$ 171,821	\$ 214,483	\$ 173,161	\$ 271,507	\$ 124,010	\$ (49,151)	-28.4%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 128,166	\$ 84,623	\$ 127,000	\$ 76,913	\$ 72,500	\$ (54,500)	-42.9%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 165,436	\$ 295,296	\$ 341,457	\$ 489,890	\$ 541,400	\$ 199,943	58.6%
Finance & Administration							
Sanitation & Environmental Services Fund							
Opening Balance		\$ 405,119	\$ 618,286	\$ 618,286	\$ 613,691	\$ (4,595)	-0.7%
Revenues	\$ 7,462,938	\$ 8,275,157	\$ 8,922,260	\$ 9,072,405	\$ 9,372,227	\$ 449,967	5.0%
Expenses							
Personnel	\$ 3,026,093	\$ 2,768,627	\$ 2,912,851	\$ 2,774,475	\$ 3,004,482	\$ 91,631	3.1%
Operations	\$ 3,943,088	\$ 5,293,363	\$ 6,223,267	\$ 6,302,525	\$ 6,335,451	\$ 112,184	1.8%
Capital	\$ 91,113	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 405,119	\$ 618,286	\$ 404,428	\$ 613,691	\$ 645,984	\$ 241,556	59.7%
Transit System Fund							
Opening Balance	\$ -	\$ 400,695	\$ 189,608	\$ 189,608	\$ 146,073	\$ (43,535)	-23.0%
Revenues	\$ 2,009,347	\$ 2,087,408	\$ 1,808,310	\$ 1,825,067	\$ 2,246,755	\$ 438,445	24.2%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 1,553,237	\$ 2,243,080	\$ 1,583,310	\$ 1,643,602	\$ 1,941,755	\$ 358,445	22.6%
Capital	\$ 55,415	\$ 55,415	\$ 225,000	\$ 225,000	\$ 305,000	\$ 80,000	35.6%
Ending Balance	\$ 400,695	\$ 189,608	\$ 189,608	\$ 146,073	\$ 146,073	\$ (43,535)	-23.0%
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	\$ 23,545	\$ 23,717	\$ 20,212	\$ 20,212	\$ 28,257	\$ 8,045	39.8%
Revenues	\$ 198,920	\$ 448,200	\$ 274,806	\$ 274,895	\$ 280,560	\$ 5,754	2.1%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Surplus / (Deficit) All Funds	\$ 198,748	\$ 451,705	\$ 274,706	\$ 266,850	\$ 286,975	\$ 12,269	4.5%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 23,717	\$ 20,212	\$ 20,312	\$ 28,257	\$ 21,842	\$ 1,530	7.5%
Stormwater Fund							
Opening Balance	\$ 5,615,101	\$ 5,511,065	\$ 4,783,235	\$ 4,783,235	\$ 4,706,201	\$ (77,034)	-1.6%
Revenues	\$ 2,340,963	\$ 2,673,347	\$ 2,482,500	\$ 2,637,634	\$ 2,714,224	\$ 231,724	9.3%
Expenses							
Personnel	\$ 948,789	\$ 1,047,100	\$ 1,178,030	\$ 1,216,586	\$ 1,312,840	\$ 134,810	11.4%
Operations	\$ 969,342	\$ 1,510,490	\$ 1,080,277	\$ 928,224	\$ 1,185,465	\$ 105,188	9.7%
Capital	\$ 526,868	\$ 843,587	\$ 2,846,000	\$ 569,858	\$ 2,672,357	\$ (173,643)	-6.1%
Ending Balance	\$ 5,511,065	\$ 4,783,235	\$ 2,161,428	\$ 4,706,201	\$ 2,249,763	\$ 88,335	4.1%
Street Aid & Transportation Fund							
Opening Balance	\$ -	\$ 295,259	\$ 287,224	\$ 287,224	\$ 333,098	\$ 45,874	16.0%
Revenues	\$ 2,494,155	\$ 2,396,417	\$ 2,422,209	\$ 2,445,874	\$ 2,629,803	\$ 207,594	8.6%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 2,198,896	\$ 2,404,452	\$ 2,400,000	\$ 2,400,000	\$ 2,629,600	\$ 229,600	9.6%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 295,259	\$ 287,224	\$ 309,433	\$ 333,098	\$ 333,301	\$ 23,868	7.7%



City of Franklin, Tennessee
 FY 2017 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estimated 2016</u>	<u>Budget 2017</u>	<u>Difference '16 vs. '17</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Road Impact Fund							
Opening Balance	\$ (854,829)	\$ -	\$ 397,976	\$ 397,976	\$ 4,243,275	\$ 3,845,299	966.2%
Revenues	\$ 4,082,685	\$ 3,358,555	\$ 5,945,683	\$ 7,059,790	\$ 6,811,334	\$ 865,651	14.6%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 3,227,856	\$ 2,960,579	\$ 3,214,491	\$ 3,214,491	\$ 6,375,140	\$ 3,160,649	98.3%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ -	\$ 397,976	\$ 3,129,168	\$ 4,243,275	\$ 4,679,469	\$ 1,550,301	49.5%
Special Funds							
Facilities Tax Fund							
Opening Balance	\$ 3,147,824	\$ 6,253,611	\$ 6,717,764	\$ 6,717,764	\$ 6,815,787	\$ 98,023	1.5%
Revenues	\$ 3,855,445	\$ 2,482,412	\$ 2,120,407	\$ 4,186,338	\$ 2,910,000	\$ 789,593	37.2%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 54,802	\$ 375,564	\$ 326,626	\$ 192,950	\$ 66,833	\$ (259,793)	-79.5%
Capital	\$ 694,856	\$ 1,642,695	\$ 4,657,271	\$ 3,895,365	\$ 4,207,956	\$ (449,315)	-9.6%
Ending Balance	\$ 6,253,611	\$ 6,717,764	\$ 3,854,274	\$ 6,815,787	\$ 5,450,998	\$ 1,596,724	41.4%
Hotel/Motel Tax Fund							
Opening Balance	\$ 1,124,507	\$ 1,971,048	\$ 2,749,596	\$ 2,749,596	\$ 3,232,656	\$ 483,060	17.6%
Revenues	\$ 3,242,135	\$ 3,293,338	\$ 3,283,214	\$ 3,215,235	\$ 3,410,850	\$ 127,636	3.9%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 1,651,181	\$ 1,972,791	\$ 1,923,809	\$ 1,877,624	\$ 1,962,766	\$ 38,957	2.0%
Capital	\$ 744,413	\$ 541,999	\$ 854,551	\$ 854,551	\$ 566,666	\$ (287,885)	-33.7%
Ending Balance	\$ 1,971,048	\$ 2,749,596	\$ 3,254,452	\$ 3,232,656	\$ 4,114,074	\$ 859,623	26.4%
Debt Service Fund							
Opening Balance	\$ 84,729	\$ 195,118	\$ 709	\$ 709	\$ 1,609	\$ 900	127.0%
Revenues	\$ 11,106,967	\$ 12,050,577	\$ 12,929,046	\$ 12,925,046	\$ 13,225,298	\$ 296,252	2.3%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 10,996,578	\$ 12,244,986	\$ 12,924,146	\$ 12,924,146	\$ 13,220,298	\$ 296,152	2.3%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 195,118	\$ 709	\$ 5,609	\$ 1,609	\$ 6,609	\$ 1,000	17.8%
In Lieu of Parkland Fund							
Opening Balance	\$ -	\$ -	\$ 2,494,076	\$ 2,494,076	\$ 4,372,436	\$ 1,878,360	75.3%
Revenues	\$ -	\$ 2,494,076	\$ 1,530,323	\$ 1,878,360	\$ 1,207,525	\$ (322,798)	-21.1%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ -	\$ 2,494,076	\$ 4,024,399	\$ 4,372,436	\$ 5,579,961	\$ 1,555,562	38.7%
Water & Sewer Fund							
Opening Balance	\$ 15,043,450	\$ 18,318,852	\$ 28,478,454	\$ 28,478,454	\$ 33,549,525	\$ 5,071,071	17.8%
Revenues	\$ 23,187,312	\$ 31,082,159	\$ 24,708,803	\$ 27,486,959	\$ 26,150,977	\$ 1,442,174	5.8%
Expenses							
Personnel	\$ 4,765,815	\$ 4,944,757	\$ 5,485,616	\$ 4,859,279	\$ 6,173,894	\$ 688,277	12.5%
Operations	\$ 11,847,191	\$ 11,334,843	\$ 12,545,682	\$ 12,901,581	\$ 13,131,062	\$ 585,380	4.7%
Capital	\$ 3,298,904	\$ 4,642,956	\$ 5,171,107	\$ 4,655,028	\$ 5,401,035	\$ 229,928	4.4%
Ending Balance	\$ 18,318,852	\$ 28,478,454	\$ 29,984,852	\$ 33,549,525	\$ 34,994,511	\$ 5,009,659	16.7%

Fund Matrix

The City of Franklin organizes its finances through the use of funds. While most departments are contained within one fund (the General Fund), many other departments are not. The table below shows the relationship of the City's Departments respective of the funds they are a part of or assigned to.

Departments	Governmental Funds											Enterprise				
	General	Special Revenue Funds														
		Street Aid & Trans.	Sanitation & Env. Serv.	Road Impact	Facilities Tax	Storm Water	Drug	Hotel/Motel	Transit	CDBG	Debt Service		In Lieu of Parkland	Water & Sewer		
Governance & Management																
Elected Officials	x															
Administration	x															
Human Resources	x															
Law	x															
Communications	x															
Capital Investment Planning	x															
Project and Facilities Management	x															
Revenue Management	x															
Public Safety																
Police	x															
Drug										x						
Fire	x															
Finance & Administration																
Finance	x															
Information Technology	x															
Purchasing	x															
Municipal Court	x															
Sanitation & Environmental Services	x															
SES Administration						x										
SES Collection						x										
SES Disposal						x										
Transit System																
Water & Sewer																x
Utility Billing																x
Water Distribution																x
Water Plant																x
Water General																x
Utility Administration																x
Wastewater Collection																x
Wastewater Plant																x
Wastewater General																x
Reclaimed																x
Community & Economic Development																
Building and Neighborhood Services	x															
Planning and Sustainability	x															
Parks	x															
Engineering	x															
Traffic Operations Center (TOC)	x															
Economic Development	x															
Community Development Block Grant (CDBG)	x												x			
Public Works																
Streets Department - Maintenance Division	x															
Streets Department - Traffic Division	x															
Streets Department - Fleet Maintenance Division	x															
Stormwater Fund																
Stormwater - Engineering																
Stormwater - Streets																
Street Aid & Transportation																
Road Impact																
Other General Fund Expenditures																
General Expenses	x															
Appropriations	x															
Interfund Transfers	x															
Other Special Funds																
Facilities Tax Fund																
Hotel/Motel Tax Fund																
Debt Service Fund																
In Lieu of Parkland Fund																x



City of Franklin, Tennessee **FY 2017 Operating Budget**

Fund Summary

Fund Balance Levels and Reserves

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

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

Beginning in January of 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 D.

The fund balance policy outlines the variety of reserves that a sustainable city should consider, including reserves for insurance, retiree health benefits, working capital, emergencies and natural disasters. The policy establishes a Financial Stabilization account comprised of seven components: reserves for contingencies, emergencies, cash flow stabilization, debt service, and insurance, retiree health benefits, and, most recently, capital reserves. The City's goal is to maintain this account at a level equal to thirty-three percent (33%) of budgeted General Fund expenditures. For 2016-17, this reserve would be \$21,168,790, based on budgeted expenditures of \$61,147,849.

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Fund Summary

Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for the original FY 2016 budget, the amended FY 2016 budget and the proposed FY 2017 budget.

Reserve Breakdown - General Fund Fund Balance

Fund Name	Required Percentage	Target %	Budget FY16\$	Revised FY16\$	Budget FY17\$
Reserve Fund (mandated by law)	0%		\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -
Designated Fund (ordained by BOMA)	0%		\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -
Undesignated/Unreserved fund	0%		\$ -	\$ -	\$ -
Financial Stabilization Account	33%		\$ 19,762,494	\$ 20,333,344	\$ 21,168,790
Contingency Subaccount		5%	\$ 2,994,317	\$ 3,080,810	\$ 3,207,392
Emergency Subaccount		5%	\$ 2,994,317	\$ 3,080,810	\$ 3,207,392
Cash Flow Stabilization Subaccount		14%	\$ 8,384,088	\$ 8,626,267	\$ 8,980,699
Debt Service Subaccount		3%	\$ 1,796,590	\$ 1,848,486	\$ 1,924,435
Insurance Reserve Subaccount		4%	\$ 2,395,454	\$ 2,464,648	\$ 2,565,914
OPEB* Subaccount		2%	\$ 1,197,727	\$ 1,232,324	\$ 1,282,957
Supplemental Reserve Account variance between 33% & 45% =	12%		\$ 7,186,361	\$ 7,393,943	\$ 7,697,742
Capital Funding Account	>45%		\$ 8,347,536	\$ 10,204,923	\$ 9,065,678

General Fund Budget Amount = \$ 59,886,344 \$ 61,616,194 \$ 64,147,849
Fund Balance Amount = \$ 35,296,391 \$ 37,932,210 \$ 37,932,210

Note: Capital Funding Account balance and Fund Balance Amounts for Revised FY 2016 and Budget FY 2017 numbers subject to change via year-end close and final FY 2016 budget amendments.



City of Franklin, Tennessee

FY 2017 Operating Budget

General Fund Summary

Introduction

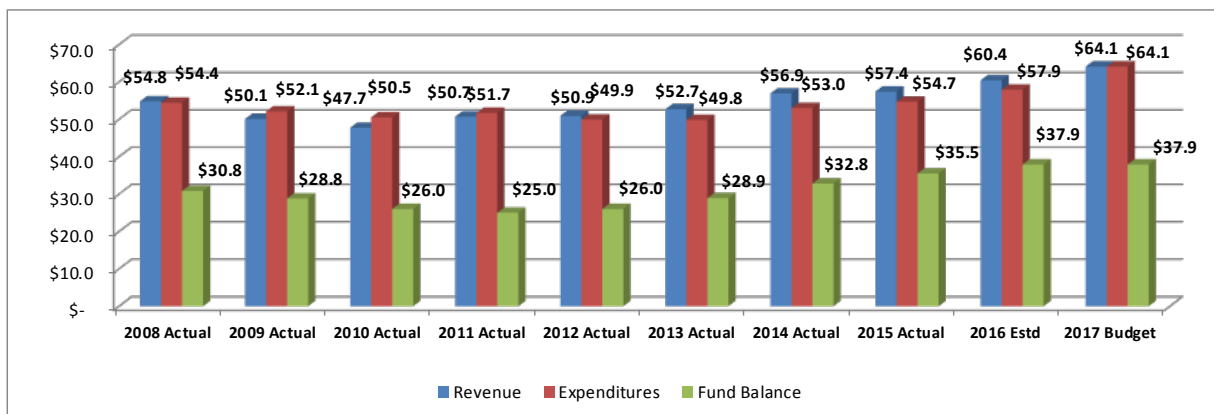
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only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

As proposed, fund balance equal to approximately 59.1% of annual expenditures is maintained at fiscal year-end 2016-17. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2013-2017

	Actual 2013	Actual 2014	Actual 2015	Budget 2016	Estimated 2016	Budget 2017
Beginning Fund Balance	26,011,331	28,890,118	32,714,451	35,469,449	35,469,449	37,932,209
+ Total General Fund Revenue	52,677,369	56,918,504	57,489,269	61,616,194	60,415,403	64,147,849
- Total General Fund Expenditures	49,798,582	53,094,171	54,734,271	61,616,194	57,952,643	64,147,849
Ending Fund Balance	28,890,118	32,714,451	35,469,449	35,469,449	37,932,209	37,932,209
*** Percent of Total Annual Revenues	54.8%	57.5%	61.7%	57.6%	62.8%	59.1%
*** Percent of Total Annual Expenditures	58.0%	61.6%	64.8%	57.6%	65.5%	59.1%

General Fund Performance – Ten Year Trend



	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estd	2017 Budget
Revenue	\$ 54.8	\$ 50.1	\$ 47.7	\$ 50.7	\$ 50.9	\$ 52.7	\$ 56.9	\$ 57.4	\$ 60.4	\$ 64.1
Expenditures	\$ 54.4	\$ 52.1	\$ 50.5	\$ 51.7	\$ 49.9	\$ 49.8	\$ 53.0	\$ 54.7	\$ 57.9	\$ 64.1
Fund Balance	\$ 30.8	\$ 28.8	\$ 26.0	\$ 25.0	\$ 26.0	\$ 28.9	\$ 32.8	\$ 35.5	\$ 37.9	\$ 37.9

Note: Amounts above are in millions of dollars.



City of Franklin, Tennessee

FY 2017 Operating Budget

General Fund Summary

Introduction

The 2016-2017 general fund budget has total estimated revenue available of \$64,147,849. In comparison to 2016-17 budgeted, estimated annual revenues for fiscal year 2015-16 are up 4.1%, and up 11.6% overall compared to the actual revenue for the fiscal year 2014-15. The local option sales tax continues to be the single largest source of revenue for the City, at 51.7% of the general fund total. For FY 2017, we project a growth rate above budgeted FY 2016 of 7.2% 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 17.4% of estimated general fund revenues – a decrease of nearly 2% from last year as a result of the decision to eliminate the Hall Income Tax over the next six fiscal years.

Property tax the next largest source of revenue representing 9.2% of the general fund total, continues to grow at a healthy rate. A proposal to capture some of the increased value in properties will be before the Board of Mayor and Alderman as part of this budget.

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

Expenditures

Total estimated general fund expenditures are \$61,147,849. Total expenditures for fiscal year 2016-17 are up approximately 4.1% compared to the 2016 budget and up 17% compared to 2016's actual. Within the approved budget, 70.3% is dedicated to employee wages and benefits, 25.7% to operational costs, 4.0% to capital equipment.

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



City of Franklin, Tennessee

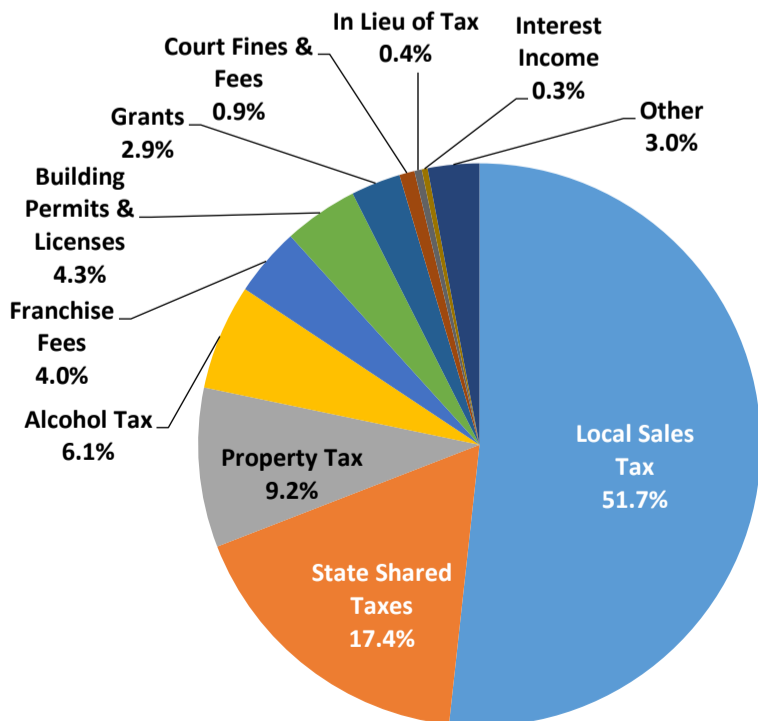
FY 2017 Operating Budget

General Fund - Departmental Summary

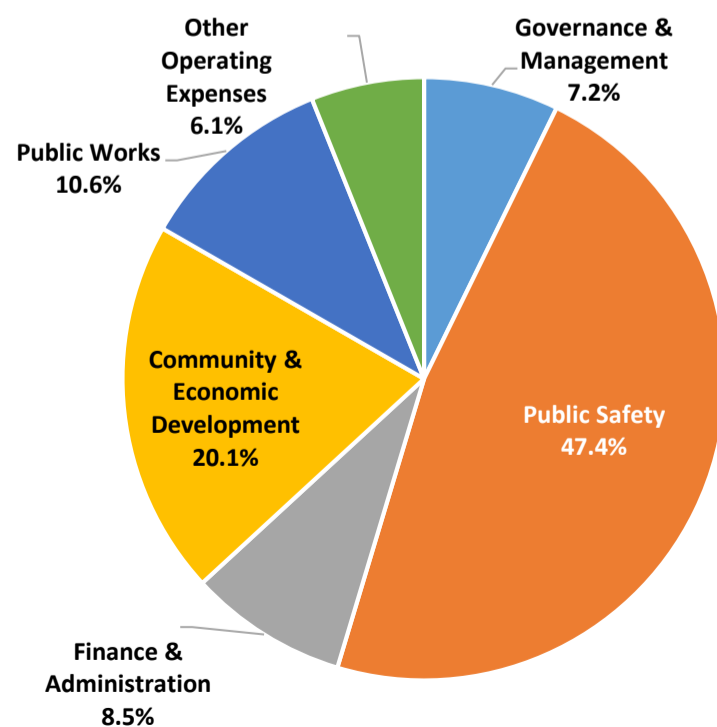
	Actual 2014 <u>A</u>	Actual 2015 <u>B</u>	Budget 2016 <u>C</u>	Estimated 2016 <u>D</u>	Budget 2017 <u>E</u>	Difference '16 vs. '17 <u>F (E-C)</u>	<u>G (E/C)</u>
Revenues							
Local Sales Tax	\$ 27,254,742	\$ 28,943,994	\$ 30,956,093	\$ 31,603,598	\$ 33,183,778	\$ 2,227,685	7.2%
State Shared Taxes	\$ 10,677,057	\$ 12,796,277	\$ 11,172,496	\$ 11,106,242	\$ 11,148,733	\$ (23,763)	-0.2%
Property Tax	\$ 6,266,420	\$ 5,546,050	\$ 5,263,794	\$ 5,221,061	\$ 5,873,793	\$ 609,999	11.6%
Alcohol Tax	\$ 3,373,143	\$ 3,630,037	\$ 3,716,559	\$ 3,733,990	\$ 3,888,565	\$ 172,006	4.6%
Franchise Fees	\$ 2,449,724	\$ 2,462,903	\$ 2,511,230	\$ 2,504,860	\$ 2,536,790	\$ 25,560	1.0%
Building Permits & Licenses	\$ 2,088,774	\$ 2,208,560	\$ 2,315,577	\$ 2,623,851	\$ 2,741,289	\$ 425,712	18.4%
Grants	\$ 520,921	\$ 289,382	\$ 3,371,336	\$ 2,071,336	\$ 1,828,300	\$ (1,543,036)	-45.8%
Court Fines & Fees	\$ 657,229	\$ 586,479	\$ 720,572	\$ 399,468	\$ 560,935	\$ (159,637)	-22.2%
In Lieu of Tax	\$ 325,018	\$ 326,887	\$ 306,131	\$ 318,687	\$ 271,369	\$ (34,762)	-11.4%
Interest Income	\$ 189,013	\$ 145,098	\$ 197,802	\$ 212,637	\$ 217,582	\$ 19,780	10.0%
Other	\$ 3,116,463	\$ 553,601	\$ 1,084,605	\$ 619,673	\$ 1,896,716	\$ 812,111	74.9%
Total - General Fund Revenues	\$ 56,918,504	\$ 57,489,269	\$ 61,616,194	\$ 60,415,403	\$ 64,147,849	\$ 2,531,655	4.1%
Expenses							
Governance & Management	\$ 3,714,650	\$ 4,092,514	\$ 4,610,629	\$ 4,356,517	\$ 4,649,889	\$ 39,260	0.9%
Public Safety	\$ 27,097,691	\$ 27,515,333	\$ 29,761,494	\$ 29,343,597	\$ 30,402,315	\$ 640,821	2.2%
Finance & Administration	\$ 5,585,864	\$ 5,237,569	\$ 5,369,554	\$ 5,331,451	\$ 5,462,056	\$ 92,502	1.7%
Community & Economic Development	\$ 8,044,512	\$ 8,544,233	\$ 12,450,362	\$ 9,662,277	\$ 12,922,759	\$ 472,397	3.8%
Public Works	\$ 5,572,648	\$ 5,585,969	\$ 6,264,544	\$ 6,281,471	\$ 6,818,717	\$ 554,173	8.8%
Other Operating Expenses	\$ 3,078,805	\$ 3,758,653	\$ 3,159,610	\$ 2,977,329	\$ 3,892,114	\$ 732,504	23.2%
Total - General Fund Expenses	\$ 53,094,170	\$ 54,734,271	\$ 61,616,194	\$ 57,952,643	\$ 64,147,849	\$ 2,531,655	4.1%
General Fund Expenditures (by major category)							
Personnel	\$ 36,957,341	\$ 38,017,541	\$ 42,451,594	\$ 41,411,801	\$ 45,110,622	\$ 2,659,028	6.3%
Operations	\$ 14,688,938	\$ 16,288,930	\$ 16,772,400	\$ 16,014,926	\$ 16,462,227	\$ (310,173)	-1.8%
Capital	\$ 1,447,891	\$ 427,800	\$ 2,392,200	\$ 525,916	\$ 2,575,000	\$ 182,800	7.6%
Total - General Fund Expenses	\$ 53,094,170	\$ 54,734,271	\$ 61,616,194	\$ 57,952,643	\$ 64,147,849	\$ 2,531,655	4.1%
Surplus / (Deficit)	\$ 3,824,334	\$ 2,754,998	\$ -	\$ 2,462,761	\$ -	\$ -	

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

FY 2017 General Fund - Major Revenues



FY 2017 General Fund - Major Programs

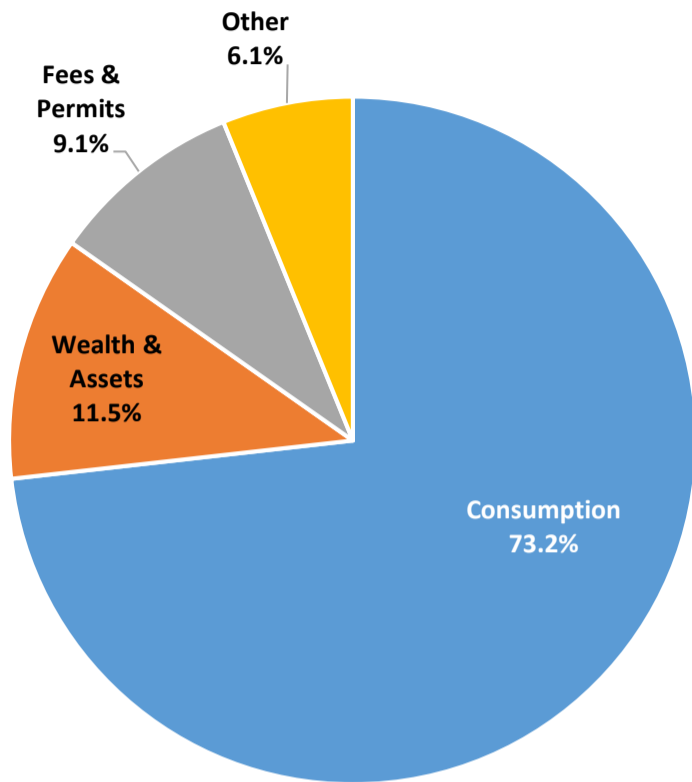




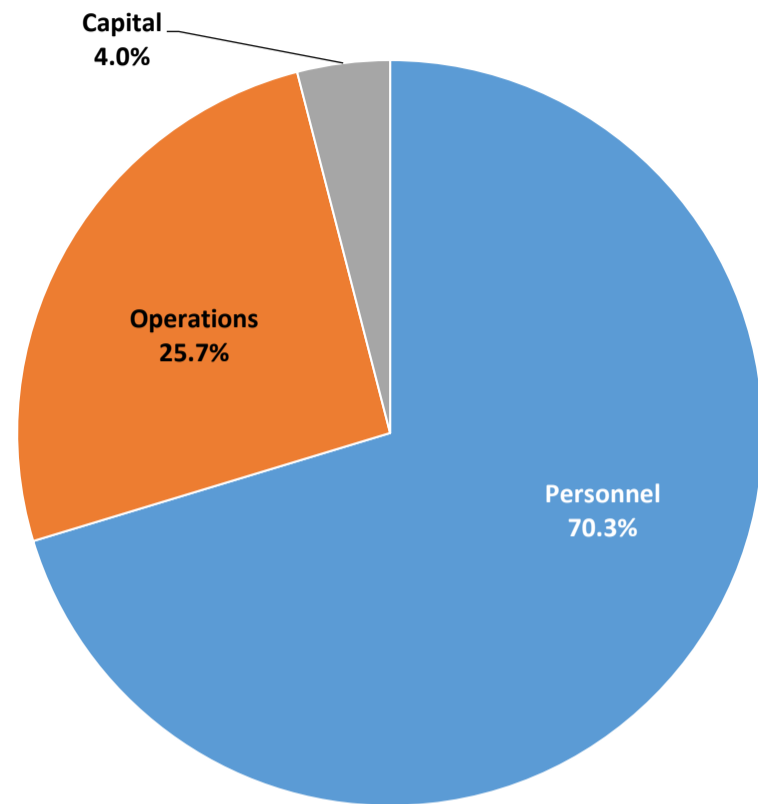
City of Franklin, Tennessee FY 2017 Operating Budget

General Fund - Departmental Summary

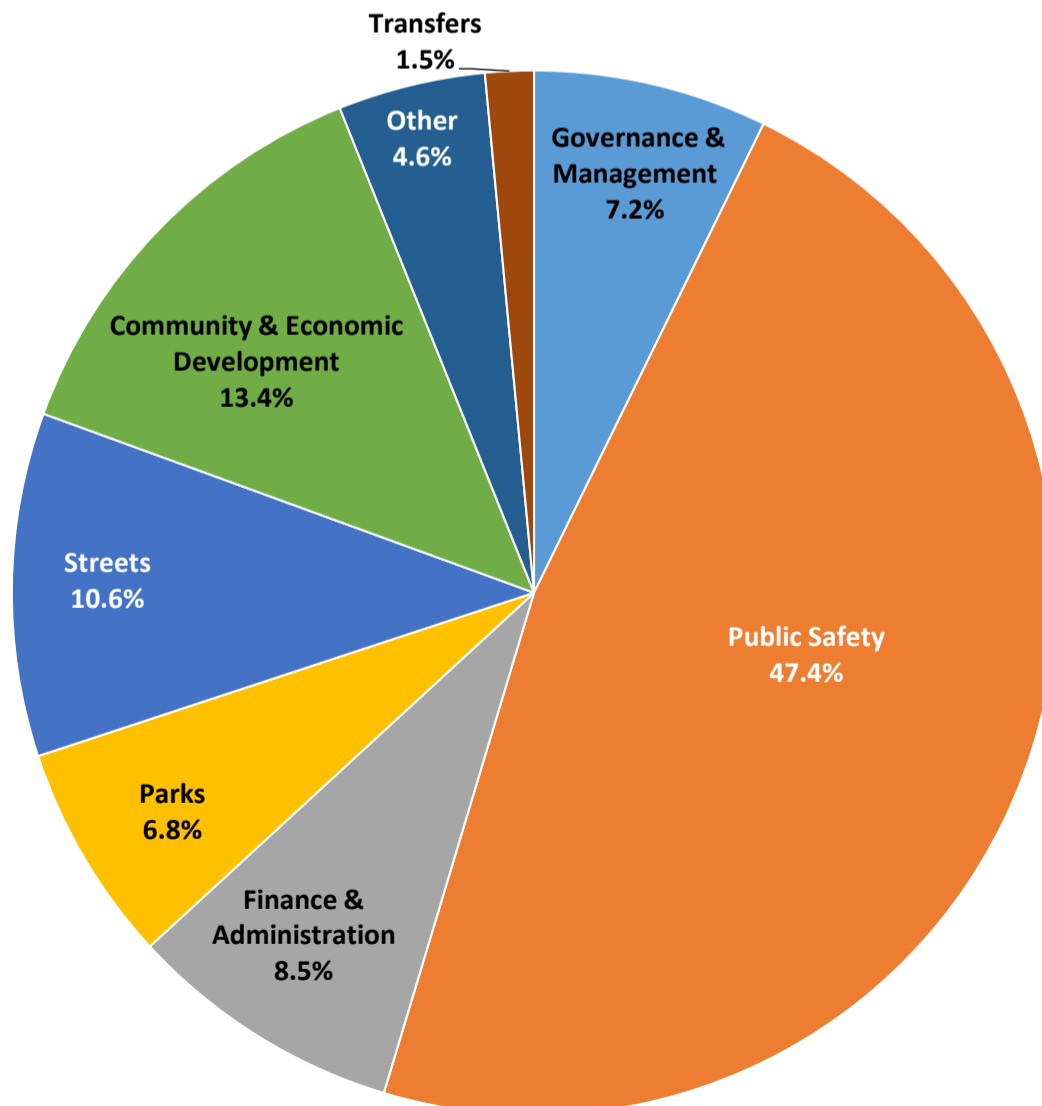
FY 2017 G/F Revenues by Source (pg. 34)



FY 2017 G/F Expenses by Category (pg. 47)



FY 2017 General Fund Expenses - By Function (pg. 47)





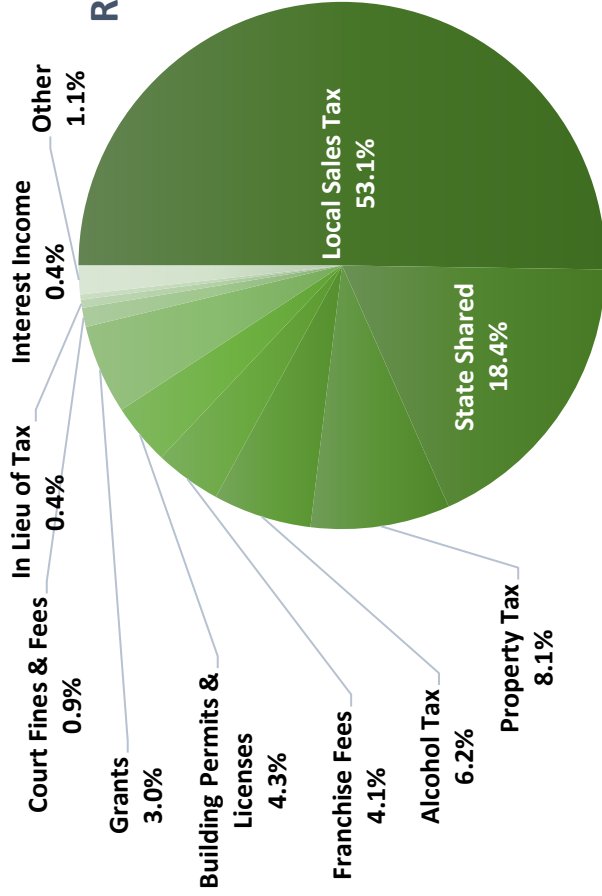
Summary (General Fund)

Percent of All Revenues

47.4%

The General Fund for the City of Franklin is the largest and most important of the City's 12 funds used for financing City services. Although it comprises over 40 individual revenue sources, this analysis focuses on the Top 10 revenue sources, which comprise nearly 99% of the total as of 2017.

On the following pages, please find a preview of each of these Top 10 revenue sources, with discussion and detail of each an preliminary, low middle and high estimates for FY 2017. It is important to remember that this is the best estimate we have available. Even though we are one-half through the fiscal year, actual receipts have only been received through four to five months in many major revenue categories. It is impossible to precisely predict how much revenue will actually be available in the ensuing fiscal year.



Top Ten Revenue Categories

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Local Sales Tax	\$ 22,720,666	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994
State Shared	\$ 8,451,880	\$ 8,841,675	\$ 9,906,104	\$ 10,677,057	\$ 12,796,277
Property Tax	\$ 6,438,848	\$ 6,426,577	\$ 6,457,052	\$ 6,266,420	\$ 5,546,050
Alcohol Tax	\$ 2,865,433	\$ 3,084,136	\$ 3,323,302	\$ 3,373,143	\$ 3,630,037
Franchise Fees	\$ 2,030,529	\$ 1,900,254	\$ 2,174,803	\$ 2,449,724	\$ 2,462,903
Building Permits & Licenses	\$ 1,318,725	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,208,560
Grants	\$ 1,710,579	\$ 755,372	\$ 1,353,926	\$ 520,921	\$ 289,382
Court Fines & Fees	\$ 798,415	\$ 887,349	\$ 738,785	\$ 657,229	\$ 586,479
In Lieu of Tax	\$ 341,652	\$ 355,632	\$ 339,808	\$ 325,018	\$ 326,887
Interest Income	\$ 415,422	\$ 144,574	\$ 166,679	\$ 189,013	\$ 145,098
Top Ten Revenue Sources	\$ 47,092,149	\$ 48,213,148	\$ 52,048,928	\$ 53,802,041	\$ 56,935,668
Other	\$ 5,448,196	\$ 3,601,890	\$ 628,441	\$ 3,116,463	\$ 553,601

Budget

	FY 2016 (B)	FY 2016 (E)
Local Sales Tax	\$ 30,956,053	\$ 31,603,598
State Shared	\$ 11,172,496	\$ 11,106,242
Property Tax	\$ 5,263,794	\$ 5,221,061
Alcohol Tax	\$ 3,716,599	\$ 3,733,990
Franchise Fees	\$ 2,511,230	\$ 2,504,860
Building Permits & Licenses	\$ 2,315,577	\$ 2,623,851
Grants	\$ 3,371,336	\$ 2,071,336
Court Fines & Fees	\$ 720,572	\$ 399,468
In Lieu of Tax	\$ 306,131	\$ 318,687
Interest Income	\$ 197,802	\$ 212,637
Total Budget	\$ 60,531,589	\$ 59,795,731
Other	\$ 1,084,605	\$ 619,673

FY 2017 Forecast

	Low	Medium	High
Local Sales Tax	\$ 32,393,688	\$ 33,183,778	\$ 33,341,796
State Shared	\$ 10,810,119	\$ 11,148,733	\$ 11,579,499
Property Tax	\$ 4,735,695	\$ 5,873,793	\$ 7,473,920
Alcohol Tax	\$ 3,820,750	\$ 3,888,565	\$ 3,923,460
Franchise Fees	\$ 2,512,161	\$ 2,536,790	\$ 2,561,419
Building Permits & Licenses	\$ 2,692,100	\$ 2,741,289	\$ 2,790,478
Grants	\$ 1,828,300	\$ 1,828,300	\$ 1,828,300
Court Fines & Fees	\$ 536,058	\$ 560,935	\$ 585,811
In Lieu of Tax	\$ 271,366	\$ 271,369	\$ 271,372
Interest Income	\$ 212,637	\$ 217,582	\$ 222,527
Total Forecast	\$ 59,812,875	\$ 62,251,134	\$ 64,578,582
Other	\$ 1,888,449	\$ 1,896,716	\$ 1,904,982

	Budget	Estimated
Total General Fund Revenues	\$ 61,616,194	\$ 60,415,403

Change Year-over-Year	12.5%	-1.4%	1.7%	8.1%	1.0%	8.3%	5.1%	0.1%	4.1%	7.9%
Total General Fund Revenues	\$ 5,854,899	\$ (725,307)	\$ 862,331	\$ 4,241,135	\$ 570,765	\$ 4,697,690	\$ 2,926,134	\$ 85,130	\$ 2,531,656	\$ 4,867,370



Summary (General Fund)

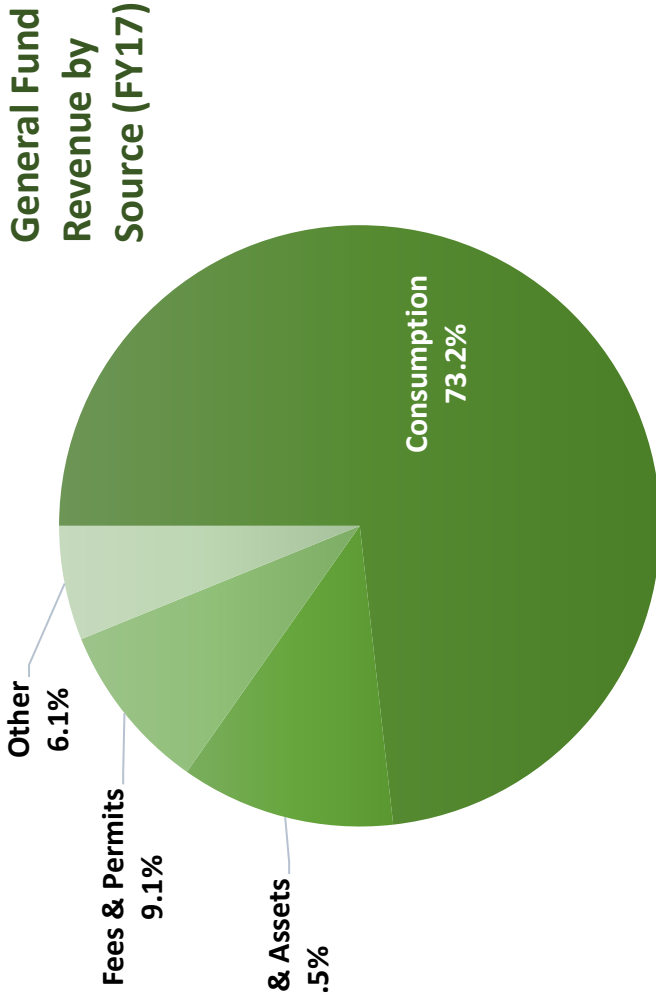
Percent of All Revenues

47.4%

The City of Franklin relies upon a variety of different sources to fund general operations, but essentially there are only four sources of revenue: taxes on consumption, taxes derived from wealth & assets, permitting & fees for services, and "Other."

The largest category - by far - are revenues derived from the consumption of goods and services. This source - taxes on retail sales and alcohol consumption - comprises nearly three of every four dollars the City receives for the General Fund. All other sources - wealth & assets (property & income taxes), fees & permits (proceeds from permits, fees & licenses recovered for City services provided), and other (in lieu of taxes, earned interest income, grants and miscellaneous revenue) - make up only one out of every four dollars received. This heavy reliance on consumption taxes will increase with the gradual repeal of the Hall Income Tax, beginning in FY2017 and ending in FY2022.

Heavy dependency on consumption taxes places the City in a vulnerable position during downturns in the business cycle and economic retrenchments, such as the financial events of the 2007-2009 period. City revenue dropped by over 15% within twelve months, requiring extreme measures to continue critical services to the citizenry.



Top Ten Revenue Categories

	Actual				Budget		FY 2017 Forecast			
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High
Consumption	\$ 32,809,743	\$ 35,330,051	\$ 37,895,674	\$ 39,308,908	\$ 42,289,111	\$ 44,245,147	\$ 44,943,830	\$ 46,024,557	\$ 46,971,077	\$ 47,344,754
Local Sales Tax	\$ 22,720,666	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994	\$ 30,956,053	\$ 31,603,598	\$ 32,393,688	\$ 33,183,778	\$ 33,341,796
State Shared	\$ 7,223,644	\$ 8,048,502	\$ 8,576,639	\$ 8,681,023	\$ 9,715,080	\$ 9,572,496	\$ 9,606,242	\$ 9,810,119	\$ 9,898,733	\$ 10,079,499
Alcohol Tax	\$ 2,865,433	\$ 3,084,136	\$ 3,323,302	\$ 3,373,143	\$ 3,630,037	\$ 3,716,599	\$ 3,733,990	\$ 3,820,750	\$ 3,888,565	\$ 3,923,460
Wealth & Assets	\$ 8,008,736	\$ 7,575,382	\$ 8,126,325	\$ 8,587,472	\$ 8,954,134	\$ 7,169,925	\$ 7,039,748	\$ 6,007,061	\$ 7,395,162	\$ 9,245,292
Property Tax	\$ 6,438,848	\$ 6,426,577	\$ 6,457,052	\$ 6,266,420	\$ 5,546,050	\$ 5,263,794	\$ 5,221,061	\$ 4,735,695	\$ 5,873,793	\$ 7,473,920
Hall Income Tax	\$ 1,228,236	\$ 793,173	\$ 1,329,465	\$ 1,996,034	\$ 3,081,197	\$ 1,600,000	\$ 1,500,000	\$ 1,000,000	\$ 1,250,000	\$ 1,500,000
In Lieu of Tax	\$ 341,652	\$ 355,632	\$ 339,808	\$ 325,018	\$ 326,887	\$ 306,131	\$ 318,687	\$ 271,366	\$ 271,369	\$ 271,372
Fees & Permits	\$ 4,147,669	\$ 4,407,769	\$ 4,506,324	\$ 5,195,727	\$ 5,257,943	\$ 5,547,378	\$ 5,528,179	\$ 5,740,319	\$ 5,839,014	\$ 5,937,709
Franchise Fees	\$ 2,030,529	\$ 1,900,254	\$ 2,174,803	\$ 2,449,724	\$ 2,462,903	\$ 2,511,230	\$ 2,504,860	\$ 2,512,161	\$ 2,536,790	\$ 2,561,419
Building Permits & Licenses	\$ 1,318,725	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,208,560	\$ 2,315,577	\$ 2,623,851	\$ 2,692,100	\$ 2,741,289	\$ 2,790,478
Court Fines & Fees	\$ 798,415	\$ 887,349	\$ 738,785	\$ 657,229	\$ 586,479	\$ 720,572	\$ 399,468	\$ 536,058	\$ 560,935	\$ 585,811
Other	\$ 7,574,197	\$ 4,501,836	\$ 2,149,046	\$ 3,826,397	\$ 988,081	\$ 4,653,743	\$ 2,903,646	\$ 3,929,387	\$ 3,942,598	\$ 3,955,809
Grants	\$ 1,710,579	\$ 755,372	\$ 1,353,926	\$ 520,921	\$ 289,382	\$ 3,371,336	\$ 2,071,336	\$ 1,828,300	\$ 1,828,300	\$ 1,828,300
Interest Income	\$ 415,422	\$ 144,574	\$ 166,679	\$ 189,013	\$ 145,098	\$ 197,802	\$ 212,637	\$ 212,637	\$ 217,582	\$ 222,527
Other	\$ 5,448,196	\$ 3,601,890	\$ 628,441	\$ 3,116,463	\$ 553,601	\$ 1,084,605	\$ 619,673	\$ 1,888,449	\$ 1,896,716	\$ 1,904,982
Total General Fund Revenues	\$ 52,540,345	\$ 51,815,038	\$ 52,677,369	\$ 56,918,504	\$ 57,489,269	\$ 61,616,194	\$ 60,415,403	\$ 61,701,324	\$ 64,147,849	\$ 66,483,564

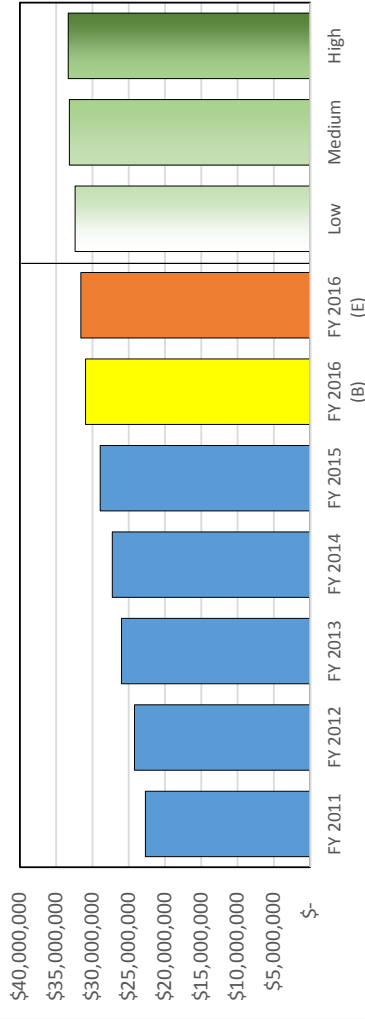


City of Franklin
Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	51.7%
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Local Sales Tax is the City's primary revenue source. Roughly half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District. Significant erosion in collections occurred, starting in 2008 and continuing through the first half of 2010, due to the national economic situation, increased gas prices and increased competition from alternative shopping options in the region. However, a rebound started midway through FY 2010 and collections have exceeded the previous year's level for four consecutive years. This steady, continuous improvement is expected to continue in FY2016 & 2017.

Annual Sales Tax Revenue - FY 2011-2017



	Actual			Budget	Estimated	Forecasts (FY 2017)			Averages	
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)		FY 2016 (E)
July	1,769,523	1,925,395	2,003,719	2,113,374	2,288,457	2,580,396	2,477,648	2,539,589	2,601,530	2,613,919
August	1,774,021	1,843,928	2,101,518	2,115,836	2,296,081	2,376,444	2,420,112	2,480,615	2,541,118	2,553,218
September	1,888,809	1,946,970	2,065,402	2,178,174	2,374,572	2,457,682	2,571,551	2,635,840	2,700,129	2,712,986
October	1,767,404	1,881,099	2,026,866	2,117,978	2,327,026	2,408,472	2,485,463	2,547,600	2,609,736	2,622,163
November	1,892,149	1,998,723	2,176,371	2,419,578	2,399,941	2,483,939	2,579,785	2,644,280	2,708,774	2,721,673
December	2,670,491	2,902,675	3,012,759	3,097,595	3,345,840	3,462,945	3,752,983	3,846,808	3,940,632	3,959,397
January	1,552,324	1,722,901	1,948,752	1,926,687	2,079,072	2,151,840	2,151,378	2,205,162	2,258,947	2,269,704
February	1,628,745	1,729,002	1,856,748	1,973,541	1,900,628	1,967,151	1,986,823	2,036,493	2,086,164	2,096,098
March	1,979,080	2,191,405	2,265,006	2,421,918	2,479,918	2,916,661	2,945,828	3,019,473	3,093,119	3,107,848
April	1,866,180	1,897,741	2,168,372	2,201,566	2,410,499	2,525,803	2,551,061	2,614,838	2,678,614	2,691,370
May	1,884,275	1,989,477	2,109,923	2,323,975	2,489,724	2,647,902	2,674,381	2,741,241	2,808,100	2,821,472
June	2,047,664	2,168,095	2,260,297	2,364,520	2,552,236	2,976,817	3,006,586	3,081,750	3,156,915	3,171,948
Totals	\$ 22,720,666	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994	\$ 30,956,053	\$ 31,603,598	\$ 32,393,688	\$ 33,183,778	\$ 33,341,796
3-yr Average	\$ 27,398,156									
4.3%										
5-Yr Average	\$ 25,822,510									
4.0%										
10-Yr Average	\$ 24,031,132									
2.9%										
20-Yr Average	\$ 18,739,546									
3.3%										

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.

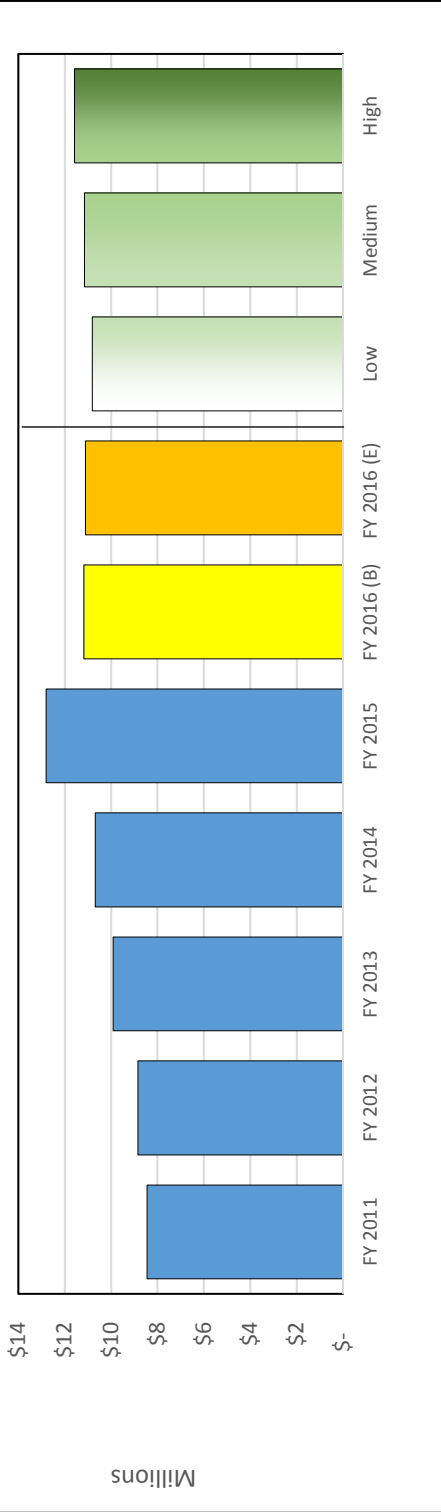


City of Franklin
Revenue Model

Fund:	General Fund	Category:	State Shared	Percent of Total General Fund Revenues	17.4%
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State Shared taxes: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, Hall Income Tax (dividends / interest), TVA in Lieu Of, Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly around the 20th except for the Income tax (annual) and the excise Tax which are semi-annual remittances.

State Shared Tax Revenue - FY 2011-2017



	Actual			Budget	Estimated	Forecasts (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)		FY 2016 (E)	Low	Medium
Sales Tax (State)	3,767,317	4,242,695	4,324,811	4,496,081	5,033,141	5,152,886	5,330,967	5,464,241	5,498,130	5,624,170	3-yr Average	\$ 11,126,479
Beer Tax (State)	29,329	30,674	30,894	29,568	31,743	31,211	34,566	34,566	34,912	35,258	5-Yr Average	\$ 10,134,599
State Excise Tax - BANK	13,498	15,260	38,427	94,685	115,165	97,052	98,023	99,983	100,964	101,944	10-Yr Average	\$ 7,726,909
In Lieu of Tax (TVA)	632,821	722,090	712,731	691,474	769,381	759,378	766,972	774,642	782,311	789,981	20-Yr Average	\$ 5,245,962
Business License (Local Share)	261,720	283,442	318,552	320,747	13,456	326,780	326,780	326,780	326,780	326,780		
Transient/Peddler Bus. License					2,448	300	300	300	300	300		
Business Tax (State)	2,518,958	2,754,341	3,151,224	3,048,468	3,410,424	3,204,888	3,048,634	3,109,607	3,155,336	3,201,066		
Income Tax (State)	1,228,236	793,173	1,329,465	1,996,034	3,081,197	1,600,000	1,500,000	1,000,000	1,250,000	1,500,000		
Business Tax Record Fee - State					339,322	-	-	-	-	-		
Totals	\$ 8,451,880	\$ 8,841,675	\$ 9,906,104	\$ 10,677,057	\$ 12,796,277	\$ 11,172,496	\$ 11,106,242	\$ 10,810,119	\$ 11,148,733	\$ 11,579,499		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.

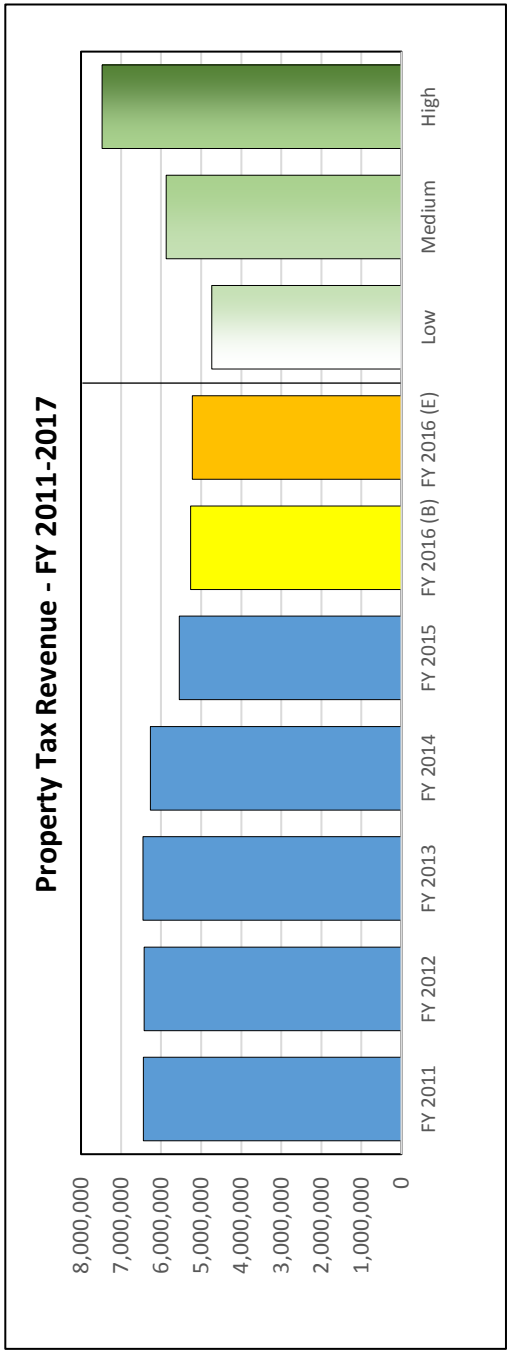


City of Franklin

Revenue Model

Fund: General Fund **Category:** Property Tax **Percent of Total General Fund Revenues** 9.2%

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



	Actual					Budget			Estimated			Forecasts (FY 2017)			Averages	
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average				
Property Taxes	11,785,700	11,718,525	11,902,186	12,342,702	13,742,347	14,730,684	14,489,490	14,383,151	15,805,661	17,228,170	\$ 6,089,841					
Less: Due to IDB	(655,355)	(740,899)	(786,760)	(944,274)	(1,041,403)	(1,300,000)	(1,300,000)	(1,300,000)	(1,325,000)	(1,300,000)						
Less: Debt Service Fund	(4,952,567)	(4,830,155)	(4,779,633)	(5,357,261)	(6,350,472)	(7,426,254)	(7,232,613)	(7,477,356)	(7,477,356)	(7,477,356)		-4.5%				
Less: Unavailable Revenue (uncollected at year-end)	(216,551)	(154,909)	(148,036)	(143,000)	(153,193)	(153,000)	(153,000)	(150,000)	(150,000)	(150,000)						
Less: Capital Projects Set-Aside	-	-	-	-	(508,038)	(528,418)	(526,008)	(535,050)	(689,756)	(588,447)						
Less: Street Aid Set-Aside	-	-	-	-	(508,038)	(528,418)	(526,008)	(535,050)	(689,756)	(588,447)						
Pickups (primarily RR and Public)	370,138	339,166	218,645	285,573	-	224,400	224,400	150,000	250,000	150,000						
Plus: Prior Year Collections	107,483	94,849	50,650	82,680	364,847	244,800	244,800	200,000	150,000	200,000						
Totals	6,438,848	6,426,577	6,457,052	6,266,420	5,546,050	5,263,794	5,221,061	4,735,695	5,873,793	7,473,920						

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



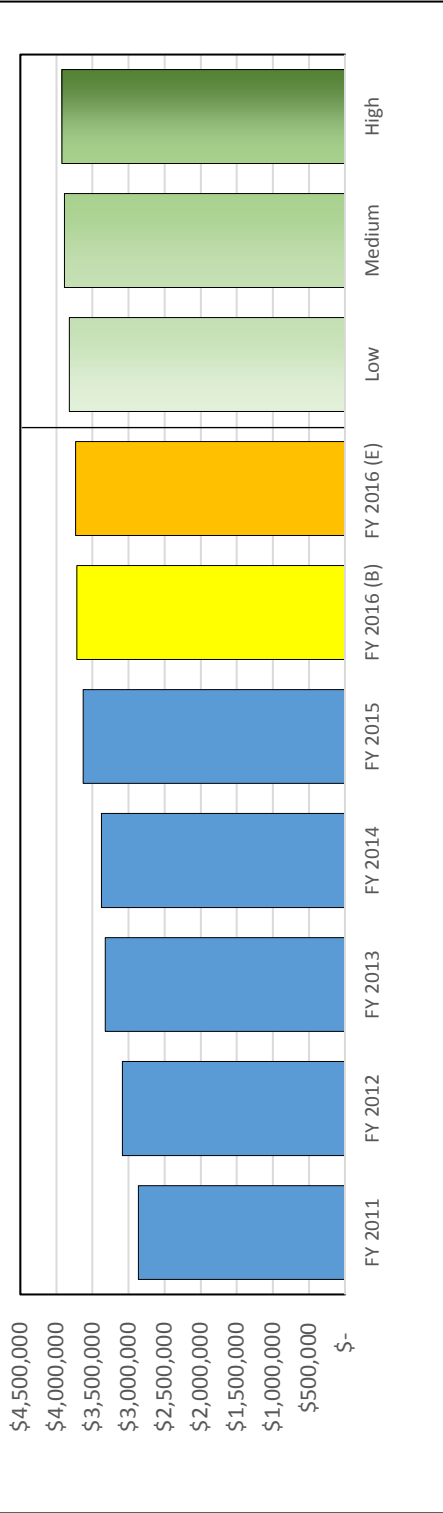
City of Franklin
Revenue Model

Fund:	General Fund	Category:	Alcohol Tax	Percent of Total General Fund Revenues	6.1%
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Alcohol taxes (local): We receive wholesale beer/liquor revenue from distributors (these are not located locally) and privilege taxes from local businesses each month. This revenue comes in about the 20th of each month and is fairly consistent across the Fiscal year, with a slight falloff during the winter months.

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

Alcohol Tax Revenue - FY 2011-2017



	Actual			Budget		Estimated		Forecasts (FY 2017)			Averages	
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average
Beer Tax - Wholesale	1,421,683	1,503,877	1,585,289	1,507,185	1,544,139	1,629,340	1,646,038	1,662,498	1,695,419	1,695,419	\$ 3,442,161	\$ 3,255,210
Beer Privilege Tax (Renewal)	19,918	21,195	21,517	20,742	21,660	22,304	22,421	22,645	22,869	23,093		
Liquor Tax - Wholesale	854,254	915,105	1,015,623	1,095,467	1,190,758	1,241,502	1,234,625	1,265,490	1,284,010	1,302,529		
Liquor Privilege Tax	72,005	75,205	91,920	87,065	90,800	95,945	93,418	95,754	97,155	98,556		
Mixed Drink Tax	497,573	568,754	608,953	662,684	782,681	727,508	737,488	774,363	789,113	803,862		
Totals	\$ 2,865,433	\$ 3,084,136	\$ 3,323,302	\$ 3,373,143	\$ 3,630,037	\$ 3,716,599	\$ 3,733,990	\$ 3,820,750	\$ 3,888,565	\$ 3,923,460		
											10-Yr Average	2.8%
											\$ 2,890,334	
											20-Yr Average	2.9%
											\$ 2,205,653	
											3.4%	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



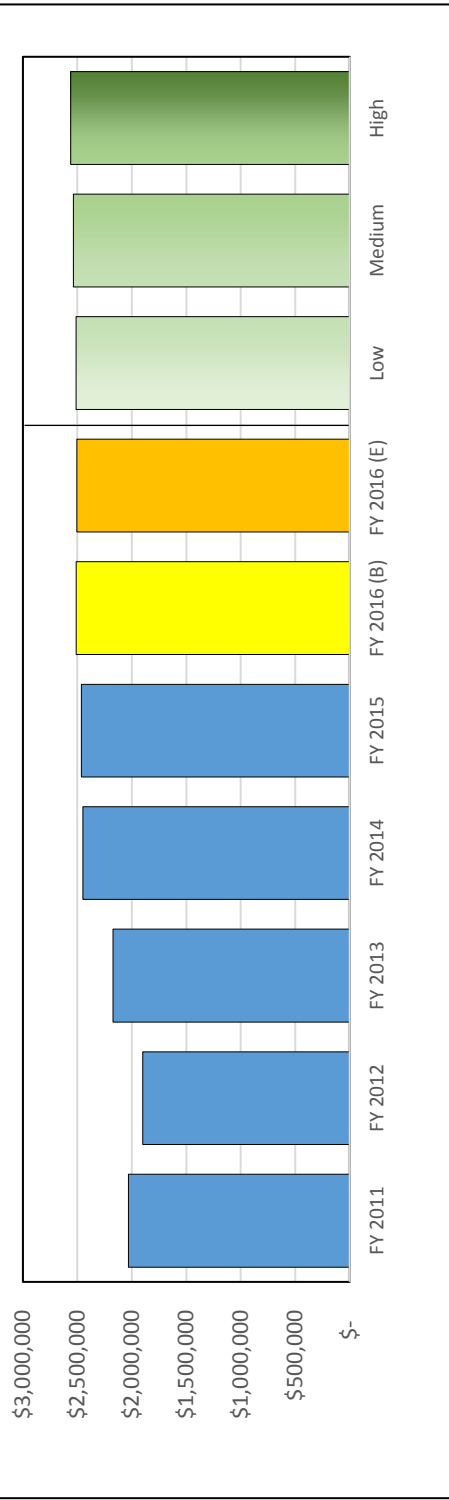
City of Franklin

Revenue Model

Fund: General Fund **Category:** Franchise Fees **Percent of Total General Fund Revenues** 4.0%

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

Franchise Fees- FY 2011-2017



	Actual			Budget		Estimated		Forecasts (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average	10-Yr Average	20-Yr Average
ATMOS	1,084,874	897,371	1,148,193	1,351,330	1,331,989	1,344,390	1,344,390	1,358,629	1,371,949	1,385,269	\$ 2,362,477	\$ 2,203,643	\$ 1,932,637	\$ 1,259,343
Comcast	797,921	820,050	827,377	875,035	886,358	932,791	926,422	904,085	912,948	921,812	2.1%	2.8%	3.0%	5.0%
Piedmont	65,570	63,980	54,058	60,098	24,103	64,063	64,063	24,585	24,826	25,067				
AT&T	82,164	118,853	145,175	163,261	220,453	169,986	169,986	224,862	227,067	229,271				
Totals	\$ 2,030,529	\$ 1,900,254	\$ 2,174,803	\$ 2,449,724	\$ 2,462,903	\$ 2,511,230	\$ 2,504,860	\$ 2,512,161	\$ 2,536,790	\$ 2,561,419				

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



Fund: General Fund

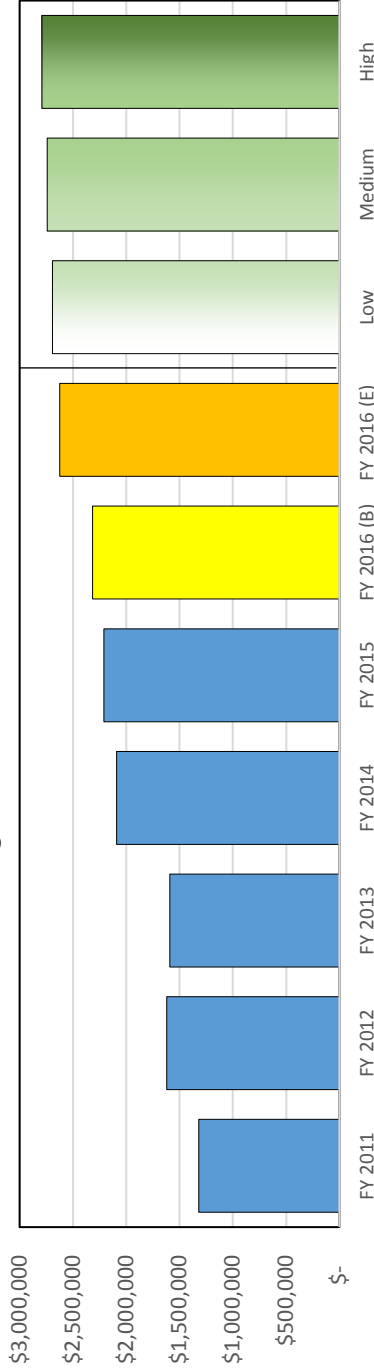
Category: Building Permits & Licenses

Percent of Total General Fund Revenues

4.3%

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

Building Permits & Licenses - FY 2011-2017



	Actual			Budget	Estimated	Forecasts (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)		FY 2016 (E)	Low	Medium
Mechanical License	5,200	4,000	3,850	3,500	3,877	3,731	5,213	5,343	5,422	5,500	3-yr Average	\$ 1,963,357
Mechanical Permits	105,506	151,167	103,374	183,383	138,384	195,437	146,797	150,467	152,669	154,871	5-Yr Average	\$ 1,765,792
Building Permits	820,111	855,409	1,046,947	1,343,978	1,426,188	1,373,951	1,631,376	1,672,160	1,696,631	1,721,101	10-Yr Average	\$ 1,818,199
Technology Fee					44,129	30,000	177,900	50,000	62,500	75,000	20-Yr Average	\$ 1,377,962
Plumbing License	4,169	3,382	3,802	3,224	3,025	3,178	3,445	3,531	3,583	3,635		
Plumbing Permits	102,788	130,541	128,139	145,525	94,177	156,436	123,575	126,665	128,518	130,372		
Electrical Inspections	186,224	371,001	233,078	281,106	237,101	322,486	312,033	319,833	324,514	329,194		
Planning Fees (Plans Review)	66,869	80,349	45,049	17,732	43,335	51,250	42,136	43,189	43,821	44,453		
Consultant Fees	11,054	716	1,147	1,000	2,100	1,230	2,062	2,114	2,144	2,175		
Reinspection Fees	3,920	9,600	10,328	16,872	13,400	12,300	12,810	13,130	13,322	13,514		
Sign Permits	9,459	10,456	11,002	9,895	10,946	10,250	9,532	9,770	9,913	10,056		
Cafe Fees	-	420	920	8,590	-	1,025	1,025	1,051	1,066	1,081		
Tree Cutting Permits	25	25	-	-	-	103	103	105	107	108		
Grading Permits	3,400	3,100	5,100	3,000	-	4,203	4,203	4,308	4,371	4,434		
Roadway Inspections	-	-	-	70,969	191,898	150,000	151,642	155,433	157,708	159,983		
Traffic Impact Study Fees	-	-	-	-	-	-	-	-	-	-		
Totals	\$ 1,318,725	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,208,560	\$ 2,315,577	\$ 2,623,851	\$ 2,692,100	\$ 2,741,289	\$ 2,790,478		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1991-2015 & Estimates from Finance & Revenue Management Departments.

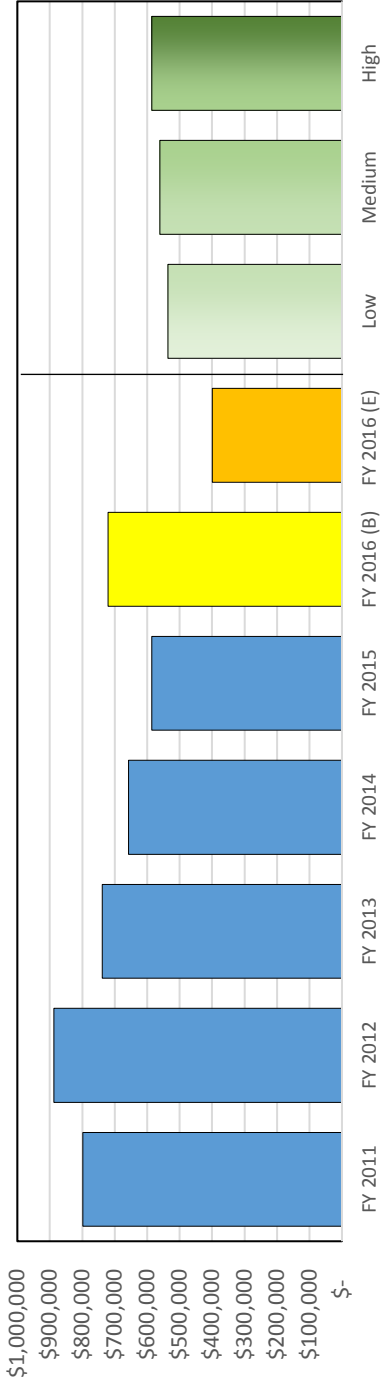


City of Franklin
Revenue Model

Fund: General Fund	Category: Court Fines & Fees	Percent of Total General Fund Revenues 0.9%
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Court Fines & Fees: The City Court collects fees/fines for traffic violations and property maintenance violations. A major initiative was taken in 2013 to submit outstanding debts to a collection agency. The primary reason for a revenue decrease in 2013 and 2014 is a change in accounting to net amounts due the State against revenue, rather than show those amounts under expenditures in Revenue Management. (with that change, Revenue Management's expenditures were lower as well.) Revenues are anticipated to be lower again in FY 2016 than budgeted, so FY 2017 estimates are based in line with FY 2015 actuals.

Court Fines & Fees Revenue - FY 2011-2017



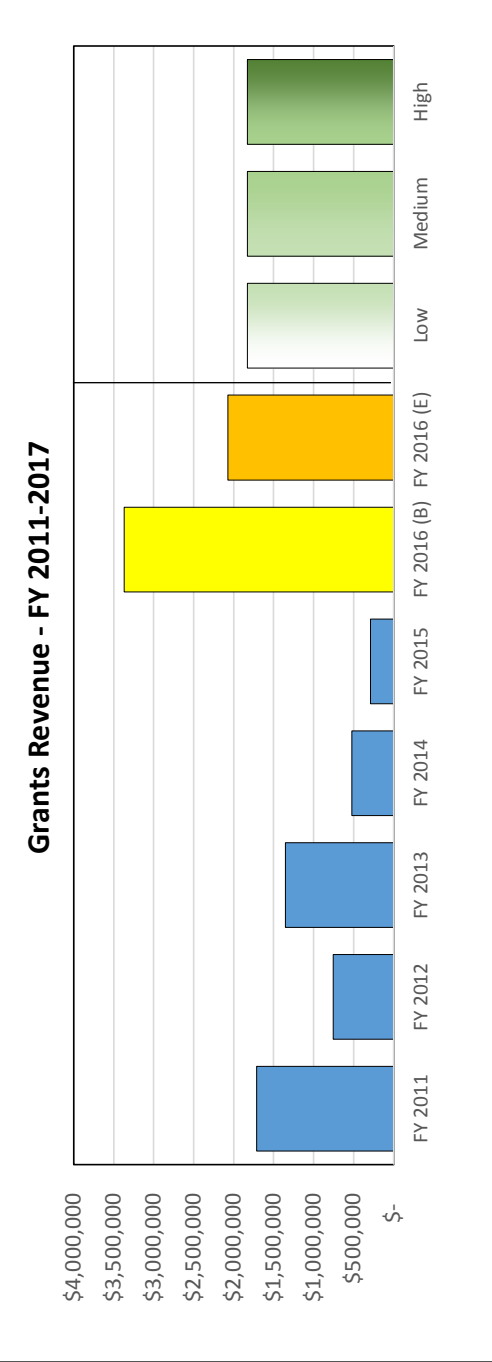
	Actual					Budget			Estimated			Forecasts (FY 2017)			Averages		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average	10-Yr Average	20-Yr Average			
Court Costs	-	-	53,371	1,160	190	1,025	-	-	-	-	-	-	-	-			
Fines/Fees - Mun Court	714,013	808,105	375,719	297,088	153,472	335,109	149,723	158,809	160,376	161,943	\$ 660,831	\$ 733,651	\$ 842,642	\$ 695,203			
Court-Local Litigation Tax	-	-	9,728	11,027	8,096	10,250	4,500	4,857	4,905	4,952	3.0%						
Court-Bad Check	-	-	920	525	181	1,025	-	-	-	-							
Court Collection Fee	-	-	-	-	963	-	-	500	500	500							
Delinquent Court Fees & Fines	-	-	35,282	35,261	24,816	26,271	13,190	15,461	15,613	15,765	-0.4%						
Court-Driving School	-	-	33,248	108,442	71,345	99,210	67,065	62,488	63,104	63,719							
Court-Admin Fee	-	-	2,803	2,739	1,844	2,050	2,585	1,244	1,256	1,269							
Fines - Gen Sessions	67,107	63,746	79,344	71,762	128,355	79,438	89,177	91,776	92,681	93,585							
Officer Costs - General Sessions/Circuit Court	-	-	-	-	104,411	-	-	87,933	88,800	89,666							
Parking Fines - Mun Court	17,295	13,813	17,744	12,070	10,427	15,375	10,197	9,916	10,013	10,111							
Fines - Traffic Offenses	-	-	126,898	113,242	78,843	88,257	60,570	59,881	60,471	61,061							
Failure To Appear - Fine	-	-	3,725	3,913	3,536	2,563	2,260	2,294	2,317	2,339							
Technology Fee	-	-	-	-	-	60,000	-	40,900	60,900	80,900							
Confiscated Goods (Federal)	-	-	-	-	-	-	201	-	-	-							
Confiscated Goods (State)	-	1,685	3	-	-	-	-	-	-	-							
Totals	\$ 798,415	\$ 887,349	\$ 738,785	\$ 657,229	\$ 586,479	\$ 720,572	\$ 399,468	\$ 536,058	\$ 560,935	\$ 585,811							

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



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

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



	Actual			Budget	Estimated	Forecasts (FY 2017)			Averages					
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)		FY 2016 (E)	Low	Medium	High	
FEMA Grant	353,073	-	-	-	-	-	-	-	-	-	-	-	3-yr Average	\$ 721,410
May 2010 Flood	-	-	-	63,622	-	-	-	-	-	-	-	-	5-Yr Average	\$ 926,036
Emergency Shelter Grant	34,756	39,864	24,612	34,423	54,635	45,436	-	35,000	35,000	35,000	35,000	10-Yr Average	\$ 715,797	
Police Equipment Grant #7	-	-	10,131	-	-	-	-	-	-	-	-	-	20-Yr Average	\$ 629,347
Federal Grant - Ballistic Vests	4,400	5,549	11,235	8,094	3,300	10,000	3,300	3,300	3,300	3,300	3,300	-		
Highway Safety Grant	2,208	27,459	50,019	38,147	35,340	10,000	7,898	10,000	10,000	10,000	10,000	-		
Fight Impaired Driving Grant	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal Grant - TOC	145,754	100,933	222,307	190,800	79,382	1,680,000	434,245	1,680,000	1,680,000	1,680,000	1,680,000	-		
Preservation Plan Grant	20,000	-	-	-	-	-	-	-	-	-	-	-	-	
Preservation Plan Grant (Federal)	-	-	175,596	-	-	1,402,790	1,402,790	-	-	-	-	-	-	
Parks Grants	-	453	50,085	22,708	9,896	223,110	223,103	100,000	100,000	100,000	100,000	-		
Loop Eastern Flank	-	1,500	-	-	-	-	-	-	-	-	-	-	-	
Miscellaneous Grants	52,424	286	2,850	44	-	-	-	-	-	-	-	-	-	
TN Dept of Agriculture	2,855	-	-	-	-	-	-	-	-	-	-	-	-	
Federal ARRA #1 - Dept of Justice	33,723	-	12,607	-	-	-	-	-	-	-	-	-	-	
Federal ARRA #2 - Dept of Energy	560,116	11,522	-	-	-	-	-	-	-	-	-	-	-	
Federal ARRA - TOC	499,656	566,185	-	-	-	-	-	-	-	-	-	-	-	
HGMP-1909-0049	-	-	794,484	156,020	-	-	-	-	-	-	-	-	-	
HGMP-1909-0061	-	-	-	7,063	106,829	-	-	-	-	-	-	-	-	
In-Kind Contributions	1,614	1,621	-	-	-	-	-	-	-	-	-	-	-	
Totals	\$ 1,710,579	\$ 755,372	\$ 1,353,926	\$ 520,921	\$ 289,382	\$ 3,371,336	\$ 2,071,336	\$ 1,828,300	\$ 1,828,300	\$ 1,828,300	\$ 1,828,300	\$ 1,828,300		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



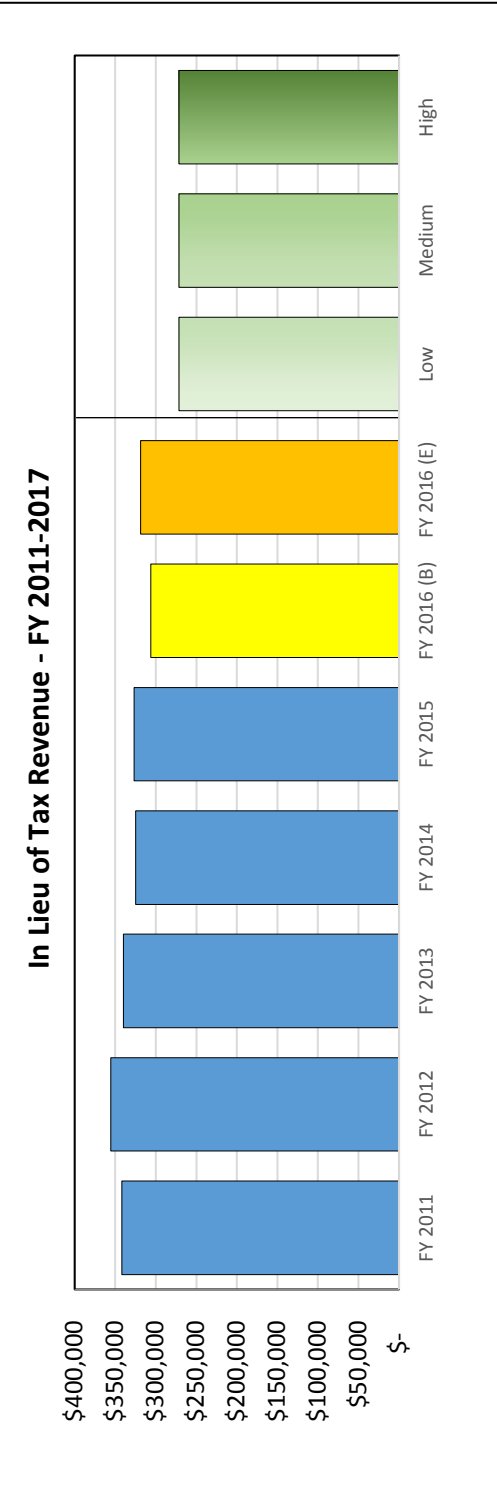
City of Franklin
Revenue Model

Fund: General Fund

Category: In Lieu of Tax

Percent of Total General Fund Revenues 0.4%

In Lieu Of Tax: Payments in lieu of tax are made primarily by various local entities, such as Franklin Housing authority, Nissan, Healthways, Verizon, CHS and Hackson National Life, that have leases through a local government Industrial Board. The local payments are made annually. Two payments have ended - Verizon (last year FY 2014) and Healthways (last year FY 2016)



	Actual			Budget	Estimated	Forecasts (FY 2017)			Averages
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Low	
Franklin Housing Authority	37,360	30,567	17,846	14,090	14,090	14,090	14,090	14,090	3-yr Average
Nissan (TIF District)	186,510	167,329	165,581	166,572	182,114	182,116	182,117	182,118	\$ 330,571
Nissan Personal Property	16,382	13,380	12,025	-	0	-	-	-	-2.5%
Healthways (pilot ends 2016)	49,572	43,835	43,835	43,835	47,327	-	-	-	5-Yr Average
Verizon (pilot ends 2014)	31,540	30,912	30,912	30,912	0	-	-	-	\$ 337,799
Community Health Systems (CHS)	20,288	26,487	26,487	26,487	28,598	28,600	28,601	28,602	10-Yr Average
Jackson National Life	-	43,122	43,122	43,122	46,558	46,560	46,561	46,562	\$ 250,289
Totals	\$ 341,652	\$ 355,632	\$ 339,808	\$ 325,018	\$ 318,687	\$ 271,366	\$ 271,369	\$ 271,372	2.2%
									20-Yr Average
									\$ 273,848
									0.6%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



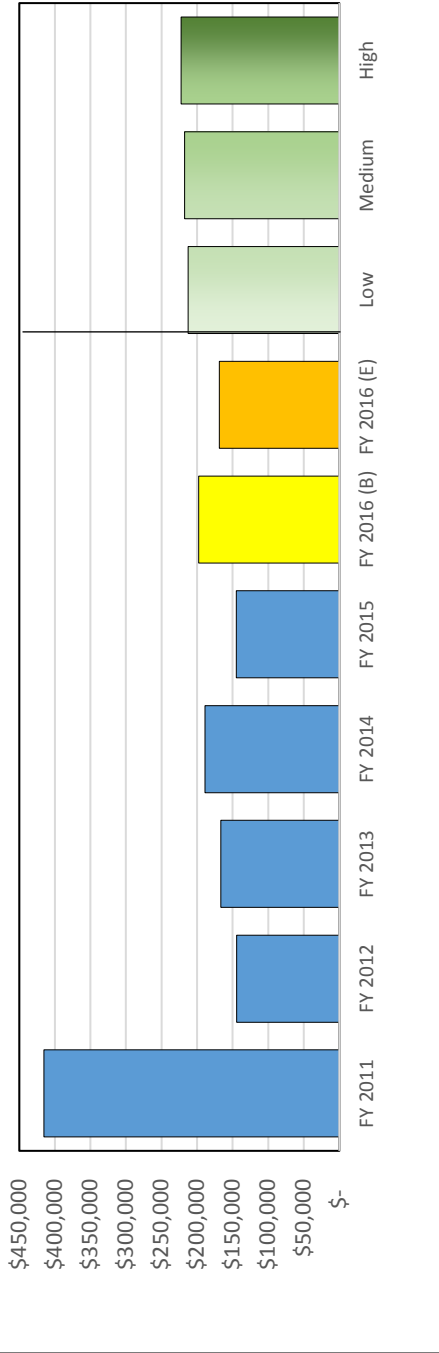
City of Franklin
Revenue Model

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

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

Interest Income - FY 2011-2017



	Actual			Budget	Estimated	Forecasts (FY 2017)			Averages				
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)		FY 2016 (E)	Low	Medium	High
July		(37,631)	14,660	12,902	7,242	14,476	13,577	15,562	15,924	16,286	3-yr Average	\$ 166,930	6.2%
August		31,626	15,474	10,925	6,914	12,254	7,315	13,173	13,479	13,786	5-Yr Average	\$ 212,157	-1.4%
September		28,313	15,213	20,011	(5,204)	22,451	41,409	24,135	24,696	25,257	10-Yr Average	\$ 643,243	-6.9%
October		30,599	16,050	11,983	5,942	13,442	13,748	14,450	14,786	15,122	20-Yr Average	\$ 672,318	-5.0%
November		23,860	13,859	11,477	5,550	20,086	(25,000)	21,592	22,095	22,597			
December	Breakout	23,825	38,735	(11,547)	10,791	20,922	21,398	22,491	23,014	23,537			
January	N/A	24,084	13,314	14,444	6,098	16,203	16,571	17,418	17,823	18,228			
February		22,392	13,204	14,059	18,087	22,968	23,490	24,691	25,265	25,839			
March		26,115	6,442	13,110	13,148	17,512	17,910	18,825	19,263	19,701			
April		27,308	20,582	16,422	58,058	25,773	26,359	27,706	28,350	28,995			
May		24,495	11,978	16,316	8,123	19,624	20,070	21,096	21,586	22,077			
June		(80,412)	(12,832)	58,911	10,349	(7,909)	(8,089)	(8,502)	(8,700)	(8,898)			
Totals	\$ 415,422	\$ 144,574	\$ 166,679	\$ 189,013	\$ 145,098	\$ 197,802	\$ 168,757	\$ 212,637	\$ 217,582	\$ 222,527			

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin

Revenue Model

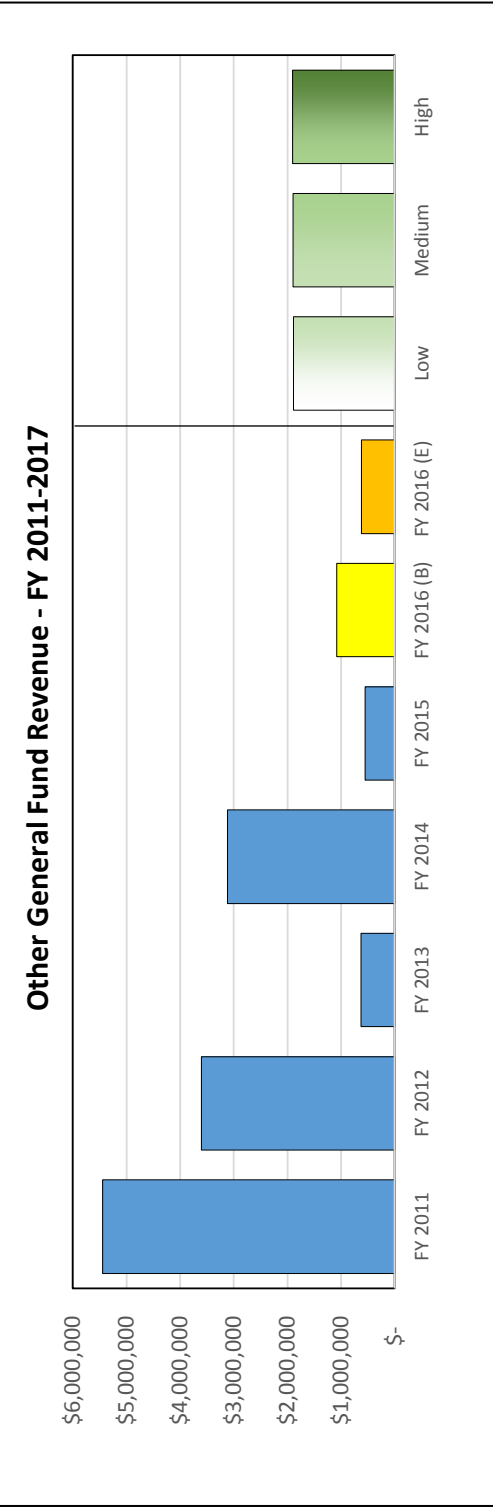
Fund: General Fund

Category: Other

Percent of Total General Fund Revenues

3.0%

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



	Actual					Budget	Estimated	Forecasts (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015			FY 2016 (B)	FY 2016 (E)	Low		Medium	High	
City Tax Relief	(6,735)	(6,406)	(7,720)	(6,517)	(8,050)	(7,175)	(7,175)	(7,175)	(7,175)	(7,175)	(7,175)	3-yr Average	\$ 1,432,835	-8.1%
Prop Taxes - P&I	51,707	56,405	49,501	35,819	30,529	51,250	75,772	40,000	40,000	40,000	40,000	5-Yr Average	\$ 2,669,718	-11.9%
Business Tax	8,302	9,882	11,090	9,002	-	12,546	12,722	12,913	13,104	13,294	13,294	10-Yr Average	\$ 3,234,206	-6.6%
Planning Fees (Rezoning)	2,500	8,594	5,826	39,237	43,946	10,250	10,014	10,165	10,315	10,465	10,465	20-Yr Average	\$ 2,514,068	-2.8%
Planning Fees (Site Plans)	37,860	41,600	70,161	46,138	48,061	64,452	51,668	52,443	53,218	53,993	53,993			
Planning Fees (Plat Submittal)	16,400	20,443	42,837	89,000	78,771	66,625	87,053	88,359	89,665	90,970	90,970			
Planning Fees (Misc Planning)	16,945	13,986	42,531	7,671	7,155	20,500	14,962	15,186	15,411	15,635	15,635			
Beer Permits (New Applic Fee)	14,500	12,750	13,000	13,700	13,250	12,577	15,718	15,954	16,189	16,425	16,425			
Yard Sale Permits	8,800	9,635	8,660	9,295	7,605	9,225	7,947	8,066	8,186	8,305	8,305			
Taxi Operator Fees	-	-	-	-	-	-	-	-	-	-	-			
Alarm Permits	21,874	22,800	23,835	29,130	30,320	30,750	30,403	30,859	31,315	31,771	31,771			
Miscellaneous Permits	1,700	4,405	4,100	2,300	3,600	5,125	4,635	4,705	4,774	4,844	4,844			
In Lieu of Parkland	-	-	-	2,280,119	-	-	-	-	-	-	-			
Water & Sewer Admin Fees	1,512,063	1,823,176	-	-	-	-	-	-	-	-	-			
Reimb from Other Funds	252,010	-	-	-	-	-	-	-	-	-	-			
ADMIN SERVICES PROVIDED BY GENERAL TO STORMWATER	252,010	150,144	-	-	-	-	-	-	-	-	-			
ADMIN SERVICES PROVIDED BY GENERAL TO SANITATION	-	171,593	-	-	-	-	-	-	-	-	-			
Regional Fire Training	1,000	275	3,000	3,000	-	3,075	-	-	-	-	-			
Maps Sold	1,717	1,529	2,798	1,476	2,952	1,025	1,500	1,523	1,545	1,568	1,568			
Plans Sold	3,775	4,500	2,850	700	2,628	2,050	2,500	2,538	2,575	2,613	2,613			
Records Sold	-	-	19	1,130	26	1,230	1,230	1,248	1,267	1,285	1,285			
Special Event Services Fee	35,470	4,010	450	199	1,200	513	500	-	-	-	-			
Accident Reports	1,480	1,170	-	-	633	1,538	-	508	515	523	523			
Fingerprinting Fees	2,100	1,650	2,100	2,350	1,800	2,050	2,000	-	-	-	-			
Sex Offender Registry	865	3,350	485	675	750	1,538	615	2,030	2,060	2,090	2,090			
License Seizure Fees	-	-	1,820	-	-	2,050	-	624	633	643	643			
Citizen's Police Academy	-	615	-	-	-	1,025	-	-	-	-	-			
Background Checks	-	176	-	-	-	-	-	-	-	-	-			
3rd Party Billable OT	-	-	-	-	-	-	-	-	-	-	-			
Police Extra Duty	15,432	44,585	47,810	35,478	31,547	51,250	43,838	44,495	45,153	45,811	45,811			



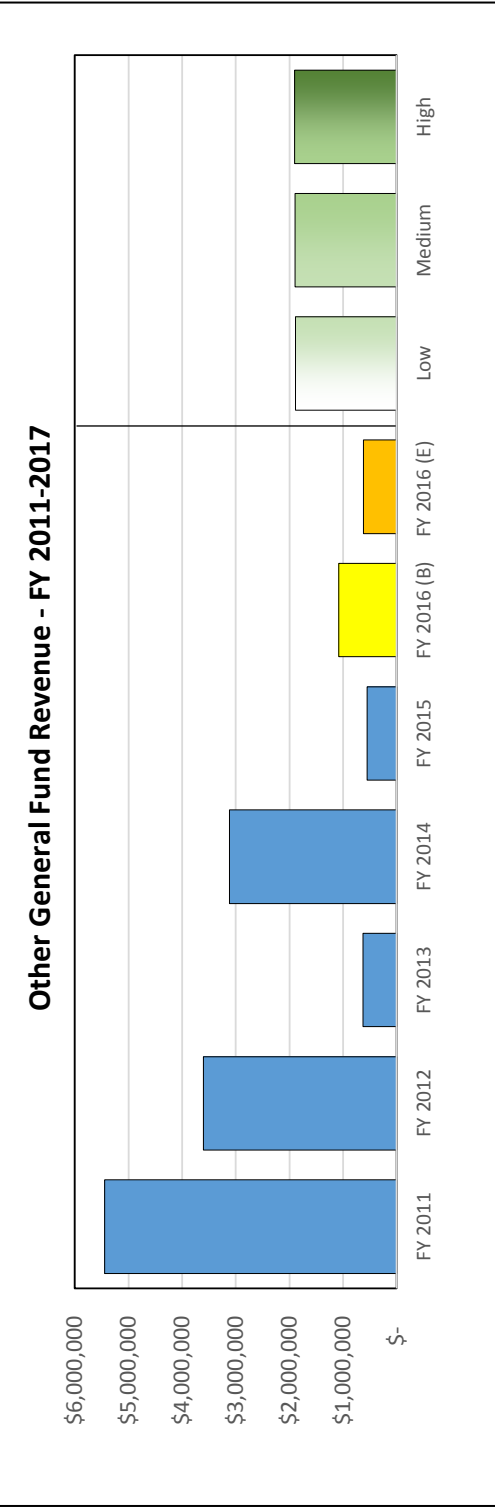
Fund: General Fund

Category: Other

Percent of Total General Fund Revenues

3.0%

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



	Actual					Budget	Estimated	Forecasts (FY 2017)			Averages
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015			FY 2016 (B)	FY 2016 (E)	Low	
Compost Voucher (Non-Refundable)	940	6,100	7,160	7,400	10,780	3,075	2,181	2,214	2,246	2,279	
Hazardous Waste Recovery	-	5	-	-	-	-	-	-	-	-	
Charge Station Fees	-	-	-	-	-	256	256	260	264	268	
Beer Board Violations	-	9,500	-	3,000	1,500	1,025	1,025	1,040	1,056	1,071	
Bldg & Street Stds Appeals Fees	250	500	500	-	-	1,025	1,025	1,040	1,056	1,071	
Bus Tax Recording Fees	3,149	2,847	3,233	1,893	1,163	3,075	4,140	4,202	4,264	4,326	
Tree Bank Fees	5,730	12,547	-	-	-	54,569	54,569	55,388	56,206	57,025	
Rebates on Purchases	29,572	37,923	55,675	60,280	61,349	66,625	66,625	67,624	68,624	69,623	
Rent - Mall & Other	2,116	1	1	1	1	1	1	1	1	1	
Park Concessions	27,769	35,297	19,895	46,731	41,329	46,443	52,021	52,802	53,582	54,362	
Sale of Surplus Assets	66,781	47,552	97,844	79,364	137,454	61,500	75,000	76,125	77,250	78,375	
Electrical Charging Stations	-	-	214	819	-	369	-	-	-	-	
Insurance Reimbursements	110,404	-	-	-	-	-	-	-	-	-	
Called Performance Bonds	-	-	-	195,000	-	-	-	-	-	-	
Miscellaneous Other Revenue	101,290	96,144	118,766	122,073	3,301	128,125	6,928	7,032	7,136	7,240	
CAPITAL ALLOCATION FROM F/B	2,848,420	952,607	-	-	-	375,050	-	1,296,282	1,296,282	1,296,282	
Totals	\$ 5,448,196	\$ 3,601,890	\$ 628,441	\$ 3,116,463	\$ 553,601	\$ 1,084,605	\$ 619,673	\$ 1,888,449	\$ 1,896,716	\$ 1,904,982	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2017 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference '16 vs. '17</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Governance & Management							
Elected Officials							
Personnel	\$ 196,878	\$ 231,342	\$ 232,906	\$ 250,622	\$ 259,925	\$ 27,019	11.6%
Operations	\$ 100,618	\$ 43,908	\$ 105,586	\$ 112,010	\$ 63,436	\$ (42,151)	-39.9%
Total - Elected Officials	\$ 297,496	\$ 275,250	\$ 338,492	\$ 362,632	\$ 323,361	\$ (15,131)	-4.5%
Administration							
Personnel	\$ 477,805	\$ 483,569	\$ 517,123	\$ 516,322	\$ 596,798	\$ 79,675	15.4%
Operations	\$ (31,823)	\$ 52	\$ 31,954	\$ 36,213	\$ 33,870	\$ 1,916	6.0%
Total - Administration	\$ 445,982	\$ 483,621	\$ 549,077	\$ 552,535	\$ 630,668	\$ 81,591	14.9%
Human Resources							
Personnel	\$ 805,919	\$ 856,000	\$ 890,636	\$ 871,318	\$ 875,901	\$ (14,735)	-1.7%
Operations	\$ 92,029	\$ 265,520	\$ 434,116	\$ 396,230	\$ 459,838	\$ 25,722	5.9%
Capital	\$ 19,408	\$ 38,928	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Human Resources	\$ 917,356	\$ 1,160,448	\$ 1,324,753	\$ 1,267,548	\$ 1,335,739	\$ 10,986	0.8%
Law							
Personnel	\$ 324,491	\$ 347,789	\$ 363,617	\$ 368,983	\$ 441,910	\$ 78,293	21.5%
Operations	\$ 139,239	\$ (5,296)	\$ 60,919	\$ 61,086	\$ 51,150	\$ (9,769)	-16.0%
Total - Law	\$ 463,730	\$ 342,493	\$ 424,536	\$ 430,069	\$ 493,060	\$ 68,524	16.1%
Communications							
Personnel	\$ 314,354	\$ 301,490	\$ 343,886	\$ 347,776	\$ 367,866	\$ 23,980	7.0%
Operations	\$ 2,879	\$ 11,710	\$ 16,144	\$ 21,241	\$ 107,927	\$ 91,783	568.5%
Total - Communications	\$ 317,233	\$ 313,200	\$ 360,030	\$ 369,017	\$ 475,793	\$ 115,763	32.2%
Capital Investment Planning							
Personnel	\$ 205,105	\$ 215,259	\$ 252,532	\$ 252,976	\$ -	\$ (252,532)	-100.0%
Operations	\$ (21,511)	\$ (38,292)	\$ (18,849)	\$ (40,208)	\$ -	\$ 18,849	-100.0%
Total - Capital Investment Planning	\$ 183,594	\$ 176,967	\$ 233,683	\$ 212,768	\$ -	\$ (233,683)	-100.0%
Project and Facilities Management							
Personnel	\$ 376,397	\$ 387,122	\$ 431,916	\$ 414,687	\$ 388,449	\$ (43,467)	-10.1%
Operations	\$ 353,573	\$ 706,476	\$ 664,037	\$ 431,836	\$ 529,685	\$ (134,352)	-20.2%
Capital	\$ -	\$ 36,559	\$ 46,350	\$ 36,559	\$ 250,000	\$ 203,650	439.4%
Total - Project and Facilities Management	\$ 729,970	\$ 1,130,157	\$ 1,142,303	\$ 883,082	\$ 1,168,134	\$ 25,831	2.3%
Revenue Management							
Personnel	\$ 991,072	\$ 860,216	\$ 858,137	\$ 914,159	\$ 883,042	\$ 24,905	2.9%
Operations	\$ (631,783)	\$ (649,838)	\$ (620,382)	\$ (635,294)	\$ (659,907)	\$ (39,525)	6.4%
Total - Revenue Management	\$ 359,289	\$ 210,378	\$ 237,755	\$ 278,865	\$ 223,135	\$ (14,620)	-6.1%
Governance & Management Summary							
Personnel	\$ 3,692,021	\$ 3,682,787	\$ 3,890,753	\$ 3,936,844	\$ 3,813,891	\$ (76,862)	-2.0%
Operations	\$ 3,221	\$ 334,240	\$ 673,525	\$ 383,114	\$ 585,999	\$ (87,526)	-13.0%
Capital	\$ 19,408	\$ 75,487	\$ 46,350	\$ 36,559	\$ 250,000	\$ 203,650	439.4%
Total Governance & Management	\$ 3,714,650	\$ 4,092,514	\$ 4,610,629	\$ 4,356,517	\$ 4,649,889	\$ 39,260	0.9%



City of Franklin, Tennessee
FY 2017 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference '16 vs. '17</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Public Safety							
Police							
Personnel	\$ 10,635,742	\$ 10,937,678	\$ 11,560,736	\$ 11,408,604	\$ 11,799,092	\$ 238,356	2.1%
Operations	\$ 3,214,039	\$ 2,722,915	\$ 2,972,238	\$ 2,796,179	\$ 3,194,475	\$ 222,237	7.5%
Capital	\$ -	\$ 87,500	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Police	\$ 13,849,781	\$ 13,748,093	\$ 14,532,974	\$ 14,204,783	\$ 14,993,567	\$ 460,593	3.2%
Fire							
Personnel	\$ 11,644,069	\$ 11,959,130	\$ 12,763,917	\$ 12,797,935	\$ 12,947,081	\$ 183,164	1.4%
Operations	\$ 1,603,841	\$ 1,808,110	\$ 2,464,603	\$ 2,340,879	\$ 2,461,667	\$ (2,936)	-0.1%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Fire	\$ 13,247,910	\$ 13,767,240	\$ 15,228,520	\$ 15,138,814	\$ 15,408,748	\$ 180,228	1.2%
Public Safety							
Personnel	\$ 22,279,811	\$ 22,896,808	\$ 24,324,653	\$ 24,206,539	\$ 24,746,173	\$ 421,520	1.7%
Operations	\$ 4,817,880	\$ 4,531,025	\$ 5,436,841	\$ 5,137,058	\$ 5,656,142	\$ 219,301	4.0%
Capital	\$ -	\$ 87,500	\$ -	\$ -	\$ -	\$ -	0.0%
Total Public Safety	\$ 27,097,691	\$ 27,515,333	\$ 29,761,494	\$ 29,343,597	\$ 30,402,315	\$ 640,821	2.2%
Finance & Administration							
Finance							
Personnel	\$ 772,560	\$ 830,939	\$ 876,549	\$ 891,484	\$ 871,205	\$ (5,344)	-0.6%
Operations	\$ (56,018)	\$ (43,394)	\$ (70,624)	\$ (63,768)	\$ (52,568)	\$ 18,056	-25.6%
Capital	\$ -	\$ -	\$ 50,000	\$ 25,000	\$ 25,000	\$ (25,000)	-50.0%
Total - Finance	\$ 716,542	\$ 787,545	\$ 855,925	\$ 852,716	\$ 843,637	\$ (12,288)	-1.4%
Information Technology							
Personnel	\$ 1,314,453	\$ 1,519,409	\$ 1,627,413	1,685,595	\$ 1,714,837	\$ 87,424	5.4%
Operations	\$ 2,196,749	\$ 2,555,310	\$ 2,344,196	2,299,790	\$ 2,384,220	\$ 40,024	1.7%
Capital	\$ 959,444	\$ -	\$ 34,500	34,500	\$ -	\$ (34,500)	-100.0%
Total - Information Technology	\$ 4,470,646	\$ 4,074,719	\$ 4,006,109	\$ 4,019,885	\$ 4,099,057	\$ 92,948	2.3%
Purchasing							
Personnel	\$ 193,864	\$ 194,606	\$ 200,561	\$ 205,245	\$ 206,483	\$ 5,922	3.0%
Operations	\$ (31,305)	\$ (21,116)	\$ (8,536)	\$ (13,715)	\$ (3,036)	\$ 5,500	-64.4%
Total - Purchasing	\$ 162,559	\$ 173,490	\$ 192,025	\$ 191,530	\$ 203,447	\$ 11,422	5.9%
Municipal Court							
Personnel	\$ 213,454	\$ 176,752	\$ 194,862	\$ 186,800	\$ 195,153	\$ 291	0.1%
Operations	\$ 22,663	\$ 25,063	\$ 120,633	\$ 80,521	\$ 120,762	\$ 129	0.1%
Total - Municipal Court	\$ 236,117	\$ 201,815	\$ 315,495	\$ 267,321	\$ 315,915	\$ 420	0.1%
Finance & Administration Summary							
Personnel	\$ 2,494,331	\$ 2,721,706	\$ 2,899,385	\$ 2,969,124	\$ 2,987,677	\$ 88,292	3.0%
Operations	\$ 2,132,089	\$ 2,515,863	\$ 2,385,669	\$ 2,302,828	\$ 2,449,378	\$ 63,709	2.7%
Capital	\$ 959,444	\$ -	\$ 84,500	\$ 59,500	\$ 25,000	\$ (59,500)	-70.4%
Total Finance & Administration	\$ 5,585,864	\$ 5,237,569	\$ 5,369,554	\$ 5,331,451	\$ 5,462,055	\$ 92,501	1.7%



City of Franklin, Tennessee
FY 2017 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference '16 vs. '17</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Community & Economic Development							
Building and Neighborhood Services							
Personnel	\$ 1,975,427	\$ 2,017,703	\$ 2,229,433	\$ 2,156,739	\$ 2,330,135	\$ 100,702	4.5%
Operations	\$ 304,090	\$ 339,107	\$ 274,266	\$ 291,611	\$ 376,700	\$ 102,434	37.3%
Capital	\$ 111,511	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Building & Neighborhood Services	\$ 2,391,028	\$ 2,356,810	\$ 2,503,699	\$ 2,448,350	\$ 2,706,835	\$ 203,136	8.1%
Planning and Sustainability							
Personnel	\$ 1,273,278	\$ 1,265,077	\$ 1,351,685	\$ 1,298,149	\$ 1,353,161	\$ 1,476	0.1%
Operations	\$ 146,172	\$ 141,450	\$ 305,527	\$ 233,287	\$ 189,573	\$ (115,954)	-38.0%
Total - Planning & Sustainability	\$ 1,419,450	\$ 1,406,527	\$ 1,657,212	\$ 1,531,436	\$ 1,542,734	\$ (114,478)	-6.9%
Engineering							
Personnel	\$ 735,319	\$ 775,333	\$ 923,054	\$ 855,873	\$ 1,065,802	\$ 142,748	15.5%
Operations	\$ (60,392)	\$ (15,565)	\$ 1,225	\$ (38,586)	\$ (49,967)	\$ (51,192)	-4179.0%
Total Engineering & TOC	\$ 674,927	\$ 759,768	\$ 924,279	\$ 817,287	\$ 1,015,835	\$ 91,556	9.9%
Traffic Operations Center (TOC)							
Personnel	\$ 239,082	\$ 172,817	\$ 241,490	\$ 248,117	\$ 269,937	\$ 28,447	11.8%
Operations	\$ 156,962	\$ 311,427	\$ 622,208	\$ 525,798	\$ 668,775	\$ 46,567	7.5%
Capital	\$ 28,220	\$ 186,326	\$ 2,216,850	\$ 403,857	\$ 2,300,000	\$ 83,150	3.8%
Total Engineering & TOC	\$ 424,264	\$ 670,570	\$ 3,080,548	\$ 1,177,772	\$ 3,238,712	\$ 158,164	5.1%
Parks							
Personnel	\$ 1,856,717	\$ 1,910,274	\$ 2,391,944	\$ 2,083,391	\$ 2,560,918	\$ 168,974	7.1%
Operations	\$ 1,133,722	\$ 1,328,986	\$ 1,796,672	\$ 1,508,033	\$ 1,787,515	\$ (9,157)	-0.5%
Capital	\$ 91,593	\$ 78,487	\$ 26,000	\$ 26,000	\$ -	\$ (26,000)	-100.0%
Total - Parks	\$ 3,082,032	\$ 3,317,747	\$ 4,214,616	\$ 3,617,424	\$ 4,348,433	\$ 133,817	3.2%
Economic Development							
Operations	\$ 52,811	\$ 32,811	\$ 70,008	\$ 70,008	\$ 70,211	\$ 203	0.3%
Total - Economic Development	\$ 52,811	\$ 32,811	\$ 70,008	\$ 70,008	\$ 70,211	\$ 203	0.3%
Community & Economic Development Summary							
Personnel	\$ 6,079,823	\$ 6,141,204	\$ 7,137,606	\$ 6,642,269	\$ 7,579,953	\$ 442,347	6.2%
Operations	\$ 1,733,365	\$ 2,138,216	\$ 3,069,906	\$ 2,590,151	\$ 3,042,806	\$ (27,101)	-0.9%
Capital	\$ 231,324	\$ 264,813	\$ 2,242,850	\$ 429,857	\$ 2,300,000	\$ 57,150	2.5%
Total Community & Economic Developmen	\$ 8,044,512	\$ 8,544,233	\$ 12,450,362	\$ 9,662,277	\$ 12,922,758	\$ 472,396	3.8%



City of Franklin, Tennessee
FY 2017 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference '16 vs. '17</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Public Works							
Streets Department - Maintenance Division							
Personnel	\$ 2,008,453	\$ 2,010,164	\$ 2,322,879	\$ 2,250,738	\$ 2,417,973	\$ 95,094	4.1%
Operations	\$ 1,351,473	\$ 1,303,352	\$ 1,611,722	\$ 1,680,320	\$ 1,708,031	\$ 96,309	6.0%
Capital	\$ -	\$ -	\$ 18,500	\$ -	\$ -	\$ (18,500)	-100.0%
Total - Streets - Maintenance	\$ 3,359,926	\$ 3,313,516	\$ 3,953,101	\$ 3,931,058	\$ 4,126,004	\$ 172,903	4.4%
Streets Department - Traffic Division							
Personnel	\$ 690,087	\$ 723,606	\$ 706,322	\$ 679,172	\$ 734,964	\$ 28,642	4.1%
Operations	\$ 513,404	\$ 475,335	\$ 564,459	\$ 593,197	\$ 789,260	\$ 224,801	39.8%
Capital	\$ 235,315	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Streets - Traffic	\$ 1,438,806	\$ 1,198,941	\$ 1,270,781	\$ 1,272,369	\$ 1,524,224	\$ 253,443	19.9%
Streets Department - Fleet Maintenance Division							
Personnel	\$ 505,907	\$ 580,366	\$ 627,519	\$ 642,115	\$ 652,116	\$ 24,597	3.9%
Operations	\$ 268,009	\$ 493,146	\$ 413,143	\$ 435,929	\$ 516,373	\$ 103,230	25.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Streets - Fleet Maintenance	\$ 773,916	\$ 1,073,512	\$ 1,040,662	\$ 1,078,044	\$ 1,168,489	\$ 127,827	12.3%
Public Works							
Personnel	\$ 3,204,447	\$ 3,314,136	\$ 3,656,720	\$ 3,572,025	\$ 3,805,053	\$ 148,333	4.1%
Operations	\$ 2,132,886	\$ 2,271,833	\$ 2,589,324	\$ 2,709,446	\$ 3,013,664	\$ 424,340	16.4%
Capital	\$ 235,315	\$ -	\$ 18,500	\$ -	\$ -	\$ (18,500)	-100.0%
Total Public Works	\$ 5,572,648	\$ 5,585,969	\$ 6,264,544	\$ 6,281,471	\$ 6,818,717	\$ 554,173	8.8%
Other Operating Expenditures							
General Expenses							
Personnel	\$ (793,092)	\$ (739,100)	\$ 542,475	\$ 85,000	\$ 2,177,875	\$ 1,635,400	301.5%
Operations	\$ 587,421	\$ 605,925	\$ 1,620,222	\$ 1,887,989	\$ 251,370	\$ (1,368,852)	-84.5%
Capital	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - General Expenses	\$ (203,271)	\$ (133,175)	\$ 2,162,697	\$ 1,972,989	\$ 2,429,245	\$ 266,548	12.3%
Appropriations							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 429,848	\$ 428,599	\$ 453,344	\$ 460,771	\$ 498,913	\$ 45,569	10.1%
Total Appropriations	\$ 429,848	\$ 428,599	\$ 453,344	\$ 460,771	\$ 498,913	\$ 45,569	10.1%
Interfund Transfers							
Operations	\$ 2,852,228	\$ 3,463,229	\$ 543,569	\$ 543,569	\$ 963,956	\$ 420,387	77.3%
Total Interfund Transfers	\$ 2,852,228	\$ 3,463,229	\$ 543,569	\$ 543,569	\$ 963,956	\$ 420,387	77.3%
Other General Fund Operating Expenditures Summary							
Personnel	\$ (793,092)	\$ (739,100)	\$ 542,475	\$ 85,000	\$ 2,177,875	\$ 1,635,400	301.5%
Operations	\$ 3,869,497	\$ 4,497,753	\$ 2,617,135	\$ 2,892,329	\$ 1,714,239	\$ (902,896)	-34.5%
Capital	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Other GF Oper. Exp.	\$ 3,078,805	\$ 3,758,653	\$ 3,159,610	\$ 2,977,329	\$ 3,892,114	\$ 732,504	23.2%
General Fund Expenditures (by major category)							
Personnel	\$ 36,957,341	\$ 38,017,541	\$ 42,451,594	\$ 41,411,801	\$ 45,110,622	\$ 2,659,028	6.3%
Operations	\$ 14,688,938	\$ 16,288,930	\$ 16,772,400	\$ 16,014,926	\$ 16,462,227	\$ (310,173)	-1.8%
Capital	\$ 1,447,891	\$ 427,800	\$ 2,392,200	\$ 525,916	\$ 2,575,000	\$ 182,800	7.6%
Total - General Fund Departments	\$ 53,094,170	\$ 54,734,271	\$ 61,616,194	\$ 57,952,643	\$ 64,147,849	\$ 2,531,655	4.1%



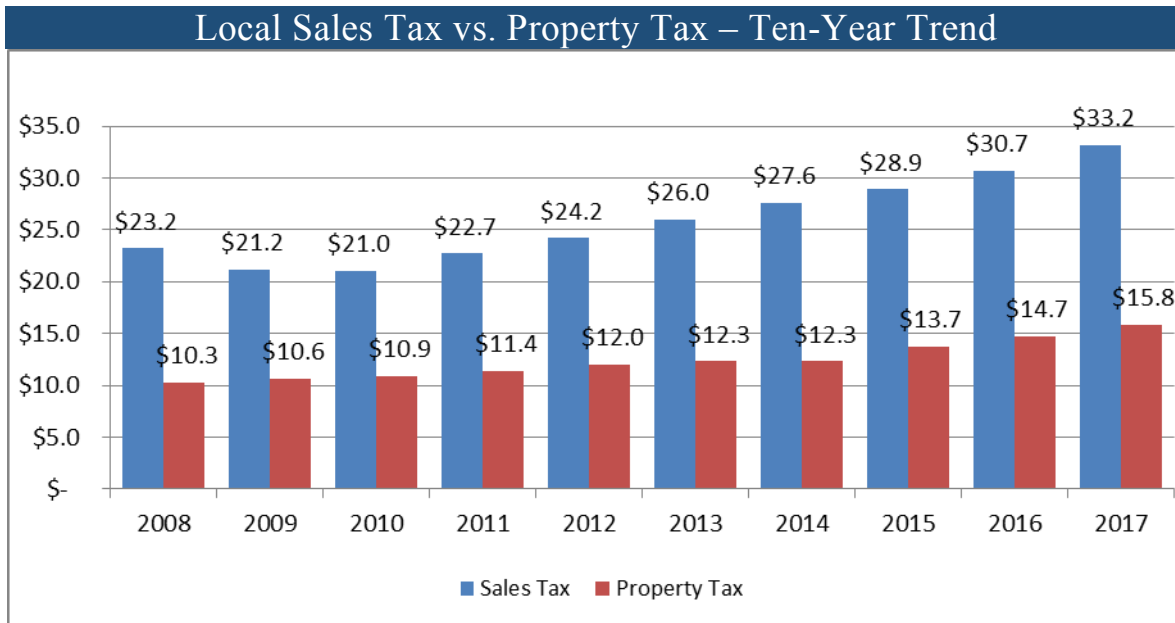
City of Franklin, Tennessee

FY 2017 Operating Budget

General Fund Summary

Local Sales Tax / Property Tax Trends (by fiscal year)

This chart illustrates the recent history of the City's most significant revenue sources in the General Fund, the local sales tax and its property tax. (Note: For property tax in 2017, the \$15.8 million is split \$5.87 million in the General Fund, \$7.48 million in the Debt Service Fund, \$1.3 million due to the Industrial Development Board, \$690,000 to the Street Aid Fund, and \$690,000 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 latest one being reflect on this upcoming fiscal years' tax bills.



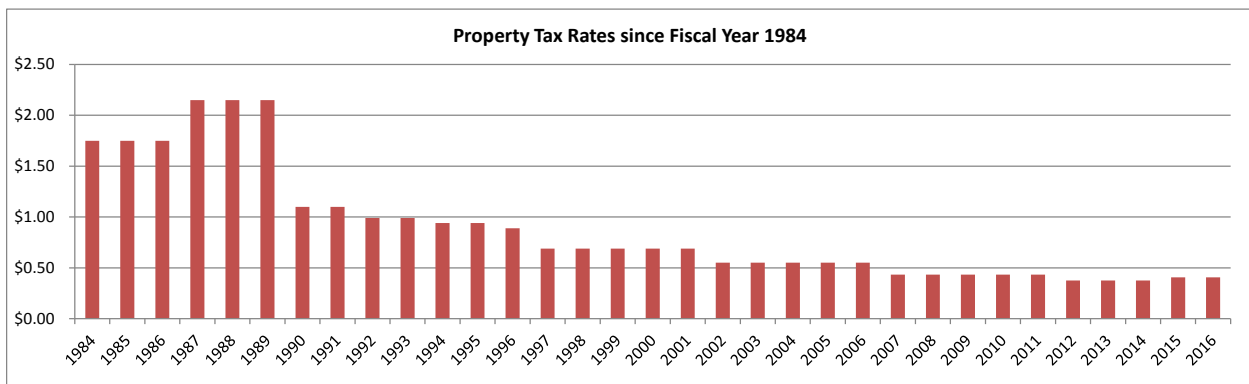
City of Franklin, Tennessee

FY 2017 Operating Budget

General Fund Summary

Property Tax Rate Summary

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



As of FY 2016, the certified tax rate is 40.65 cents per \$100 of assessed value. (The lowest rate for Tennessee municipalities with a population of 25,000 or greater). Prior to 2015, the previous property tax increase was 28 years ago (1987).

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



City of Franklin, Tennessee FY 2017 Operating Budget

General Fund Operating Budget Projections - FY 2017-2019

Decisions made today have impacts which last for many years. The expenditure of public resources is one of the most influential and important decisions which a community is faced with. Additional employees provide services for a growing community like Franklin, but they also generate pension and benefit liabilities for years if not decades to come. It is important that citizens and policy makers alike understand and have an idea what the future budgets of Franklin will look like given the proposal contained within the FY 2017 Proposed Operating Budget. Shown below are operating budget projections for the General Fund for FY 2017-2019.

Projections are rife with difficulty; assumptions about rates of expenditure increase, commodity increase and revenue increase (or decrease) are speculative at best. However, a general rule of thumb is the fewer years of forecast, the more reliable the projection. This is why this projection is only for 36 months, beginning July 1, 2017 and ending June 30, 2019. Staff, with reasonable assurance, can project out likely trends in revenues and expenditures.

Department heads were asked to submit forecasted departmental budgets and needs from FY 2017 thru 2019 when submitting their 2017 base budget and performance enhancement requests to the City Administrator. Funded program enhancement requests are reflected in the numbers below - for additional personnel, equipment and operations.

Assumptions:

Revenues: As shown in the notes column on the next page, overall revenue growth for the General Fund is anticipated to be around 3% annually. The decrease in FY 2018 from FY 2017 is removal of one-time revenues in support of one-time capital purchases.

Expenses: Varied, but major category assumptions include:

- 3% increase in Base Wages
- 10% increase in Medical Premiums and Pensions
- 5% increase in Utilities (WITH a return to fuel prices as they were from 2014-2015 beginning in FY 2018)
- NO new or replacement Capital. Only the retirement of existing leases and equipment

Results:

General Fund Balances should grow steadily with the retirement of ongoing leases. Surpluses in FY 2018 are forecast to be \$1.015 million and \$3.1 million in FY 2019. Given, however, that equipment WILL need to be replaced, this surplus will likely not materialize. This is not a bad thing - in fact it is an indication that the financing and spending plan in FY 2017 should be sustainable without major spikes or disruptions in future years.



General Fund Operating Budget Projections - FY 2017-2019

Projections for FY 2017-2019 for the General Fund are shown below. They are preliminary and subject to change.

	Budget 2016	Estd 2016	Base 2017	Forecast 2018	% diff.	Forecast 2019	% diff.	Notes
Revenues								
Local Sales Tax	\$ 30,956,093	\$ 31,603,598	\$ 33,183,778	\$ 34,511,129	4.0%	\$ 35,891,575	4.0%	Assumes 4% increase
State Shared Taxes	\$ 11,172,496	\$ 11,106,242	\$ 11,148,733	\$ 11,344,683	1.8%	\$ 11,548,470	1.8%	Assumes 4% increase, LESS gradual elimination of Hall Income Tax @ \$250K/yr.
Property Tax	\$ 5,263,794	\$ 5,221,061	\$ 5,873,793	\$ 5,991,269	2.0%	\$ 6,111,094	2.0%	Assumes 2% increase for normal growth
Alcohol Tax	\$ 3,716,559	\$ 3,733,990	\$ 3,888,565	\$ 4,044,108	4.0%	\$ 4,205,872	4.0%	Assumes 2% increase
Franchise Fees	\$ 2,511,230	\$ 2,504,860	\$ 2,536,790	\$ 2,536,790	0.0%	\$ 2,536,790	0.0%	Stagnant; dependent upon growth in subscribers
Building Permits & Licenses	\$ 2,315,577	\$ 2,623,851	\$ 2,741,289	\$ 2,850,940	4.0%	\$ 2,964,978	4.0%	Assumes 4% increase
Grants	\$ 3,371,336	\$ 2,071,336	\$ 1,828,300	\$ 1,000,000	-45.3%	\$ 1,050,000	5.0%	Assumes base of \$1,000,000 annually (Highly varied & expenses mostly match)
Court Fines & Fees	\$ 720,572	\$ 399,468	\$ 560,935	\$ 560,935	0.0%	\$ 560,935	0.0%	Stagnant
In Lieu of Tax	\$ 306,131	\$ 318,687	\$ 271,369	\$ 271,369	0.0%	\$ 271,369	0.0%	Stagnant; based solely on agreements with companies
Interest Income	\$ 197,802	\$ 212,637	\$ 217,582	\$ 217,582	0.0%	\$ 217,582	0.0%	Stagnant; until interest rates rise, no real growth expected here.
Other	\$ 1,084,605	\$ 619,673	\$ 1,896,716	\$ 750,000	-60.5%	\$ 750,000	0.0%	Assumes base of \$750,000 annually
Total Revenue	\$ 61,616,195	\$ 60,415,403	\$ 64,147,849	\$ 64,078,805	-0.1%	\$ 66,108,665	3.2%	
Expenses								
Governance & Management	\$ 4,610,629	\$ 4,349,517	\$ 4,649,689	\$ 4,246,596	-8.7%	\$ 4,278,952	0.8%	
Public Safety	\$ 29,761,494	\$ 29,343,597	\$ 30,402,315	\$ 31,077,014	2.2%	\$ 31,416,217	1.1%	
Finance & Administration	\$ 5,369,554	\$ 5,328,451	\$ 5,462,055	\$ 5,291,622	-3.1%	\$ 5,317,949	0.5%	
Community & Economic Development	\$ 12,450,362	\$ 9,662,277	\$ 12,922,758	\$ 12,004,422	-7.1%	\$ 11,604,462	-3.3%	Reductions result of fewer capital projects
Public Works	\$ 6,264,544	\$ 6,281,471	\$ 6,818,717	\$ 6,704,720	-1.7%	\$ 6,732,368	0.4%	
Other Operating Expenses	\$ 3,159,610	\$ 2,977,329	\$ 3,892,114	\$ 3,738,740	-3.9%	\$ 3,642,093	-2.6%	Reduction a desire to reduce Transit subsidy slightly each year.
Total Expenses	\$ 61,616,194	\$ 57,942,642	\$ 64,147,649	\$ 63,063,114	-1.7%	\$ 62,992,041	-0.1%	
General Fund - Expenses by major category								
Personnel	\$ 42,451,594	\$ 41,411,800	\$ 45,110,622	\$ 46,989,582	4.2%	\$ 48,499,630	3.2%	
Operations	\$ 16,772,400	\$ 16,004,926	\$ 16,462,227	\$ 14,353,532	-12.8%	\$ 13,512,411	-5.9%	
Capital	\$ 2,392,200	\$ 525,916	\$ 2,575,000	\$ 1,720,000	-33.2%	\$ 980,000	-43.0%	
Total	\$ 61,616,194	\$ 57,942,642	\$ 64,147,849	\$ 63,063,114	-1.7%	\$ 62,992,041	-0.1%	
Surplus / (Deficit)	\$ -	\$ 2,472,761	\$ -	\$ 1,015,691		\$ 3,116,624		



City of Franklin, Tennessee **FY 2017 Operating Budget**

Personnel Changes

Pay and Classification Plan

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

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

The new approved plan was implemented in two phases. Phase I, which was included in the FY14 Budget, moved all employees into the proper pay grade. Phase II, which was included in the FY15 Budget, included adjustments for certain employees within position based on tenure and experience. Additional resources for targeted reclassifications, along with merit increases have been proposed within the FY 2017 Operating Budget and found within the Other General Fund Operating Expenditures section, General Expenses budget.



City of Franklin, Tennessee

FY 2017 Operating Budget

Personnel Changes

Authorized Full-Time Positions

Proposed for July 1, 2016, total authorized employment for the municipal government's General, Special and Enterprise Funds is 708 full-time employees. Authorized part-time positions are shown within the individual departments that have these positions.

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

Function / Program	2013	2014	2015	2016	2017
Administration	5	6	6	6	6
Building & Neighborhood Services	26	31	32	33	33
Capital Investment Planning	1	2	2	2	0
Communications	3	3	3	4	4
Court	2	2	2	3	3
Engineering	10	11	12	12	13
Finance	9	10	10	10	10
Fire	159	161	171	171	171
HR	7	11	11	11	11
IT	17	18	20	20	20
Law	3	4	4	4	5
Parks	28	31	31	37	39
Planning & Sustainability	14	16	16	16	16
Police	157	156	156	157	142
Project & Facilities Management	6	7	7	7	5
Purchasing	3	3	3	3	3
Revenue Management	15	14	13	13	13
Sanitation & Environmental Services	48	48	49	49	45
Stormwater	16	17	18	19	20
Streets	48	51	53	53	54
Traffic Operations Center	4	4	4	3	3
Water & Wastewater	82	84	85	86	92
Total (All Funds)	663	690	708	719	708

Notes:

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Personnel Changes

Change in Authorized Personnel Positions

The proposed budget provides for an overall reduction of (11) authorized full-time positions in the new fiscal year.

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete)	
			F-T	P-T
Governance & Management				
Administration	Upgrade CIP Executive to Asst. City Administrator	N	1	
CIP	Transfer positions to other departments	N,F	-2	
Law	Transfer ParaLegal from CIP	F	1	
Project & Facilities Management	Eliminate Custodians (1 F-T, 1 P-T)	B	-1	-0.5
Public Safety				
Police	Crime Analyst	TBD	1	
	Transfer Assistant Communications Supervisor to County	E	-1	
	Transfer Senior Communications Officers to County	E	-3	
	Transfer Communication Officers to County	D	-12	
Fire	Fiscal Affairs Manager	H	1	
	Firefighter	E	-1	
Finance & Administration				
Sanitation & Environmental Services	Eliminate SES Worker (4 full-time, 2 part-time)	B	-4	-1
Community & Economic Development				
Planning & Sustainability	Upgrade One Senior Planner to Principal Planner	H	1	
	Create new Preservation Planner Position	TBD	1	
	Eliminate Land Planner (TN Reg)	G	-1	
	Eliminate Planning Assistant	E	-1	
	Eliminate Part-Time Administrative Secretary	B		-0.5
Engineering	Staff Engineer II	H	1	
Parks	Program Specialist	D	1	
Public Works				
Streets	Part-time Road Inspector	F		-0.5
Stormwater - Streets	Stormwater Inspector	F	1	
Water Distribution	Equipment Operator	D	1	
Water Distribution	Utility Locate Technician	TBD	2	
Utility Administration	Utilities Engineer II	H	1	
Wastewater Collection	Utility Locate Technician	TBD	2	
Total Net Change			-11	-2.5

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Debt

Debt Capacity & Debt Service Levels

The City of Franklin’s bond rating from Moody’s Investor Services and Standard & Poor’s is Aaa and AAA, respectively, 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) from both rating services.

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 were debt per capita, debt burden, and debt service as a percentage of General fund expenditures. In 2016, the policy was updated to reflect statistics in the new methodologies implemented by the rating agencies. The City’s approved debt policy is included in this budget document in Appendix E.

Debt Service

In 2010, the City created a fund for accumulation 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. The total General & Special Funds debt service budget for FY 2017 is \$13,220,298.

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Expenses (Debt Service by Fund)							
General	5,658,149	7,159,438	8,032,094	8,032,094	8,148,171	116,077	1.4%
Sanitation	570,537	584,509	606,544	606,544	623,956	17,412	2.9%
Road Impact	3,533,589	3,267,777	3,042,412	3,042,412	3,206,667	164,255	5.4%
Hotel Motel	1,234,303	1,233,262	1,243,096	1,243,096	1,241,504	(1,592)	-0.1%
Total Expenditures	10,996,578	12,244,986	12,924,146	12,924,146	13,220,298	296,152	2.3%

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

Debt service pertaining to Water & Wastewater projects is not included within the Debt Service Fund, but rather budgeted within the Water Management Budget. A summary of existing and proposed debt service for the Governmental Funds and for the Water Management Fund is attached on the following page. Debt service for major Water and Wastewater Plant Modifications is not included in the exhibit, as exact financing detail are still being developed at this time.



City of Franklin, Tennessee

FY 2017 Operating Budget

Debt

Debt Service

GOVERNMENTAL FUNDS									
*Bond Issue to be Issued in FY 2017									
BOND INFORMATION					2017 DEBT SERVICE				
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2017 Principal	2017 Interest	Total 2017 Principal + Interest	General Fund	Total
1	2002 TN Municipal Bond	2017	\$5,000,000	\$439,000	\$439,000	\$1,185	\$440,185		\$440,185
2	2003 TN Municipal Bond	2018	\$2,000,000	\$341,000	\$168,000	\$821	\$1,689,21		\$1,689,21
3	2005 TN Bond	2017	\$4,500,000	\$550,000	\$550,000	\$1,485	\$551,485		\$551,485
4	2005 Lawrenceburg Building Authority	2021	\$4,500,000	\$1,785,000	\$330,000	\$60,411	\$390,411	\$214,726	\$390,411
5	2007 Franklin Building Authority	2037	\$20,000,000	\$20,000,000	\$0	\$798,000	\$798,000	\$343,140	\$798,000
6	2009A&B	2029	\$44,000,000	\$32,715,000	\$2,090,000	\$1,612,176	\$3,702,176	\$14,809	\$3,702,176
7	2010 New Bonds	2030	\$15,725,000	\$15,725,000	\$0	\$795,729	\$795,729	\$318,292	\$795,729
8	2010 New Bonds	2024	\$16,590,000	\$10,815,000	\$1,210,000	\$366,850	\$1,576,850	\$563,435	\$1,576,850
9	2012 Refunding	2027	\$22,500,000	\$17,580,000	\$1,435,000	\$374,456	\$1,809,456	\$741,877	\$1,809,456
11	2013A Public Improvement	2034	\$7,405,000	\$6,850,000	\$305,000	\$198,718	\$503,718	\$503,718	\$503,718
12	2013B Pension Obligation	2024	\$10,000,000	\$8,175,000	\$945,000	\$218,235	\$1,163,235	\$1,163,235	\$1,163,235
13	2015 New Bonds	2034	\$15,000,000	\$14,515,000	\$520,000	\$546,290	\$1,066,290	\$6,075	\$1,066,290
14	2017 New Bonds*	2037	\$15,000,000	\$15,000,000	\$0	\$225,000	\$225,000	\$164,925	\$225,000
Government Funds Totals					\$7,992,000	\$5,199,456	\$13,191,456	\$8,135,226	\$13,191,456
Plus Debt Fees							\$28,842	\$12,944	\$28,842
					\$14,850	\$850	\$16,700	\$196	\$16,896
Debt Service Fund Costs (see Other - Special Funds)					\$623,956	\$3,206,668	\$3,830,624	\$1,241,504	\$3,830,624

WATER AND WASTEWATER FUND										
BOND INFORMATION					2017 DEBT SERVICE					
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2017 Principal	2017 Interest	Total 2017 Principal + Interest	Water Operations	Total	
1	2005 Refunding	2025	\$24,670,000	\$16,010,000	\$2,115,000	\$974,875	\$3,089,875	\$1,195,950	\$2,893,875	
2	2011 Refunding	2026	\$19,430,000	\$15,130,000	\$1,250,000	\$344,493	\$1,594,493	\$15,945	\$1,594,493	
3	2007 Franklin Building Authority	2030	\$1,500,000	\$1,226,851	\$66,133	\$32,081	\$98,214	\$98,214	\$98,214	
4	Clean Water	2031	\$1,866,200	\$1,588,901	\$79,752	\$42,424	\$122,176	\$66,975	\$122,176	
Water & Wastewater Totals (detail found in separate budget)					\$47,488,200	\$35,955,752	\$4,804,758	\$209,829	\$4,804,758	
Combined Totals					\$229,708,200	\$180,445,752	\$11,502,885	\$6,493,329	\$17,996,214	\$17,996,214



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City of Franklin, Tennessee

FY 2017 Operating Budget

GOVERNANCE & MANAGEMENT

Governance & Management comprises the City's Elected Officials (the Board of Mayor and Aldermen) and its general Administration department that executes the policies and objectives of the Board.

City of Franklin Recognitions and Awards:

- #1 Best Town in Tennessee - 2015 (Niche Rankings)
- #10 Best Town to Retire in the United States - 2015 (USA Today/Bankrate)
- Best Places to Live (*CNN/Money Magazine*)
- Top 10 Community for Job Growth (*CNN/Money Magazine*)
- Top 10 List for Historic Preservation (Preservation Network)
- Second Most Business-Friendly City in the State (Beacon Center)
- Most Beautiful Town Finalist by Rand McNally/USA Today
- Greatest Southern Town (*Garden & Gun Magazine*)



Under this operating unit are:

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	196,878	231,342	232,906	250,622	259,925	27,019	11.60%
Operations	100,618	43,908	105,586	112,010	63,436	-42,151	-39.92%
Capital	0	0	0	0	0	-	0.00%
Total	297,496	275,250	338,492	362,632	323,361	-15,131	-4.47%

Departmental Summary

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

FY 2017 Outlook

The City held a municipal election on October 27, 2015 for the offices of Mayor and Aldermen at Large. The next municipal election will be in October of 2017, for offices of Ward Aldermen.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme:

Elected Officials support all four themes of the Strategic Plan.

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Number of Resolutions Passed	53	30	111	100	100
Number of Ordinances Passed	36	55	36	30	30
Meetings Held					
- Work Sessions			22	21	20
- Regular Meetings			12	12	12
- Special Meetings			10	10	10

Efficiency Measures

	2013	2014	2015	2016*	2017*
TBD					

Outcome (Effectiveness) Measures

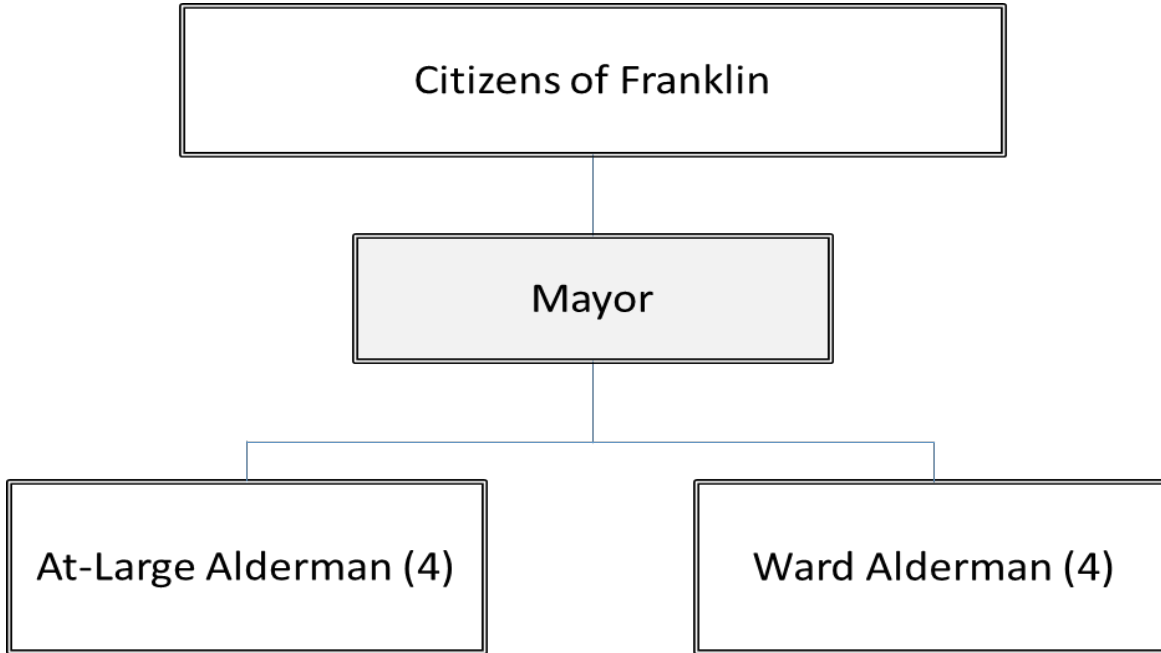
	2013	2014	2015	2016*	2017*
Percent of BOMA Meetings with Perfect attendance (9 of 9)	54%	71%	75%	80%	80%
Percent of BOMA Meetings with eight of nine members in attendance (8 of 9)	N/A	N/A	N/A	81%	85%

*2016 and 2017 data estimated.



City of Franklin, Tennessee
FY 2017 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Mayor		1	0	1	0	1	0	1	0	1	0
Aldermen		8	0	8	0	8	0	8	0	8	0
Totals		9	0	9	0	9	0	9	0	9	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Officials Fees	104,087	129,160	129,267	129,267	129,267	-	0.0%
Employee Benefits	92,791	102,182	103,639	121,355	130,658	27,019	26.1%
Total Personnel	196,878	231,342	232,906	250,622	259,925	27,019	11.6%
Operations							
Transportation Services	-	18	200	200	200	-	0.0%
Operating Services	-	-	600	600	620	20	3.3%
Notices, Subscriptions, etc.	61,870	22,290	69,800	78,142	28,257	(41,543)	-59.5%
Utilities	1,503	1,630	1,628	1,628	1,709	81	5.0%
Contractual Services	6,019	-	5,000	-	-	(5,000)	-100.0%
Professional Development/Travel	5,821	9,308	18,010	19,910	20,320	2,310	12.8%
Office Supplies	8,654	9,586	7,320	7,320	8,000	680	9.3%
Operating Supplies	-	-	500	500	550	50	10.0%
Fuel & Mileage	-	287	250	1,200	1,200	950	380.0%
Machinery & Equipment (<\$25,000)	16,349	-	1,520	1,520	1,540	20	1.3%
Property & Liability Costs	402	789	758	990	1,040	282	37.1%
Total Operations	100,618	43,908	105,586	112,010	63,436	(42,151)	-39.9%
Capital	-	-	-	-	-	-	0.0%
Total Elected Officials	297,496	275,250	338,492	362,632	323,361	(15,131)	-4.5%



City of Franklin, Tennessee

FY 2017 Operating Budget

Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	477,805	483,569	517,123	516,322	596,798	79,675	15.4%
Operations	-31,823	52	31,954	36,213	33,870	1,916	6.0%
Capital	0	0	0	0	0	-	0.0%
Total	445,982	483,621	549,077	552,535	630,668	81,591	14.9%

Departmental Summary

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

The Board of Mayor and Aldermen’s meeting agendas are currently available on the City’s website. Recently, the Board implemented the agenda software management program, Granicus. This web based program replaced the paper agenda packets and provides for a centralized electronic creation approach to compiling the agenda. Board members, staff, and citizens are now able to access agendas and supporting documents through the software’s online interaction application. Agendas remain on the City’s website after the meeting, and the video clip is linked to the respective item on the agenda. This continues us to meet our goal to eliminate paper agenda packets. This year again, we will produce only approximately 15 printed copies of the budget book and will also have it available for viewing on the City’s website.

The offices of the Mayor and Administration (along with Communications and Law) will be renovated in FY 2016 and begin to be utilized in FY 2017. We believe this will be an improvement for citizens and staff alike.

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.

In accordance with the City’s Records Retention Policy, the Administration Department continues to purge and destroy those files, records, and documents exceeding the recommended retention period. In the spring of each year the Administration Department hosts a “shred day” for all departments. We have now expanded the program to the fall of each year as well. In the fall of 2015, 225 boxes of expired records were destroyed. This continuing practice has eliminated a number of file cabinets, thereby saving the department valuable storage area space.

The Administration Department is in the process of moving historical records books (Board and Committee minutes, Ordinances and Resolutions) to fireproof cabinets at the Five Points building storage area. This will bring us into compliance with records storage practices as well as free up valuable office space in the Administration Department.



City of Franklin, Tennessee

FY 2017 Operating Budget

Administration

Eric S. Stuckey, City Administrator

FY 2017 Outlook

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

The preservation of historical records will also continue. The City maintains historical record books dating back to the mid 1800's. Staff is researching a more secure, safekeeping retention method such as professional scanning and storage of these records.

A third Assistant City Administrator position for the organization is being proposed starting effective January 1, 2017. This position is essentially the reclassification of the former CIP Executive position and will oversee Public Works functions. A fuller reorganization will be brought forward later in FY 2017.

Performance Measures

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



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

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



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

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

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

Baseline: Data to be collected in next community survey.

Theme: Quality Life Experiences



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

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

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

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



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Theme: Quality Life Experiences



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

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

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

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

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

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

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

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

Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)

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

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

Theme: Sustainable Growth & Economic Prosperity



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

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

Baseline: Citizen Perception reported through community survey.

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Number of Agenda Packets reviewed	33	30	44	40	40
Number of Sets of Minutes Produced	66	61	88	80	80
Number of documents scanned into OnBase:					
Resolutions					
Current	46	58	111	100	100
Proofing Prior Year Scans	1	0	0	0	0
Ordinances					
Current	37	31	36	30	30
Proofing Prior Year Scans	1	0	0	0	0



City of Franklin, Tennessee

FY 2016 Operating Budget





Performance Measures

Sets of Minutes						
Current	65	58	55	60	60	
Proofing Prior Year Scans	1	0	0	0	0	

Efficiency Measures

	2013	2014	2015	2016*	2017*
Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.					
Percentage of time target met	85%	85%	90%	90%	90%

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*	
Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.						
Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.						
Franklin Baseline: 90% or better of citizens who consider Franklin's quality of life to be excellent/good.						
	Overall quality of life to be excellent/good^	94%	94%	94%	TBD	TBD
	Target	90%	90%	90%	90%	90%
	Meets Target?	Yes	Yes	Yes	TBD	TBD
^Survey dated & needs to be updated						
Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.						
Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin						
Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.						
Baseline: Complete Housing Analysis and establish goals based on data from the analysis.						
	Target	TBD	TBD	TBD	TBD	TBD
	Meets Target?	TBD	TBD	TBD	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
Improve ranking as one of the 100 Best Places to live in the United States.						
	Franklin Ranking	52	42	42	TBD	TBD
	Target (Baseline 60 in 2010, Money Magazine)	52	52	42	42	43
	Meets Target?	Yes	Yes	Yes	TBD	TBD
Improve ranking as one of the top business-friendly cities in Tennessee.						
	Franklin Ranking	2	3	2	TBD	TBD
	Target (Baseline from Beacon Center of Tennessee)	2	1	2	2	3
	Meets Target?	Yes	No	Yes	TBD	TBD



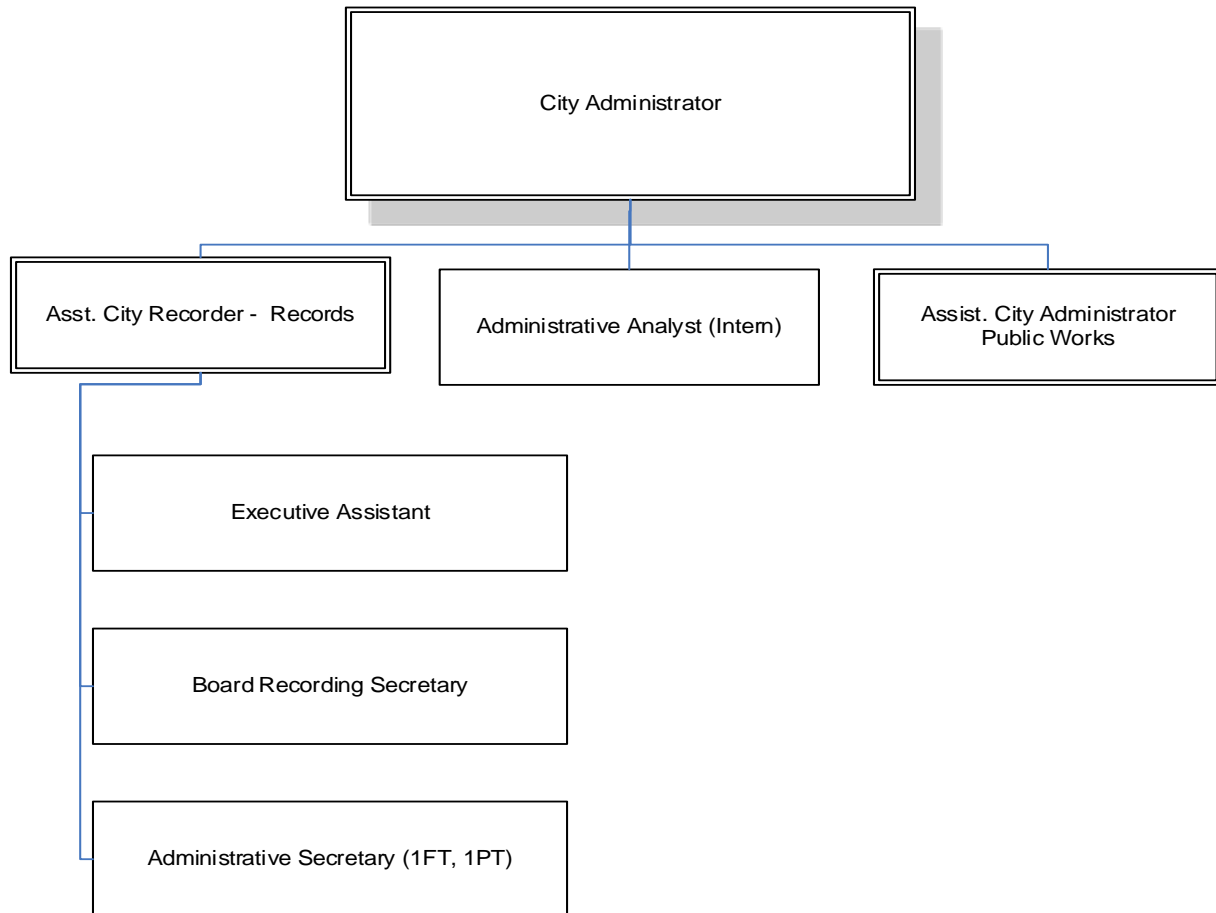
City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

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

Organizational Chart



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



City of Franklin, Tennessee

FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	Grade P	1	0	1	0	1	0	1	0	1	0
Asst City Admin / Public Works	Grade N	0	0	0	0	0	0	0	0	1	0
Asst City Recorder - Admin	Grade G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Recording Secretary to BOMA	Grade C	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	1	1	1	1	1	1	1	1	1	1
Administrative Analyst(Intern)	---	0	0	1	0	1	0	1	0	0	1
TOTALS		5	1	6	1	6	1	6	1	6	2

*Note: Assistant City Administrator/Public Works only funded for six months.

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	358,549	371,478	388,179	386,047	437,687	49,508	12.8%
Employee Benefits	119,256	112,091	128,944	130,275	159,112	30,168	23.4%
Total Personnel	477,805	483,569	517,123	516,322	596,798	79,675	15.4%
Operations							
Transportation Services	1,008	760	887	887	940	53	6.0%
Operating Services	8,644	5,975	20,900	20,900	17,900	(3,000)	-14.4%
Notices, Subscriptions, etc.	10,841	12,172	7,190	6,610	7,270	80	1.1%
Utilities	11,112	11,807	11,032	11,507	11,985	953	8.6%
Contractual Services	18,380	-	11,275	11,275	11,410	135	1.2%
Repair & Maintenance Services	6,133	5,285	4,560	4,560	5,680	1,120	24.6%
Employee programs	16,201	9,190	32,000	32,000	24,800	(7,200)	-22.5%
Professional Development/Travel	6,054	9,281	18,720	18,745	17,940	(780)	-4.2%
Office Supplies	13,473	14,374	15,160	15,160	15,360	200	1.3%
Operating Supplies	940	675	2,725	2,725	2,770	45	1.7%
Fuel & Mileage	77	86	225	4,100	4,200	3,975	1766.7%
Machinery & Equipment (<\$25,000)	2,480	51,680	26,800	26,800	31,300	4,500	16.8%
Repair & Maintenance Supplies	110	1,949	1,175	1,175	1,200	25	2.1%
Property & Liability Costs	6,275	6,709	6,735	7,200	7,558	823	12.2%
Permits	-	-	4,850	4,850	4,900	50	1.0%
Other Business Expenses	-	45	-	-	-	-	0.0%
Debt Service	-	-	7,706	7,706	7,640	(66)	-0.9%
Interfund Reimbursements	(133,551)	(129,936)	(139,987)	(139,987)	(138,983)	1,004	-0.7%
Total Operations	(31,823)	52	31,954	36,213	33,870	1,916	6.0%
Capital	-	-	-	-	-	-	0.0%
Total Administration	445,982	483,621	549,077	552,535	630,668	81,591	14.9%



City of Franklin, Tennessee

FY 2017 Operating Budget

Human Resources

Shirley Harmon, Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	805,919	856,000	890,636	871,318	875,901	-14,735	-1.7%
Operations	92,029	265,520	434,116	396,230	459,838	25,722	5.9%
Capital	19,408	38,928	0	0	0	-	0.0%
Total	917,356	1,160,448	1,324,753	1,267,549	1,335,739	10,986	0.8%

Departmental Summary

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

Functions include

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

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

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

- Taleo Applicant Tracking System continues to be utilized to aid in reducing the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. The HR Staff primarily focuses on job advertisements in electronic format and less on paper based methods.
- The City has received \$232,226 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 \$275,295 in damages done to City of Franklin property. The Risk staff has processed a total of 77 claims. Currently, there are three (3) additional open claims, pending reimbursement.
- We have received our experience modification rate from NCCI for the FY 2014 insurance period and it is 0.70. 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 2016.



City of Franklin, Tennessee

FY 2017 Operating Budget

Human Resources

Shirley Harmon, Director

Department Summary (Continued)

- The Workers' Compensation audit for FY 2014 revealed the City of Franklin will receive \$65,674 refunded from Travelers to the City which is a 13.7% savings of the actuary's recommended funding. This is due to better management of our Workers Compensation claims by the City's Risk Management team.
- 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, offered Boot Camp and Yoga classes, and offered physicals.
- We have implemented Kronos self-service. This software will eliminate entering data into numerous spreadsheets increasing efficiency and improving accuracy. The second phase of Kronos, which is the time keeping piece, is currently being implemented.
- During the 2015/2016 budget year, human resources staff worked to identify and purchase a computer software system that would replace the current evaluation system. Trakstar has been purchased and all employees will begin tracking performance in this new software beginning in 2016. All employee evaluations will be completed in Trakstar which is a totally paperless system. Trakstar will also enable supervisors and employees to record performance issues in real time allowing

Performance Measures

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

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



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

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



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

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

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

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

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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




Goal: To have a safe and healthy workplace.

Baseline: 69 Franklin employees had accidents in FY 2013.



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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Organization-Wide					
Number of Budgeted Positions Full-Time	699	700	705	717	711
Number of Budgeted Positions Part-Time	69	67	66	61	61
Total FTEs (entire organization)	674.93	635	675	664	636
Number of exempt FTEs	80.74	100	110	112	112
Number of non-exempt FTEs	594.19	535	564	552	532
Employee Turnover for Full-Time Positions (Not Including Retirees)	7.50%	4.60%	6.75%	4%	5%
 Tennessee Statewide Benchmarking Average	8.4%	7.2%	7.08	TBD	TBD
Number of Vacancies Advertised Externally **	57	75	80	43	86
Number of External Applications Processed	5,159	5,411	5,835	2,037	6,201
Average Number of Applications per Advertised External Vacancy	91	72	60	32	70
Average Number of Days to Fill a Position Advertised Externally	69	85	83	79	60
 Tennessee Statewide Benchmarking Average	33.68	26.24	TBD	TBD	TBD
Number of new employees hired	46	112	138	53	131
Number of new hires that were from within ranks (promoted)	6	9	13	0	12
OSHA 300 log recordable injuries or illnesses	20	38	53	10	0
Workers' compensation claims	69	92	65	27	0
Human Resources Department Statistics					
Total number of FTEs	10.82	10.00	10.00	11.00	11.00
Human Resources Staff per 100 Employees	0.82	0.89	0.68	0.64	0.64
Applications processed Internal & External	5228	5671	6200	2037	6401
Requisitions approved Internal & External	79	80	97	52	116

**includes postings with multiple vacancies



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

Efficiency Measures

	2013	2014	2015	2016*	2017*
Benefits to Salary Ratio (All Funds)	47.49%	69.96%	33.21%	TBD	TBD
Tennessee Statewide Benchmarking Average	38.58%	44.76%	46.02%	TBD	TBD
Benefits to Salary Ratio (General Fund)	46.52%	TBD	TBD	TBD	TBD
Tennessee Statewide Benchmarking Average	46.02%	TBD	TBD	TBD	TBD
Personnel Costs (All Funds) per FTE	\$ 61,650	\$ 88,766	\$ 68,796	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 64,433	\$ 66,252	\$ 64,784	TBD	TBD
Human Resources Cost per Human Resources FTE	\$ 106,067	\$ 112,857	\$ 102,936	\$ 118,776	TBD
Tennessee Statewide Benchmarking Average	\$ 100,640	\$ 120,601	TBD	TBD	TBD
Human Resources Cost per Total FTE (City -Wide)	\$ 1,540	\$ 1,955	TBD	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 857	\$ 886	TBD	TBD	TBD
Workers Compensation Cost per Claim	\$ 3,303	\$ 4,615	\$ 4,659	\$ 1,704	TBD
Tennessee Statewide Benchmarking Average	\$ 10,455	\$ 5,642	\$ 5,346	TBD	TBD
Annual Wellness Cost per FTE	\$ 28.71	\$ 35.00	\$ 35.00	TBD	TBD
Total benefits as a percent of total wages	44.2%	43.1%	44.0%	TBD	TBD
Retirement Contributions as a percent of total payroll	14.2%	TBD	10.0%	10.0%	10.0%
Benefits as a percentage of All Funds personnel costs	24.93%	41.16%	32.20%	TBD	TBD

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*	
The City of Franklin will have a talented, diverse, and engaged workforce.						
Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.						
	City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.					
	Current Franklin	TBD	TBD	TBD	TBD	
	Target	70.0%	70.0%	70.0%	70.0%	
	Meets Target?	TBD	TBD	TBD	TBD	
Actively recruit and retain a workforce representative of the community.						
	% of Employees Female	21%	23%	22%	20%	23.0%
	% of Franklin Female	52.2%	52.2%	52.2%	52.2%	52.2%
	Meets Target?	No	No	No	No	No
	% of Employees Minority	7.1%	7.3%	7.5%	6.0%	8.0%
	% of Franklin Minority	15.6%	15.6%	15.6%	15.6%	15.6%
	Meets Target?	No	No	No	No	No
Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.						
A safe and healthy workplace.						
	# of employees who had accidents	69	92	46	TBD	TBD



City of Franklin, Tennessee

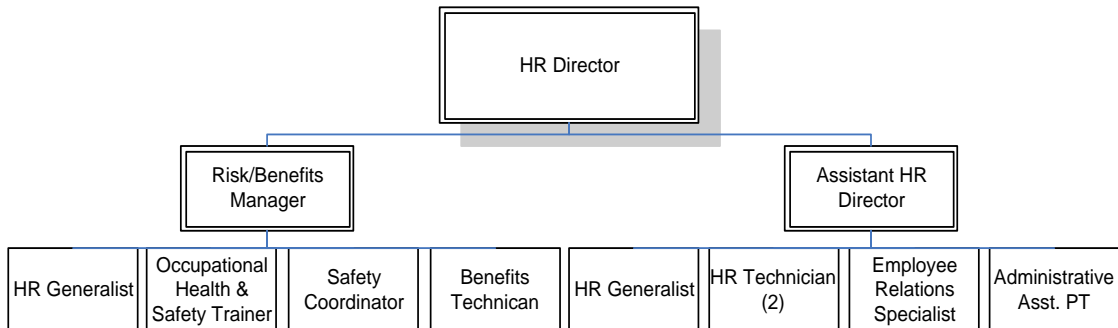
FY 2017 Operating Budget

Performance Measures

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

*2016 and 2017 estimated.

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Human Resources Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant HR Director/Benefits	Grade K	1	0	1	0	1	0	0	0	0	0
Assistant HR Director	Grade K	0	0	0	0	0	0	1	0	1	0
Risk Manager	Grade J	1	0	1	0	1	0	0	0	0	0
Risk/Benefits Manager	TBD	0	0	0	0	0	0	1	0	1	0
Employee Relations Mgr II	Grade J	0	0	1	0	1	0	0	0	0	0
Employee Relations Specialist	Grade G	0	0	0	0	0	0	1	0	1	0
Benefits Manager	---	1	0	0	0	0	0	0	0	0	0
Occupational Health & Safety Train	Grade G	1	0	1	0	1	0	1	0	1	0
Safety Coordinator	Grade G	0	0	1	0	1	0	1	0	1	0
Human Resources Generalist	Grade G	0	0	2	0	2	0	2	0	2	0
Benefits Technician	Grade D	0	0	1	0	1	0	1	0	1	0
Human Resources Technician	Grade D	2	0	2	0	2	0	2	0	2	0
Administrative Assistant	Grade D	0	1	0	1	0	1	0	1	0	1
TOTALS		7	1	11	1	11	1	11	1	11	1



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	626,334	668,147	703,465	684,853	673,364	(30,101)	-4.3%
Employee Benefits	179,585	187,853	187,171	186,465	202,537	15,366	8.2%
Total Personnel	805,919	856,000	890,636	871,318	875,901	(14,735)	-1.7%
Operations							
Transportation Services	8,258	7,414	8,100	3,600	7,100	(1,000)	-12.3%
Operating Services	1,989	5,194	4,000	2,259	4,000	-	0.0%
Notices, Subscriptions, etc.	6,465	7,522	10,100	14,750	16,300	6,200	61.4%
Utilities	6,221	6,230	6,705	7,205	7,111	406	6.1%
Contractual Services	81,283	125,013	166,500	180,460	186,500	20,000	12.0%
Repair & Maintenance Services	5,565	3,610	7,750	2,250	5,500	(2,250)	-29.0%
Employee programs	216,499	214,720	283,000	245,500	281,000	(2,000)	-0.7%
Professional Development/Travel	4,685	15,192	28,200	17,677	30,200	2,000	7.1%
Office Supplies	7,775	6,467	9,470	5,950	9,980	510	5.4%
Operating Supplies	2,187	1,490	4,875	4,000	4,295	(580)	-11.9%
Fuel & Mileage	1,545	1,456	2,700	1,000	2,000	(700)	-25.9%
Machinery & Equipment (<\$25,000)	26,337	6,664	8,000	16,478	23,250	15,250	190.6%
Repair & Maintenance Supplies	80	121	-	500	530	530	100.0%
Property & Liability Costs	4,254	6,896	6,558	6,953	7,301	743	11.3%
Other Business Expenses	4	-	510	-	530	20	3.9%
Debt Service and Lease Payments	193	175,486	212,000	212,000	208,176	(3,824)	-1.8%
Interfund Reimbursements	(281,311)	(317,955)	(324,351)	(324,351)	(333,935)	(9,584)	3.0%
Total Operations	92,029	265,520	434,116	396,230	459,838	25,722	5.9%
Machinery & Equipment (>\$25,000)	19,408	38,928	-	-	-	-	0.0%
Capital	19,408	38,928	-	-	-	-	0.0%
Total Human Resources	917,356	1,160,447	1,324,753	1,267,549	1,335,739	10,986	0.8%



City of Franklin, Tennessee
FY 2017 Operating Budget

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	324,491	347,789	363,617	368,983	441,910	78,293	21.5%
Operations	139,239	-5,296	60,919	61,086	51,150	-9,769	-16.0%
Capital	0	0	0	0	0	0	0.0%
Total	463,730	342,493	424,536	430,069	493,060	68,524	16.1%

Departmental Summary

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme:

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

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

Workload (Output) Measures

		FY 2013 Actual (as of 4/13)	FY 2014 3/1/2013 - 3/1/2014	FY 2015 3/1/2014 to 3/1/2015	CY 2015 01/01/2015 - 12/21/2015	2017*
	Number of Ordinances Drafted/Reviewed	21	29	28	35	all
	Number of Resolutions Drafted/Reviewed	34	59	67	66	all
	Number of Contracts Drafted/Reviewed	140	197	259	269	all
	Legal Opinions Distributed (<i>Goal : Distribute 1 every month</i>)	9	9	12	11	12
	Total Number of Litigation Cases Opened/Closed	97	154	120/104	125/114	as many as needed
	Number of Other Tasks Created/Completed	802	607/540	665/666	995/974	as many as needed

Efficiency Measures

		2013	2014	2015	2016*	2017*
	TBD	TBD	TBD	TBD	TBD	

Outcome (Effectiveness) Measures

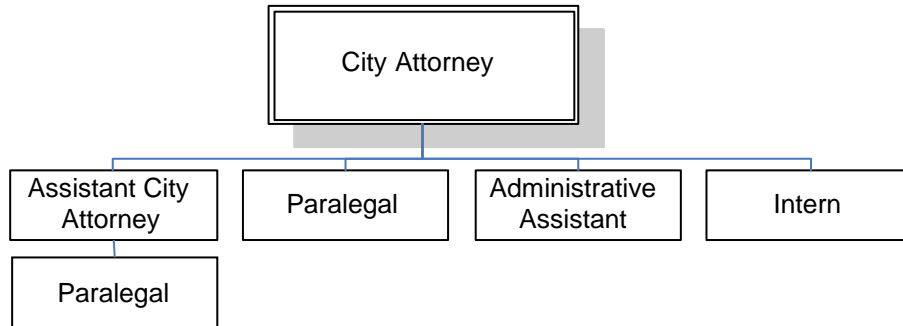
		2013	2014	2015	2016*	2017*
	TBD	TBD	TBD	TBD	TBD	

*FY 2017 estimated.



City of Franklin, Tennessee
FY 2017 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Attorney	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	Grade K	0	0	0	0	0	0	1	0	1	0
Staff Attorney I	Grade J	1	0	1	0	1	0	0	0	0	0
Paralegal	Grade F	1	0	1	0	1	0	1	0	2	0
Administrative Assistant	Grade D	0	0	1	0	1	0	1	0	1	0
Intern	---	0	1	0	1	0	0	0	1	0	1
TOTALS		3	1	4	1	4	0	4	1	5	1



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	241,250	263,592	274,808	278,376	319,649	44,841	16.3%
Officials Fees	-	-	-	56	56	56	100.0%
Employee Benefits	83,241	84,197	88,809	90,551	122,205	33,396	37.6%
Total Personnel	324,491	347,789	363,617	368,983	441,910	78,293	21.5%
Operations							
Transportation Services	813	906	1,400	1,400	1,430	30	2.1%
Operating Services	9,962	6,042	9,290	9,250	9,850	560	6.0%
Notices, Subscriptions, etc.	15,242	15,861	18,270	18,270	18,520	250	1.4%
Utilities	1,868	2,285	3,640	3,640	4,160	520	14.3%
Contractual Services	176,270	42,970	95,920	95,920	98,530	2,610	2.7%
Employee programs	309	2,897	3,840	3,840	4,350	510	13.3%
Professional Development/Travel	12,144	9,265	11,700	11,700	11,950	250	2.1%
Office Supplies	2,796	3,191	4,610	4,560	4,630	20	0.4%
Operating Supplies	185	150	650	700	725	75	11.5%
Fuel & Mileage	-	-	420	420	420	-	0.0%
Machinery & Equipment (<\$25,000)	8,654	4,620	8,360	8,510	10,480	2,120	25.4%
Repair & Maintenance Supplies	10	-	150	150	150	-	0.0%
Property & Liability Costs	2,090	2,902	2,748	2,805	2,945	197	7.2%
Financial Fees	-	-	500	500	500	-	0.0%
Permits	1,237	1,882	5,710	5,710	5,775	65	1.1%
Interfund Services Reimbursements	(92,341)	(98,267)	(106,289)	(106,289)	(123,265)	(16,976)	16.0%
Total Operations	139,239	(5,296)	60,919	61,086	51,150	(9,769)	-16.0%
Capital	-	-	-	-	-	-	0.0%
Total Law Department	463,730	342,493	424,536	430,069	493,060	68,524	16.1%



City of Franklin, Tennessee

FY 2017 Operating Budget

Communications

Milissa Reiersen, Communications Manager

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	314,354	301,490	343,886	347,776	367,866	23,980	7.0%
Operations	2,879	11,710	16,144	21,241	107,927	91,783	568.5%
Capital	0	0	0	0	0	0	0.0%
Total	317,233	313,200	360,030	369,017	475,793	115,763	32.2%

Departmental Summary

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

We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional excellence.



FY 2017 Outlook

The Communications division is working on transforming Franklin TV to a High Definition station to provide better quality video services with compatible equipment. Many of the equipment has not been updated in decades and is not compatible with some equipment that has been updated. This would also allow the city to stream in HD on YouTube and Roku and provide a higher quality signal to our current providers ATT and Comcast/Xfinity.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

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



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

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

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

Theme: Quality Life Experiences



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

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

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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Average Page views to City website	31,014	149,882	160,000	175,000	190,000
Special Events Processed by City	50	55	55	55	55
Film Permits Processed by the City	20	25	22	22	22
Goal: Provide proactive and timely information					
Number of Press Releases (excluding Police & Fire)	30	43	40	40	40
Goal: Produce informative programming for Franklin TV					



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

Efficiency Measures

	2013	2014	2015	2016*	2017*
Social Media interaction/capita	Measure under development				
Social Media interaction/week	Measure under development				

Outcome (Effectiveness) Measures

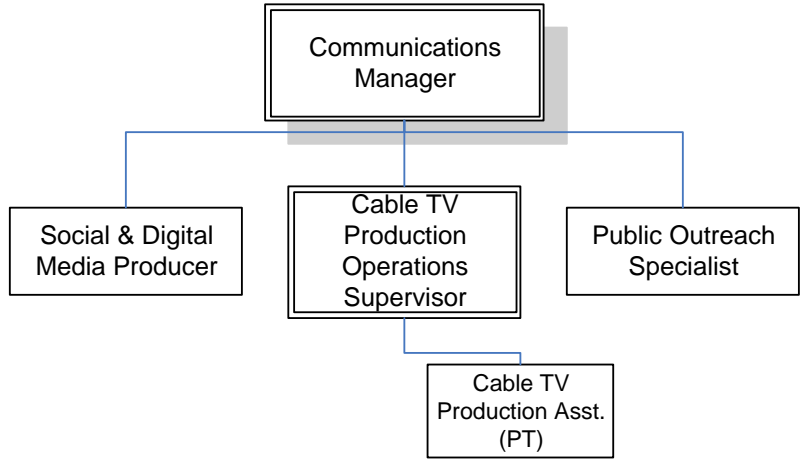
	2013	2014	2015	2016*	2017*
Increase the public's use of social media forms of communication with the City of Franklin by at least 10 percent.					
Average visits to City's website	13,718	149,882	160,000	175,000	190,000
Target	32,662	50,000	160,000	175,000	190,000
Meets Target?	No	Yes	Yes	Yes	Yes
Facebook (number of followers)	8,589	14,224	18,076	20,000	22,500
Target	7,462	9,450	15,646	17,211	18,932
Meets Target?	Yes	Yes	Yes	Yes	Yes
Twitter (number of followers)	6,081	10,300	11,330	12,500	13,750
Target	4,350	6,690	11,330	12,500	13,750
Meets Target?	Yes	Yes	Yes	Yes	Yes
YouTube (upload views)	102,200	198,377	217,225	240,000	265,000
Target	38,664	112,420	217,225	240,000	264,000
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.					
Increase participation by 10% annually at permitted arts and cultural events in Franklin.					
<i>Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.</i>	N/A	<i>Baseline to be established</i>			
Meets Target?	N/A	TBD	TBD	TBD	TBD
Increase annually the number of events that satisfy all the criteria identified on the application for permit.					
<i>Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).</i>	N/A	<i>Baseline to be established</i>			
Meets Target?	N/A	TBD	TBD	TBD	TBD

*2016 and 2017 estimated.



City of Franklin, Tennessee
FY 2017 Operating Budget

Organizational Chart



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

Staffing History

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Communications Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Cable TV Production Operations Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Public Outreach Specialist	Grade G	1	0	1	0	1	0	1	0	1	0
Social & Digital Media Producer	Grade C	0	0	0	1	0	1	1	0	1	0
Video/Production Assistant	Grade B	0	1	0	1	0	1	0	1	0	1
Intern	---	0	3	0	2	0	2	0	0	0	0
TOTALS		3	4	3	4	3	4	4	1	4	1



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	242,906	237,892	263,312	271,108	281,369	18,057	6.9%
Employee Benefits	71,448	63,598	80,574	76,669	86,497	5,923	7.4%
Total Personnel	314,354	301,490	343,886	347,776	367,866	23,980	7.0%
Operations							
Transportation Services	187	462	620	600	640	20	3.2%
Operating Services	938	-	215	200	225	10	4.7%
Notices, Subscriptions, etc.	13,333	21,473	20,930	20,855	21,380	450	2.2%
Utilities	2,095	2,283	2,755	2,755	2,905	150	5.4%
Contractual Services	31,024	18,735	19,200	26,000	19,600	400	2.1%
Repair & Maintenance Services	1,484	388	2,300	2,400	2,330	30	1.3%
Employee programs	260	341	500	500	500	-	0.0%
Professional Development/Travel	2,017	4,336	10,210	8,800	10,365	155	1.5%
Office Supplies	1,557	2,696	3,100	3,100	3,150	50	1.6%
Operating Supplies	11,003	18,382	17,310	17,260	29,728	12,418	71.7%
Fuel & Mileage	201	151	360	300	365	5	1.4%
Machinery & Equipment (<\$25,000)	18,654	19,549	12,700	12,700	126,399	113,699	895.3%
Repair & Maintenance Supplies	84	33	100	100	300	200	200.0%
Operational Units	4,847	165	4,100	4,100	4,200	100	2.4%
Property & Liability Costs	4,427	4,757	4,734	4,561	4,788	54	1.1%
Other Business Expenses	-	46	-	-	-	-	0.0%
Interfund Service Reimbursements	(89,232)	(82,087)	(82,990)	(82,990)	(118,948)	(35,958)	43.3%
Total Operations	2,879	11,710	16,144	21,241	107,927	91,783	568.5%
Capital	-	-	-	-	-	-	0.0%
Total Communications Departmer	317,233	313,200	360,030	369,017	475,793	115,763	32.2%

Notes:

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

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Budget Summary

	2014 Actual	2015 Estimated	2016		2107 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	376,397	387,122	431,916	414,687	388,449	-43,467	-10.1%
Operations	353,573	706,476	664,037	431,836	529,685	-134,352	-20.2%
Capital	0	36,559	46,350	36,559	250,000	203,650	439.4%
Total	729,970	1,130,157	1,142,303	883,082	1,168,134	25,831	2.3%

Department Goals

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

FY 2017 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 in fiscal year 2015-16 include the construction of fire halls, access control systems at city facilities, and miscellaneous maintenance and build outs at existing facilities. There is also continued of the possible development of the Household Hazardous Waste Facility at the Sanitation and Environmental Services Complex and design of a new City Hall.

Proposed projects within City Hall include the reconfiguration of areas within the departments of Finance, Planning and Sustainability and Human Resources departments, and miscellaneous minor remodels to accommodate intra-department functions.

Performance Measurement

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City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measurement

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



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

Theme: A Safe Clean and Livable City



A Safe Clean and Livable City

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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Number of Buildings Maintained				Data being collected	
Gross Square Footage of Municipal Buildings (Gen. Fund)				Data being collected	
Number of Hours Served					
- Employees				Data being collected	
- Contractors				Data being collected	
Number of Requests taken				Data being collected	
Average Daytime Number of People in Buildings				Data being collected	
Utilities					
- Gas (therms)				Data being collected	
- Electricity (kW)				Data being collected	

Efficiency Measures

	2013	2014	2015	2016*	2017*
G.S.F./Average daily # of people				Data being collected	
People served/Custodian				Data being collected	
Average time to complete a routine request				Data being collected	



City of Franklin, Tennessee

FY 2017 Operating Budget

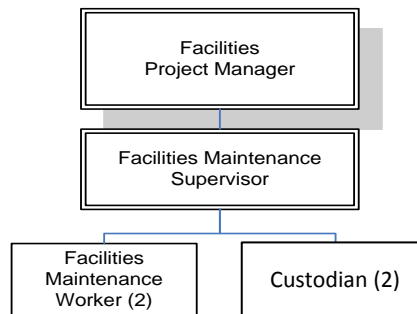
Performance Measurement

Outcome (Effectiveness) Measures

		2013	2014	2015	2016*	2017*
	Percentage of routine requests completed in 2-3 days	Data being collected				
	Reduce government agency use of electricity by 20% by 2020.					
	City of Franklin Electric Use (Annually)	TBD	TBD	TBD	TBD	TBD
	Target (In Kilowatt hours - Source: Finance Department)	17,452,500	17,005,000	16,557,500	16,143,563	15,729,625
	Meets Target?	TBD	TBD	TBD	TBD	TBD

* 2016 and 2017 data estimated.

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Facilities Project Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Spvsr	Grade F	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worker	Grade C	1	0	2	0	2	0	2	0	2	0
Custodian	Grade B	3	1	3	1	3	1	3	1	2	0
Totals		6	1	7	1	7	1	7	1	6	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	255,281	278,967	307,490	290,647	265,032	(42,458)	-13.8%
Employee Benefits	121,116	108,155	124,426	124,040	123,417	(1,009)	-0.8%
Total Personnel	376,397	387,122	431,916	414,687	388,449	(43,467)	-10.1%
Operations							
Transportation Services	155	50	250	200	252	2	0.8%
Operating Services	4,364	6,185	3,610	3,790	4,290	680	18.8%
Notices, Subscriptions, etc.	220	124	45	45	45	-	0.0%
Utilities	142,292	204,193	235,810	186,253	190,840	(44,970)	-19.1%
Contractual Services	24,250	45,918	74,653	72,385	79,843	5,190	7.0%
Repair & Maintenance Services	271,331	603,747	454,125	303,132	417,766	(36,359)	-8.0%
Office Supplies	2,027	2,252	1,750	525	1,000	(750)	-42.9%
Operating Supplies	2,067	4,699	2,400	1,950	2,600	200	8.3%
Fuel & Mileage	4,163	2,459	4,650	3,530	5,200	550	11.8%
Machinery & Equipment (<\$25,000)	9,418	8,783	11,600	750	43,100	31,500	271.6%
Repair & Maintenance Supplies	58,273	64,813	95,200	98,925	83,320	(11,880)	-12.5%
Operational Units	-	17,425	17,850	-	-	(17,850)	-100.0%
Property & Liability Costs	13,730	18,381	17,949	17,106	17,962	13	0.1%
Rentals	1,338	330	1,000	-	1,000	-	0.0%
Permits	693	935	450	550	750	300	66.7%
Financial Fees	109	-	-	-	-	-	0.0%
Other Business Expenses	202	-	-	-	-	-	0.0%
Interfund Reimbursements	(181,059)	(273,818)	(257,305)	(257,305)	(318,283)	(60,978)	23.7%
Total Operations	353,573	706,476	664,037	431,836	529,685	(134,352)	-20.2%
Improvements	-	-	-	-	250,000	250,000	#DIV/0!
Machinery & Equipment (>\$25,000)	-	36,559	46,350	36,559	-	(46,350)	0.0%
Capital	-	36,559	46,350	36,559	250,000	203,650	439.4%
Total Proj. & Fac. Management	729,970	1,130,157	1,142,303	883,082	1,168,134	25,831	2.3%



City of Franklin, Tennessee

FY 2017 Operating Budget

Revenue Management

Lawrence Sullivan, Assistant City Recorder

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	991,072	860,216	858,137	914,159	883,042	24,905	2.9%
Operations	-631,783	-649,838	-620,382	-635,294	-659,907	-39,525	6.4%
Capital	0	0	0	0	0	-	0.0%
Total	359,289	210,378	237,755	278,865	223,135	-14,620	-6.1%

Departmental Summary

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

FY 2017 Outlook

For 2017, we have the expectation to improve our customer billing and payment options by implementing an Electronic Billing, Payment and Presentment (EBPP) platform. We expect this to be revenue neutral where the costs of service are offset by savings in the reduction of mailing and fulfillment costs.

Performance Measures

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures



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

Theme: None Specific

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Bills					
Number of property tax bills issued	28,308	28,904	29,371	29,800	29,800
Number of water & sewer bills issued	278,299	282,617	290,684	327,318	330,000
New requests for Service (Total)					
Water (Monthly Average)	42.06	41.03	43.59	43.59	43.59
Sewer (Monthly Average)	43.94	44.63	47.32	47.32	47.32
Irrigation (Monthly Average)	202.96	156.61	189.76	189.76	189.76
Delinquent Notices	36,764	38,138	37,964	38,000	38,000
Water Shutoffs	1,598	1,432	812	900	900
Electronic					
Web Pay	16,379	18,594	21,434	20,536	20,536
ACH/RPPS	66,550	68,575	69,650	69,000	69,000
Bank Draft	61,130	63,739	65,846	64,500	64,500
Lock Box	89,628	86,516	86,819	89,434	89,434
Paper					
Drop Box (2nd Avenue) / Mail	20,949	22,399	16,686	16,686	16,686
In-Person Transactions	15,357	14,779	17,974	17,974	17,974
Total Transactions	269,993	274,602	278,409	278,130	278,130
% of total transactions electronic	86.6%	86.5%	87.6%	87.5%	87.5%
% of total transactions paper	7.8%	8.2%	6.0%	6.0%	6.0%
% of total transactions in-person	5.7%	5.4%	6.5%	6.5%	6.5%

Efficiency Measures

	2013	2014	2015	2016*	2017*
Cost of processing bills (mailing and printing)					
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.	5.00	4.90	4.50	4.50	4.50



City of Franklin, Tennessee

FY 2017 Operating Budget

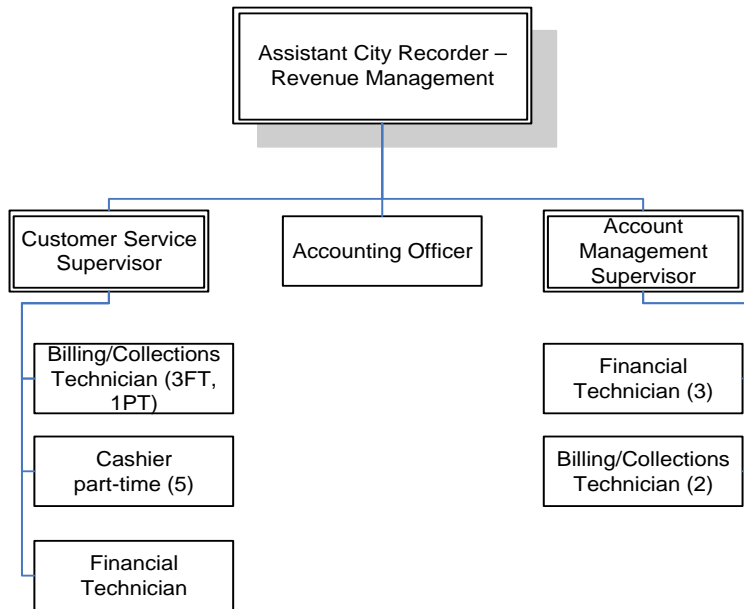
Performance Measures

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
Collection Rate(s)					
Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.5%	98.4%	98.6%	98.0%	98.0%
Tennessee Statewide Benchmarking Average	95.3%	95.9%	96.0%	TBD	TBD
Utility Collections as a Percentage of Utilities Billed (first year)	99.5%	94.3%	94.5%	97.0%	97.0%
Tennessee Statewide Benchmarking Average	98.5%	87.3%	95.6%	TBD	TBD
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	86.60%	86.50%	87.60%	88.60%	89.60%

* 2016 and 2017 data estimated.

Organizational Chart



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



City of Franklin, Tennessee

FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst City Recorder - Rev. Mgmt	Grade G	1	0	1	0	1	0	1	0	1	0
Asst City Recorder - Billing / Collection	---	1	0	0	0	0	0	0	0	0	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Accounting Officer	Grade E	1	0	1	0	1	0	1	0	1	0
Billing / Collection Supervisor	---	1	0	0	0	0	0	0	0	0	0
Financial Technician I	Grade D	3	0	4	0	4	0	4	0	4	0
Billing/Collections Technician	Grade C	6	0	6	1	5	1	5	1	5	1
Cashier Part-Time	Grade B	0	4	0	3	0	5	0	5	0	5
TOTALS		15	4	14	4	13	6	13	6	13	6

Budget

	Actual 2014	Actual 2015	Budget 2016	Est'd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	754,020	662,034	646,546	697,112	644,119	(2,427)	-0.4%
Employee Benefits	237,052	198,182	211,591	217,047	238,923	27,332	12.9%
Total Personnel	991,072	860,216	858,137	914,159	883,042	24,905	2.9%
Operations							
Transportation Services	8,557	8,399	11,150	11,173	11,750	600	5.4%
Operating Services	1,167	2,095	2,050	1,550	2,100	50	2.4%
Notices, Subscriptions, etc.	350	961	5,600	3,664	4,050	(1,550)	-27.7%
Utilities	2,631	2,188	2,750	2,750	2,880	130	4.7%
Contractual Services	2,446	2,328	5,700	5,700	5,900	200	3.5%
Repair & Maintenance Services	381	1,057	600	726	600	-	0.0%
Employee programs	-	-	2,050	2,050	2,150	100	4.9%
Professional Development/Travel	1,115	350	2,600	2,600	2,700	100	3.8%
Office Supplies	14,281	15,874	25,425	25,425	19,375	(6,050)	-23.8%
Operating Supplies	1,097	1,039	4,080	2,580	3,260	(820)	-20.1%
Machinery & Equipment (<\$25,000)	9,369	15,873	16,000	11,811	16,100	100	0.6%
Repair & Maintenance Supplies	339	55	-	255	-	-	0.0%
Property & Liability Costs	3,665	4,720	4,555	1,682	1,766	(2,789)	
Permits	125,570	142,778	54,300	54,300	36,000	(18,300)	-33.7%
Financial Fees	325,990	328,601	393,200	388,884	389,750	(3,450)	-0.9%
Interfund Reimbursements	(1,128,741)	(1,176,156)	(1,150,442)	(1,150,444)	(1,158,288)	(7,846)	0.7%
Total Operations	(631,783)	(649,838)	(620,382)	(635,294)	(659,907)	(39,525)	6.4%
Capital	-	-	-	-	-	-	0.0%
Total Revenue Management	359,289	210,378	237,755	278,865	223,135	(14,620)	-6.1%



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2017 Operating Budget

PUBLIC SAFETY



Public Safety comprises the Police and Fire departments.



Under this operating unit are:

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	10,635,742	10,937,678	11,560,736	11,408,604	11,799,092	238,356	2.1%
Operations	3,214,039	2,722,915	2,972,238	2,796,179	3,194,475	222,237	7.5%
Capital	0	87,500	0	0	0	0	0.0%
Total	13,849,781	13,748,093	14,532,974	14,204,783	14,993,567	460,593	3.2%

Budget Summary - By Division

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Administration	N/A Breakout between Divisions begins FY 2016		3,616,388	3,767,540	4,228,101	611,713	16.9%
Operations			6,610,202	6,469,887	7,460,664	850,462	12.9%
CID			4,306,384	3,967,356	3,304,802	(1,001,582)	-23.3%
Total			14,532,974	14,204,783	14,993,567	460,593	3.2%

Mission

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



Departmental Summary

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

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

Objectives for 2017

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme: A Safe Clean and Livable City



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

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 no more than half of the national average and decrease by 3% annually.

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

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

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

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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Calls for service	77964	67709	65347	70500	70500
Number of Alarm Calls	3122	2543	2559	3000	3000
Number of Offenses	2559	2629	TBD	^	^
Number of Arrest	1915	1952	TBD	^	^
Group A Crimes per 100,000	3714	3816	TBD	^	^
TIBRS Type A crimes	2860	2618	2863	^	^



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

	TIBRS Type A crimes / 1,000 Population	43	39	43	^	^
	Tennessee Statewide Benchmarking Average	98	112	106	TBD	TBD
	TIBRS Type B crimes	2479	2275	1931	^	^
	Total traffic accidents	1897	2433	2507	^	^
	Public property accidents	1897	2282	2449	^	^
	Public property accidents / 1,000 population	28.6	34.4	36.9	^	^
	Tennessee Statewide Benchmarking Average	42.6	43.4	48.7	TBD	TBD
	Number of FTEs	145	143	143	143	143
	Number of budgeted, full-time, sworn officers	130	129	128	129	129
	Number of support personnel (excludes jail and dispatch)	12	12	26	12	12
	Number of volunteers	15	15	15	15	15
	Number of reserve officers	N/A	N/A	N/A	N/A	N/A
	Police FTE per 1,000 Population	2.186	2.16	2.16	2.04	2.04
	Tennessee Statewide Benchmarking Average	2.91	2.96	2.95	TBD	TBD
	Average training hours taken by individual sworn employees	142	60	58	90	90
	Number of Police Vehicles	158	167	155	155	155
	Reported peak service population	100,000-150,000	100,000-150,000	100,000-150,000	100,000-150,000	100,000-150,000

*FY 2015 Measures estimated

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

Efficiency Measures

		2013	2014	2015	2016*	2017*
	Total Per Capita Costs	\$ 234	\$ 234	\$ 234	\$ 208	\$ 203
	Tennessee Statewide Benchmarking Average	\$ 243	\$ 259	\$ 253	TBD	TBD
	Calls per Sworn Officer	600	525	511	547	547
	Tennessee Statewide Benchmarking Average	581	622	665	TBD	TBD
	Public Property accidents per FTE	13.08	15.96	17.13	^	^
	Tennessee Statewide Benchmarking Average	14.23	14.24	16.29	TBD	TBD
	Cost per Call for Service	\$ 199	\$ 229	\$ 238	\$ 196	\$ 196
	Tennessee Statewide Benchmarking Average	\$ 187	\$ 180	\$ 180	TBD	TBD

Outcome (Effectiveness) Measures

		2013	2014	2015	2016*	2017*
	Traffic Accidents with Injury as a Percentage of Total Traffic Accidents	18.19%	15.37%	13.36%	TBD	TBD
	Tennessee Statewide Benchmarking Average	15.16%	17.57%	15.76%	TBD	TBD
	Maintain violent crime rate in Franklin at least half of the national average and decrease by 3% annually. (# per 100,000 pop.)					
	Violent Crime Rate in Franklin	117	TBD	TBD	TBD	TBD
	Violent Crime Rate Nationally	368	TBD	TBD	TBD	TBD
	Franklin as a % of National	31.8%	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

	Target (50% of National) (Source: CJIS Reports, FBI)	44.0%	41.0%	38.0%	38.0%	38.0%
	Meets target?	Yes	TBD	TBD	TBD	TBD
	Maintain property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.					
	Property Crime Rate in Franklin	988	TBD	TBD	TBD	TBD
	<i>Property Crime Rate Nationally</i>	<i>2731</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Franklin as a % of National	36.2%	TBD	TBD	TBD	TBD
	Target	44.0%	41.0%	38.0%	38.0%	38.0%
	Meets target?	Yes	TBD	TBD	TBD	TBD
	Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.					
	Violent Crime Clearance in Franklin	TBD	TBD	TBD	TBD	TBD
	<i>National Clearance Rate for Violent Crimes</i>	<i>48.1%</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Target (National x 1.5%)	64.2%	61.2%	58.2%	55.2%	52.2%
	Meets target?	TBD	TBD	TBD	TBD	TBD
	Franklin Property Crime Clearance Rate	TBD	TBD	TBD	TBD	TBD
	<i>National Property Crime Clearance Rate</i>	<i>19.7%</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Target (National x 1.5%)	22.5%	19.5%	16.5%	13.5%	10.5%
Meets target?	TBD	TBD	TBD	TBD	TBD	
	Overall Clearance Rate	49.39	49.75	TBD	TBD	TBD

*FY 2016 & 2017 Measures estimated

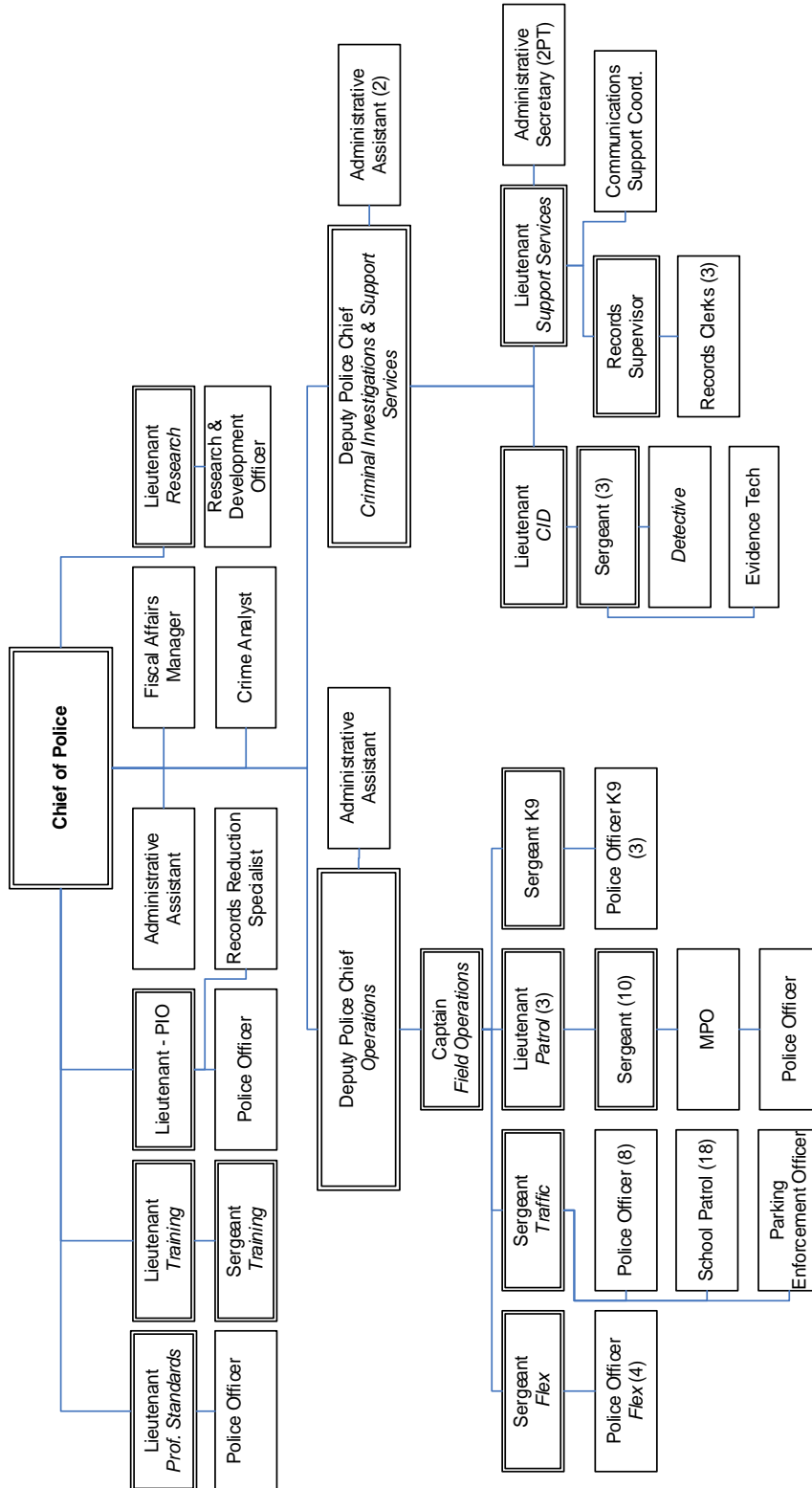
^ No data forecast. It is the policy of the Franklin Police Department not to forecast crime/accident data.



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart





City of Franklin, Tennessee

FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Sworn Officers											
Police Chief	Grade M	1	0	1	0	1	0	1	0	1	0
Police Deputy Chief	Grade K	3	0	3	0	2	0	2	0	2	0
Field Operations Captain	Grade J	0	0	0	0	0	0	1	0	1	0
Police Lieutenants	Grade I	7	0	9	0	9	0	10	0	10	0
Police Sergeant	Grade G	21	0	20	0	20	0	18	0	18	0
Detective/Master Patrol	Grade F	16	0	15	0	27	0	27	0	27	0
Police Officers	Grade E	81	0	80	0	68	0	68	0	68	0
Police Officer (R&D)	Grade E	1	0	1	0	1	0	1	0	1	0
Admin & Communications											
Fiscal Affairs Manager	Grade H	0	0	0	0	1	0	1	0	1	0
Asst. Comm. Super.*	Grade E	1	0	1	0	1	0	1	0	0	0
Records Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Sr. Communications Officer*	Grade E	3	0	3	0	3	0	3	0	0	0
Admin. Asst.	Grade D	4	0	4	0	4	0	4	0	4	0
Comm. Center Support Coord.	Grade D	1	0	1	0	1	0	1	0	1	0
Evidence Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Communications Officer*	Grade D	12	0	12	0	12	0	12	0	0	0
Administrative Secretary	Grade B	0	2	0	2	0	2	0	2	0	2
Records Clerk	Grade B	3	0	3	0	3	0	3	0	3	0
Parking Enforcement officer	Grade B	1	0	1	0	1	0	1	0	1	0
School Patrol (Part-time)	Grade A	0	18	0	18	0	11	0	11	0	11
Crime Analyst	TBD	0	0	0	0	0	0	0	0	1	0
Records Reduction Specialist	TBD	0	0	0	0	0	0	1	0	1	0
Total Authorized Staffing		157	20	156	20	156	13	157	13	142	13

Positions by Division

Administration	N/A Breakout between Divisions begins FY 2015	8	0	9	0	15	0
Patrol		88	11	88	11	97	11
CID		60	2	60	2	30	2
Total Authorized Staffing		156	13	157	13	142	13

*Effective FY 2017, all but one Communications employee is now assigned to Williamson County EMA. City provides for salary costs of 14 employees, but nothing else.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget - Overall

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	7,395,385	8,039,193	8,474,232	8,402,844	8,424,857	(49,375)	-0.6%
Officials Fees	3,200	3,200	3,200	3,200	3,200	-	0.0%
Employee Benefits	3,237,157	2,895,285	3,083,304	3,002,560	3,371,035	287,731	9.3%
Total Personnel	10,635,742	10,937,678	11,560,736	11,408,604	11,799,092	238,356	2.1%
Operations							
Transportation Services	8,345	9,347	7,273	15,044	13,882	6,609	90.9%
Operating Services	74,948	92,058	44,120	74,526	44,593	473	1.1%
Notices, Subscriptions, etc.	33,700	41,182	30,780	43,035	31,242	462	1.5%
Utilities	425,211	454,737	440,983	473,445	484,071	43,088	9.8%
Contractual Services	6,214	300	-	29,351	-	-	0.0%
Repair & Maintenance Services	301,644	255,128	195,646	241,790	198,580	2,934	1.5%
Employee programs	154,170	98,803	134,642	119,465	136,662	2,020	1.5%
Professional Development/Travel	6,722	2,632	653	380	-	(653)	-100.0%
Office Supplies	40,254	29,748	22,899	28,850	23,243	344	1.5%
Operating Supplies	343,306	178,381	244,746	231,225	288,749	44,003	18.0%
Fuel & Mileage	366,385	274,572	310,000	230,000	217,000	(93,000)	-30.0%
Machinery & Equipment (<\$25,000)	206,269	131,607	513,530	516,429	521,430	7,900	1.5%
Repair & Maintenance Supplies	9,732	10,536	18,220	8,568	18,494	274	1.5%
Operational Units	105,221	86,458	72,438	53,413	73,525	1,087	1.5%
Property & Liability Costs	441,194	504,395	470,414	412,652	493,935	23,521	5.0%
Rentals	4,295	4,430	5,253	3,965	5,253	-	0.0%
Permits	230	-	-	-	-	-	0.0%
Other Business Expenses	7,401	3,398	2,550	15	2,588	38	1.5%
Debt Service and Lease Payments	678,800	545,203	458,091	314,026	641,228	183,137	40.0%
Total Operations	3,214,039	2,722,915	2,972,238	2,796,179	3,194,475	222,237	7.5%
Capital	-	87,500	-	-	-	-	0.0%
Total Police Department	13,849,781	13,748,093	14,532,974	14,204,783	14,993,567	460,593	3.2%

Notes & Objectives

The Police budget is divided into three divisions. Detail for the Administration, Operations and CID Divisions are on the following pages.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget - Administration Division

	Actual 2014	Actual 2015	Budget 2016	Est 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages			601,374	783,597	883,341	281,967	46.9%
Officials Fees	N/A Breakout between Divisions begins FY 2016		3,200	3,200	3,200	-	0.0%
Employee Benefits			314,989	390,464	410,596	95,607	30.4%
Total Personnel	-	-	919,563	1,177,261	1,297,137	377,574	41.1%
Operations							
Transportation Services			1,051	14,450	13,882	12,831	1220.8%
Operating Services			31,520	73,744	37,093	5,573	17.7%
Notices, Subscriptions, etc.			30,780	36,580	31,242	462	1.5%
Utilities			440,983	473,400	484,071	43,088	9.8%
Contractual Services			-	19,763	-	-	0.0%
Repair & Maintenance Services			195,646	241,700	198,580	2,934	1.5%
Employee programs			11,456	26,200	24,071	12,615	110.1%
Professional Development/Travel	N/A Breakout between Divisions begins FY 2016 -		653	380	-	(653)	-100.0%
Office Supplies	Detail provided on Overall Summary page for		22,899	28,000	23,243	344	1.5%
Operating Supplies	department		171,539	181,225	216,399	44,860	26.2%
Fuel & Mileage			310,000	230,000	217,000	(93,000)	-30.0%
Machinery & Equipment (<\$25,000)			513,530	515,945	513,530	-	0.0%
Repair & Maintenance Supplies			18,220	8,000	18,494	274	1.5%
Operational Units			12,240	10,793	10,353	(1,887)	-15.4%
Property & Liability Costs			470,414	412,093	493,935	23,521	5.0%
Rentals			5,253	3,965	5,253	-	0.0%
Permits			-	-	-	-	0.0%
Other Business Expenses			2,550	15	2,588	38	1.5%
Debt Service and Lease Payments			458,091	314,026	641,228	183,137	40.0%
Total Operations	-	-	2,696,825	2,590,279	2,930,962	234,137	8.7%
Capital	-	-	-	-	-	-	0.0%
Total Administration Division	-	-	3,616,388	3,767,540	4,228,101	611,713	16.9%

Notes & Objectives

Beginning in FY 2016, the Police Department was divided into three divisions. Detail for the Administration is on the following pages. Most operating costs have remained in the Administrative division, but personnel and certain departmental functions such as training, uniforms, and some operational units have been broken out to their respective divisions to provide a clearer picture of the departmental structure from a budgeting standpoint.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget - CID Division

	Actual 2014	Actual 2015	Budget 2016	Est 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages			3,092,361	3,056,808	2,411,549	(680,812)	-22.0%
Officials Fees	N/A Breakout between Divisions begins FY 2016		-	-	-	-	0.0%
Employee Benefits			1,102,776	856,454	834,659	(268,117)	-24.3%
Total Personnel	-	-	4,195,137	3,913,262	3,246,208	(948,929)	-22.6%
Operations							
Transportation Services			6,222	569	-	(6,222)	-100.0%
Operating Services			12,600	145	7,500	(5,100)	-40.5%
Notices, Subscriptions, etc.			-	2,000	-	-	0.0%
Utilities			-	45	-	-	0.0%
Contractual Services			-	9,588	-	-	0.0%
Repair & Maintenance Services			-	-	-	-	0.0%
Employee programs			49,232	25,000	34,942	(14,290)	-29.0%
Professional Development/Travel	N/A Breakout between Divisions begins FY 2016 -		-	-	-	-	0.0%
Office Supplies	Detail provided on Overall Summary page for department		-	-	-	-	0.0%
Operating Supplies			30,545	4,000	4,350	(26,195)	-85.8%
Fuel & Mileage			-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)			-	-	-	-	0.0%
Repair & Maintenance Supplies			-	568	-	-	0.0%
Operational Units			12,648	11,620	11,802	(846)	-6.7%
Property & Liability Costs			-	559	-	-	0.0%
Rentals			-	-	-	-	0.0%
Permits			-	-	-	-	0.0%
Other Business Expenses			-	-	-	-	0.0%
Debt Service and Lease Payments			-	-	-	-	0.0%
Total Operations	-	-	111,247	54,094	58,594	(52,653)	-47.3%
Capital	-	-	-	-	-	-	0.0%
Total CID Division	-	-	4,306,384	3,967,356	3,304,802	(1,001,582)	-23.3%

Notes & Objectives

Detail for the Criminal Investigations Division is included on the following pages. A few small changes from last year's budget--the first to be broken out into three divisions--have been made to reflect operational needs.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget - Patrol Division

	Actual 2014	Estd 2015	Budget 2016	Est 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages			4,780,497	4,562,439	5,129,967	349,470	7.3%
Officials Fees	N/A Breakout between Divisions begins FY 2016		-	-	-	-	0.0%
Employee Benefits			1,665,539	1,755,642	2,125,778	460,239	27.6%
Total Personnel	-	-	6,446,036	6,318,081	7,255,745	809,709	12.6%
Operations							
Transportation Services			-	25	-	-	0.0%
Operating Services			-	637	-	-	0.0%
Notices, Subscriptions, etc.			-	4,455	-	-	0.0%
Utilities			-	-	-	-	0.0%
Contractual Services			-	-	-	-	0.0%
Repair & Maintenance Services			-	90	-	-	0.0%
Employee programs			73,954	68,265	77,649	3,695	5.0%
Professional Development/Travel	N/A Breakout between Divisions begins FY 2016 -		-	-	-	-	0.0%
Office Supplies	Detail provided on Overall Summary page for department		-	850	-	-	0.0%
Operating Supplies			42,662	46,000	68,000	25,338	59.4%
Fuel & Mileage			-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)			-	484	7,900	7,900	0.0%
Repair & Maintenance Supplies			-	-	-	-	0.0%
Operational Units			47,550	31,000	51,370	3,820	8.0%
Property & Liability Costs			-	-	-	-	0.0%
Rentals			-	-	-	-	0.0%
Permits			-	-	-	-	0.0%
Other Business Expenses			-	-	-	-	0.0%
Debt Service and Lease Payments			-	-	-	-	0.0%
Total Operations	-	-	164,166	151,806	204,919	40,753	24.8%
Capital	-	-	-	-	-	-	0.0%
Total Patrol Division	-	-	6,610,202	6,469,887	7,460,664	850,462	12.9%

Notes & Objectives

Detail for the Patrol Division is included on the following pages. A few small changes from last year's budget--the first to be broken out into three divisions--have been made to reflect operational needs.



City of Franklin, Tennessee

FY 2017 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Fund Balance	121,781	165,436	295,296	295,296	489,890	194,594	65.90%
Revenues	171,821	214,483	173,161	271,507	124,010	-49,151	-28.38%
Expenditures	128,166	84,623	127,000	76,913	72,500	-54,500	-42.91%
Ending Balance	165,436	295,296	341,457	489,890	541,400	199,943	58.56%

Fund Summary

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

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

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

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



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

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

Staffing by Position

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Est 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	121,781	165,436	295,296	295,296	489,890	194,594	65.9%
Revenues							
DRUG FINES RECEIVED	82,013	42,740	93,070	114,882	95,397	2,327	2.5%
DRUG CONTRBUTIONS TO FPD		16,050		30,124	21,061	21,061	100.0%
CONFISCATED GOODS (FEDERAL)	68,264	95,226	47,321	110,593	-	(47,321)	-100.0%
CONFISCATED GOODS (STATE)	17,087	15,211	31,770	10,495	-	(31,770)	-100.0%
INTEREST INCOME	1,127	937	1,000	1,217	1,000	-	0.0%
SALE OF SURPLUS ASSETS	3,330	44,319	-	4,196	6,552	6,552	0.0%
Total Available Funds	171,821	214,483	173,161	271,507	124,010	(49,151)	-28.4%
Expenses (Operations)							
TRANSPORTATION CHARGES	4,670	2,564	2,000	-	-	(2,000)	-100.0%
NOTICES, SUBSCRIPTIONS, PUBLICITY	16,616	9,571	12,000	-	-	(12,000)	-100.0%
REPAIR & MAINTENANCE SERVICES	-	1,512	-	-	-	-	0.0%
EMPLOYEE PROGRAMS	26,706	10,295	25,000	-	-	(25,000)	-100.0%
OPERATING SUPPLIES	119	-	-	-	-	-	0.0%
MACHINERY & EQUIPMENT (<\$25,000)	13,042	-	-	18,846	-	-	0.0%
OPERATIONAL UNITS	40,802	38,855	48,000	57,600	72,500	24,500	51.0%
PERMITS	-	-	-	-	-	-	0.0%
OTHER BUSINESS EXPENSES	26,211	21,826	40,000	467	-	(40,000)	-100.0%
Capital	-	-	-	-	-	-	0.0%
Total Expenditures	128,166	84,623	127,000	76,913	72,500	(54,500)	-42.9%
Ending Fund Balance	165,436	295,296	341,457	489,890	541,400	199,943	58.6%

Notes & Objectives

The Franklin Police Department has recently been notified that the Federal Asset Forfeiture Program administered by the US Department of Justice will be suspended indefinitely due to budget cuts. Funds from this program have comprised roughly one third of all Drug Fund revenue over the past three years (about \$62,000 per year). As a result, the projected expenses have been updated to reflect the loss of that revenue.



Fund:

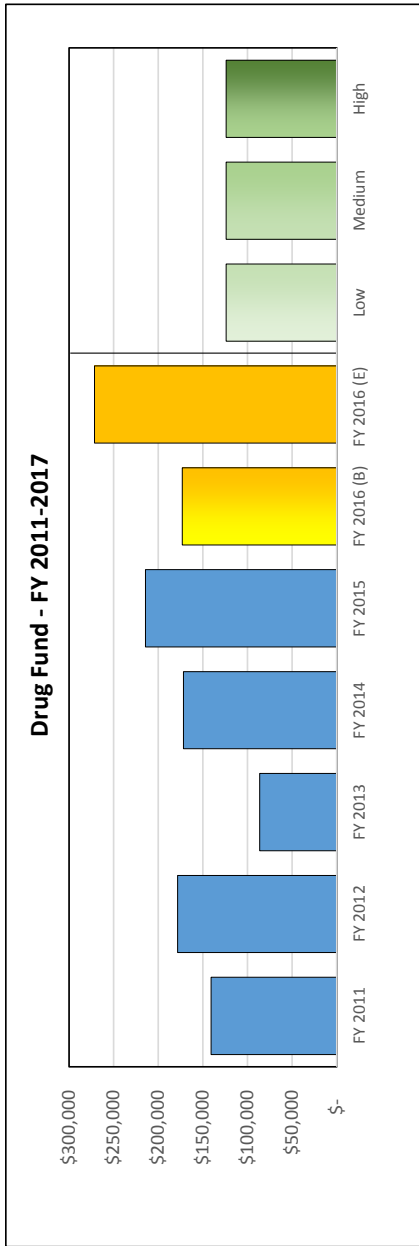
Drug Fund

Percent of All Revenues

0.1%

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

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



	Actual			Budget			Estimated			Forecasts (FY 2017)			Averages	
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average	10-Yr Average	
DRUG FINES RECEIVED	58,324	50,708	55,078	82,013	42,740	93,070	114,882	95,397	95,397	95,397	\$ 157,554	\$ 158,408	\$ 522,133	
DRUG CONTRIBUTIONS PAID TO POLICE DEPT	72,998	121,312	23,459	68,264	16,050	-	30,124	21,061	21,061	21,061	-	-	-	
CONFISCATED GOODS (FEDERAL)	6,179	1,372	3,224	17,087	95,226	47,321	110,593	-	-	-	-	-	-	
CONFISCATED GOODS (STATE)	3,475	5,009	1,840	1,127	15,211	31,770	10,495	-	-	-	-	-	-	
INTEREST INCOME	-	-	2,757	3,330	937	1,000	1,217	1,000	1,000	1,000	1,000	1,000	1,000	
SALE OF SURPLUS ASSETS	-	-	2,757	3,330	44,319	-	4,196	6,552	6,552	6,552	6,552	6,552	6,552	
Totals	\$ 140,976	\$ 178,401	\$ 86,358	\$ 171,821	\$ 214,483	\$ 173,161	\$ 271,507	\$ 124,010	\$ 124,010	\$ 124,010	\$ 124,010	\$ 124,010	\$ 124,010	1.9%
														-6.7%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2017 Operating Budget

Fire

Rocky Garzarek, Fire Chief

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	11,644,069	11,959,130	12,763,917	12,797,935	12,947,081	183,164	1.4%
Operations	1,603,841	1,808,110	2,464,603	2,340,879	2,461,667	-2,936	-0.1%
Capital	0	0	0	0	0	-	100.0%
Total	13,247,910	13,767,240	15,228,520	15,138,814	15,408,748	180,228	1.2%

Departmental Summary

We continue to thank the Board of Mayor and Aldermen and the City leadership for its support of the fire department in our endeavor to serve our community.



We saw another busy year in 2015, experiencing a three percent increase in call volume over 2014. We responded to 6,914 incidents. Although our response time still exceeds five minutes, we only experienced a three second increase over 2014. While six of our fire stations maintained a relatively unchanged response time, temporary Station 7 saw an average response time reduction of one minute 10 seconds, even though its incident responses increased from 59 to 139 (135%).

The fire department experienced five major achievements during the current fiscal year. In October 2015, the City of Franklin was awarded the top rating for fire protection services, earning a Class 1 Public Protection Classification from the Insurance Services Office (ISO). This makes Franklin one of only 132 cities out of 48,754 rated in the U.S. that have been awarded this classification, according to the ISO website.

Every member of our department participated in Foundation Development meetings where we created foundational principles that would govern our organization for years to come. During this process we defined our Vision of "Service through Excellence", established our Core Values consisting of "Professionalism, Integrity and Compassion", and every member signed documents expressing their commitment to our newly created "Communications Behavior Agreement" which details how we will communicate with and behave toward others.

In May 2016, the department will open the doors to its eighth fire station, including the addition of 12 new firefighters and a 75' aerial ladder truck. While the entire community will benefit from these additions, the Westhaven community, where the station is located, will directly benefit from a continued reduction in response times, which on average exceeded seven minutes without the station.

Our final two achievements involve the programming and implementation of a new Computer Aided Dispatch software and the installation of a robust automatic vehicle location system for each suppression response vehicle. These additions provide our emergency 911 call takers with automatic recommendations for the dispatch of the most appropriate resources. The recommendations are generated based on the location and type of emergency, capabilities of the apparatus and personnel,



City of Franklin, Tennessee

FY 2017 Operating Budget

Fire

Rocky Garzarek, Fire Chief

Departmental Summary (con't)

A project to provide sewer service to the Goose Creek area is underway and forecasted to be completed in the next calendar year. Funds are requested in the facilities tax account to begin some preliminary design work for site accommodations and also to procure a fire engine.

The fire department is not successful solely because of its physical resources. We recognize that our people must be able to maintain their present skills and continue to learn new ones in the face of our ever-changing threats. Due to the increasing size of our department, we recognize the need to seek alternative avenues to deliver training to personnel. Additional computer-based training software will assist us in accomplishing this goal, while maximizing the opportunities for personnel and apparatus to remain available for emergency responses within their assigned response areas. Our proposal continues to offer incentives for paramedic-level training initiatives, increased opportunities for advanced technical rescue training, and specialty training for responding to active shooter incidents.

The department has always and will continue to be prudent in the management of our budget resources. With a budget exceeding \$15 million, we believe there is great benefit in creating a fiscal manager for budget and procurement oversight, and that this position has the potential to pay for itself.

Departmental Goals

Maintain a new Insurance Services Office Public Protection Class rating of 1 for the entire City.

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme: A Safe Clean and Livable City



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

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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016***	2017***
Calls for service	6179	6530	6790	6994	7344
- Medical	4237	4339	4652	4748	4985
- Fire	149	151	148	140	147
- Structure Fire	64	34	53	52	55
- Overpressure	7	20	14	18	19
- Hazardous Conditions	134	186	146	160	168
- Service Call	394	505	527	566	594
- Good Intention Call	428	381	428	444	466
- False Alarm	749	908	873	914	960
- Severe Weather/Natural Disaster	10	5	1	2	2
- Other	7	1	1	2	2
Total Calls for Service / 1,000 Population	92	98	102	100	105
Tennessee Statewide Benchmarking Average	96	105	109	TBD	TBD
Structure fires / 1,000 Population	0.97	0.51	0.80	0.74	0.78



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

	2013	2014	2015	2016	2017
Tennessee Statewide Benchmarking Average	1.49	1.44	1.57	TBD	TBD
Fire inspections	1058	693	N/a	1000	TBD
Fire code violations (notices)	1406	86	N/a	TBD	TBD
Number of budgeted certified positions	160	161	173	171	171
ISO rating	2	2	2	1	1
Number of fire stations	6	6	7	7	8
Total fire apparatus	16	16	16	16	17

Efficiency Measures

	2013	2014	2015	2016***	2017***
Total Fire Costs per Capita	\$ 218.30	\$ 223.44	\$ 231.64	\$ 216.27	\$ 220.12
Tennessee Statewide Benchmarking Average	\$ 170.79	\$ 176.60	\$ 180.24	TBD	TBD
Budgeted Certified Positions / 1,000 population	2.41	2.43	2.61	2.44	2.44
Tennessee Statewide Benchmarking Average	2.03	2.00	1.98	TBD	TBD
Cost per Call for Service	\$ 2,367	\$ 2,281	\$ 2,264	\$ 2,165	\$ 2,098
Tennessee Statewide Benchmarking Average	\$ 2,182	\$ 2,053	\$ 2,177	TBD	TBD

Outcome (Effectiveness) Measures

	2013	2014	2015	2016***	2017***
Provide a response time among the top quartile of Tennessee Benchmark cities (TMBP).					
Average Franklin total response time (dispatch and department)*	5.53	6.04	7.3	6.15	6.3
Tennessee Statewide Benchmarking Average	5.62	5.72	5.31	TBD	TBD
Percent met total target response time (6 min, 35 sec)					
Meets Target?	Yes	Yes	No	TBD	TBD
Franklin Response among top quartile of TMBP cities?					
Meets Target?	No	No	No	TBD	TBD
Reduce property fire loss per \$1 million of appraised value.					
Fire Loss per \$1 million of Appraised Value	\$ 43.97	\$ 63.39	TBD	TBD	TBD
Meets Target?	Yes	No	TBD	TBD	TBD
Confine the fire to the room of origin for 90% of all interior structure fire incidents	90%	91%	93%	91%	91%
Deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.	100%	100%	100%	100%	100%
Deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended
Property value dollars saved	\$12,706,250	\$17,518,825	\$131,029,883	TBD	TBD
Percent of fire code violations cleared in 90 days	N/A	N/A	TBD	TBD	TBD

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

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

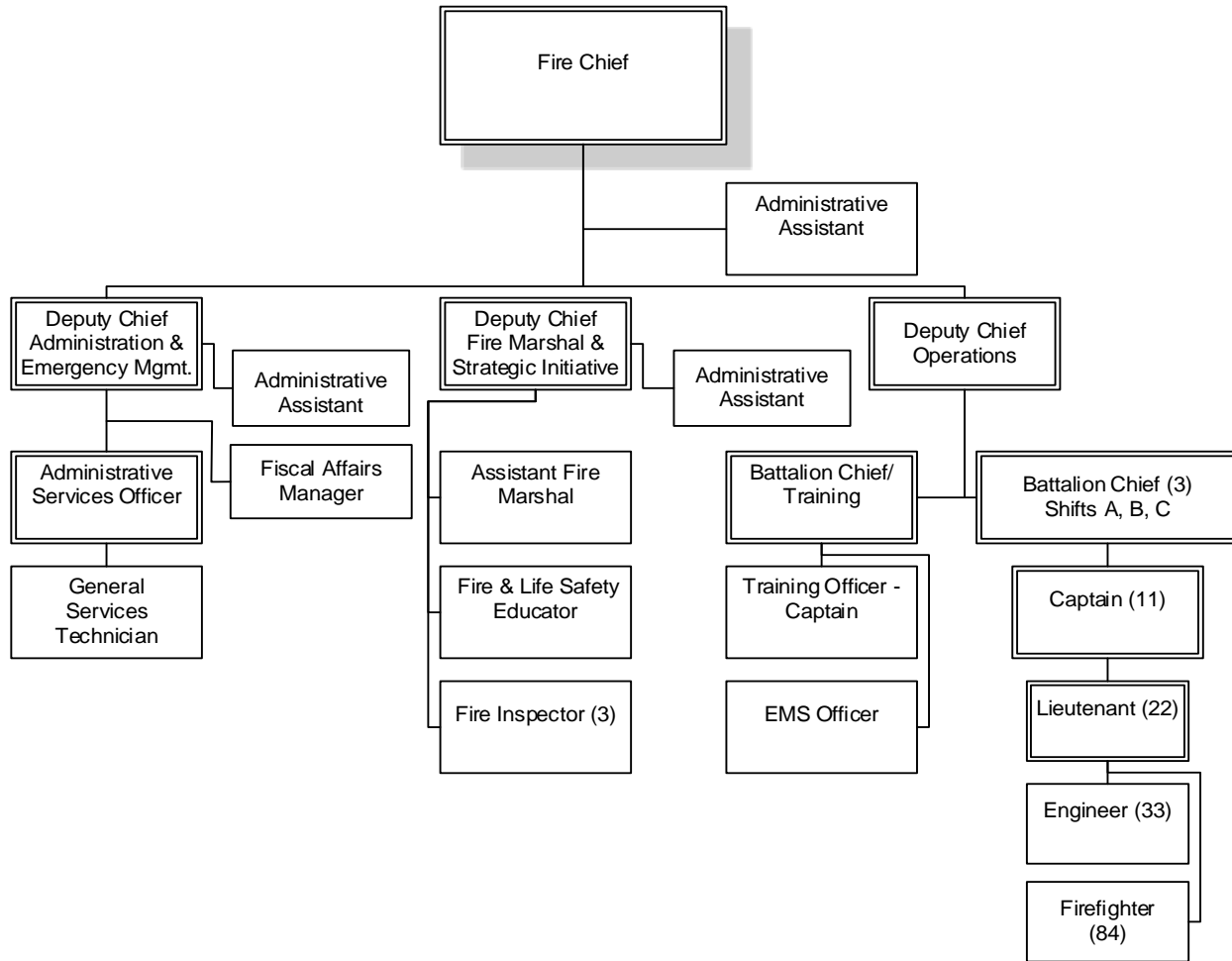
*** 2016 and 2017 measures estimated.



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee

FY 2017 Operating Budget

Staffing by Position

Staffing will be updated through the process.

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fire Chief	Grade L	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Administration	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Operations	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Fire Marshal	Grade K	1	0	1	0	1	0	1	0	1	0
Battalion Chief	Grade J	3	0	3	0	3	0	3	0	3	0
Battalion Chief - Training	Grade J	1	0	1	0	1	0	1	0	1	0
EMS Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Fire Captain	Grade I	14	0	14	0	14	0	14	0	11	0
Training Officer (Captain)	Grade I	1	0	1	0	1	0	1	0	1	0
Administrative Services Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Assistant Fire Marshal	Grade H	1	0	1	0	1	0	1	0	1	0
Fiscal Affairs Manager	Grade H	0	0	0	0	0	0	0	0	1	0
Fire & Life Safety Educator	Grade G	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	Grade G	16	0	16	0	16	0	16	0	22	0
Fire Inspector	Grade G	2	0	3	0	3	0	3	0	3	0
Fire Engineer	Grade F	30	0	30	0	30	0	30	0	33	0
Firefighter	Grade E	81	0	81	0	91	0	91	0	84	0
Administrative Assistant	Grade D	2	1	3	0	3	0	3	0	3	0
General Services Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	--	0	0	0	0	0	0	0	0	0	0
Accreditation Manager	--		0	0	0	0	0	0	0	0	0
Totals		159	1	161	0	171	0	171	0	171	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Est 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	8,134,197	8,663,478	9,179,204	9,201,142	8,908,972	(270,232)	-2.9%
Employee Benefits	3,509,872	3,295,652	3,584,713	3,596,793	4,038,109	453,396	12.6%
Total Personnel	11,644,069	11,959,130	12,763,917	12,797,935	12,947,081	183,164	1.4%
Operations							
Transportation Services	848	1,317	3,050	2,750	2,850	(200)	-6.6%
Operating Services	102,552	105,092	143,353	124,600	161,717	18,364	12.8%
Notices, Subscriptions, etc.	27,130	28,347	36,405	37,135	32,879	(3,526)	-9.7%
Utilities	241,156	249,078	271,382	255,200	258,620	(12,762)	-4.7%
Contractual Services	30,452	34,276	41,050	35,120	62,350	21,300	51.9%
Repair & Maintenance Services	385,049	333,061	440,895	359,005	417,000	(23,895)	-5.4%
Employee programs	32,672	38,268	86,740	87,500	90,156	3,416	3.9%
Professional Development/Travel	23,756	27,751	57,657	57,697	82,940	25,283	43.9%
Office Supplies	16,977	21,238	18,200	26,000	26,700	8,500	46.7%
Operating Supplies	215,835	192,891	182,680	195,775	223,000	40,320	22.1%
Fuel & Mileage	100,892	76,007	85,500	60,100	57,500	(28,000)	-32.7%
Machinery & Equipment (<\$25,000)	156,955	309,520	342,500	342,500	275,105	(67,395)	-19.7%
Repair & Maintenance Supplies	127,047	93,905	111,530	114,500	114,000	2,470	2.2%
Operational Units	3,305	819	10,000	3,000	10,000	-	0.0%
Property & Liability Costs	122,640	92,443	90,113	95,984	100,000	9,887	11.0%
Rentals	-	-	500	1,000	1,000	500	100.0%
Permits	5,565	5,202	6,335	6,300	9,665	3,330	52.6%
Other Business Expenses	-	10	-	-	-	-	0.0%
Debt Service and Lease Payments	11,010	198,885	536,713	536,713	536,185	(528)	-0.1%
Total Operations	1,603,841	1,808,110	2,464,603	2,340,879	2,461,667	(2,936)	-0.1%
Building Improvements	-	-	-	-	-	-	-
Machinery & Equipment (>\$25,00)	-	-	-	-	-	-	100.0%
Capital	-	-	-	-	-	-	100.0%
Total Fire Department	13,247,910	13,767,240	15,228,520	15,138,814	15,408,748	180,228	1.2%



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

FINANCE & ADMINISTRATION

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

City of Franklin Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2015 Comprehensive Annual Financial Report (25th year). This is a remarkable achievement, and one of which the Finance Department is extremely proud.
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2016 budget document (8th year).
- Completed the 2015 annual audit with no findings.

Under this operating unit are:

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Finance

Russell Truell, Assistant City Administrator

Mike Lowe, Comptroller

Budget Summary

	2014	2015	2016	2016	2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	772,560	830,939	876,549	891,484	871,205	-5,344	-0.6%
Operations	-56,018	-43,394	-70,624	-63,768	-52,568	18,056	-25.6%
Capital	0	0	50,000	25,000	25,000	(25,000)	-50.0%
Total	716,542	787,545	855,925	852,716	843,637	-12,288	-1.4%

Departmental Summary

The Finance department oversees the security and management of the City's financial interests. The department helps the City Administrator prepare, implement and monitor the City's annual operating and capital budgets. The department also plans and executes the issuance of short-term and long-term borrowing.

The Finance department provides a variety of financial services for the City of Franklin. These include: (1) financial accounting and reporting, (2) budgeting and analytics, (3) investment of temporarily idle funds, (4) maintaining and reconciling City bank accounts, (5) issuing employee payroll, (6) issuing vendor payments, (7) internal audits, and (8) ensuring that the annual external financial audit is conducted.

FY 2017 Outlook

As a significant part of its paperless initiatives, the Finance department no longer issues paper payroll checks as of April 1, 2015. Also, employees access their bi-weekly paystubs electronically instead of paper remittances. Finance no longer requests an additional direct deposit form for paying employee reimbursements through accounts payable. The use of direct deposit and electronic remittances reduces the use of expensive check stock, envelopes and postage, as well as the manpower required to investigate and report outstanding payroll checks, and distribute paper remittances. During 2016, a budget and analytics division was created using existing resources. As we near the end of fiscal year 2016, the department is working on the documentation of internal controls. FY 2016 will also be the first year of the State of Tennessee's requirements to close books within 60 days of fiscal year end.

The Finance department continues to encourage electronic payments for existing and new vendors. Allowing Automated Clearing House (ACH) remittances to be emailed rather than mailed through the postal system will increase savings on postage. Utilities payments have been automatically drafted for several years.

For 2017, the department will focus on best practices of cash management and financial analysis efforts. The department is updating its practices for tracking and forecasting receipts and payments, as well as analyzing financial data not only for the City, but also other entities such as Transit and the Conference Center.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

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



Franklin 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 an over-dependence on a single dominant revenue source.

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

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

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

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

Workload (Output) Measures

		2013	2014	2015	2016*	2017*
	Have City's rating affirmed by multiple rating agencies (maximum = 3)	2	2	2	2	2
	Increase use of electronic payments for payroll (percent paid by ACH)	98%	98%	100%	100%	100%
	Increase use of electronic payments for AP (percent paid by ACH/EFT)	33%	34%	35%	40%	50%
	Vendor payments issued	4,942	4,045	3,905	4,000	4,000
	Invoices processed	9,349	6,143	5,955	6,000	6,000
	Checks issued (non-payroll)	3,821	2,652	2,327	2,000	1,700



City of Franklin, Tennessee






FY 2017 Operating Budget

Performance Measures

Efficiency Measures

	2013	2014	2015	2016*	2017*
Number of days to close fiscal year does not exceed 60	120	99	89	60	60

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
 Retain the City's Triple AAA rating (for consecutive months)	174 months since attained December 1998	186 months since attained December 1998	198 months since attained December 1998	210 months since attained December 1998	224 months since attained December 1998
Exceed the return on investments of the LGIP	.88% average to LGIP's .13%	1.45% average to LGIP's .09%	.80% average to LGIP's .09%	Exceed LGIP average by 1%	Exceed LGIP average by 1%
 Achieve the GFOA Annual Report award for financial reporting annually	22nd consecutive (for FY 2012)	23rd consecutive (for FY 2013)	24th consecutive (for FY 2014)	25th consecutive (for FY 2015)	26th consecutive (for FY 2016)
 Achieve the GFOA Budget Report award annually	5th award (for FY 2013 budget)	6th award (for FY 2014 budget)	7th award (for FY 2015 budget)	8th award (for FY 2016 budget)	9th award (for FY 2017 budget)
 Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant revenue source.					
Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.					
Target?	Baseline Being Established				
Meets Target?	TBD	TBD	TBD	TBD	TBD
 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.					
Target (# of rating agencies per FY)	2	2	2	2	2
Meets Target?	Yes	Yes	Yes	Yes	Yes

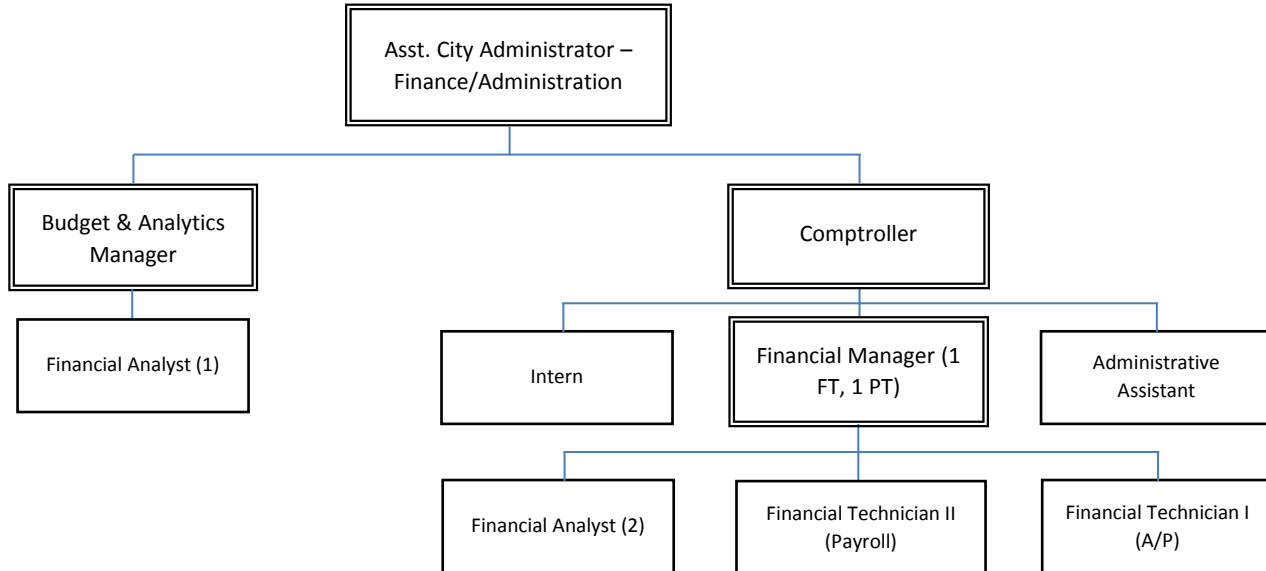
* 2016 & 2017 estimated



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst. City Admin-Finance/Admin	Grade N	1	0	1	0	1	0	1	0	1	0
Comptroller	Grade K	1	0	1	0	1	0	1	0	1	0
Budget & Analytics Mgr.	Grade I	0	0	0	0	0	0	1	0	1	0
Business Process Imp. Mgr.	Grade H	0	0	1	0	1	0	0	0	0	0
Financial Manager	Grade H	1	1	1	1	1	1	1	1	1	1
Financial Analyst	Grade F	3	0	3	0	3	0	3	0	3	0
Payroll Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
Financial Technician I(AP)	Grade D	0	0	1	0	1	0	1	0	1	0
Financial Technician 1/2/3	---	2	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	Intern	0	0	0	0	0	1	0	1	0	1
Totals		9	1	10	1	10	2	10	2	10	2



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	561,050	636,716	667,657	689,325	642,582	(25,075)	-3.8%
Employee Benefits	211,510	194,223	208,892	202,159	228,623	19,731	9.4%
Total Personnel	772,560	830,939	876,549	891,484	871,205	(5,344)	-0.6%
Operations							
Transportation Services	3,471	1,992	2,350	2,300	2,300	(50)	-2.1%
Operating Services	2,392	412	1,850	712	750	(1,100)	-59.5%
Notices, Subscriptions, etc.	6,961	8,915	5,155	8,550	8,675	3,520	68.3%
Utilities	4,264	4,370	3,950	4,234	4,500	550	13.9%
Contractual Services	14,396	16,898	20,900	16,008	17,000	(3,900)	-18.7%
Repair & Maintenance Services	2,892	6,487	3,000	7,000	7,000	4,000	133.3%
Employee programs	-	-	-	-	-	-	0.0%
Professional Development/Travel	15,598	13,875	11,350	15,346	15,600	4,250	37.4%
Office Supplies	4,445	5,324	5,750	5,850	5,900	150	2.6%
Operating Supplies	180	28	-	-	-	-	0.0%
Fuel & Mileage	66	363	300	-	-	(300)	-100.0%
Machinery & Equipment (<\$25,000)	3,317	11,728	7,600	10,718	27,450	19,850	261.2%
Repair & Maintenance Supplies	113	176	100	200	200	100	100.0%
Property & Liability Costs	2,522	3,746	3,632	3,485	3,656	24	0.7%
Permits	1,000	800	-	800	800	800	100.0%
Financial Fees	67,934	64,271	66,500	64,080	64,500	(2,000)	-3.0%
Interfund Reimbursements	(185,569)	(182,778)	(203,061)	(203,061)	(210,909)	(7,848)	3.9%
Total Operations	(56,018)	(43,394)	(70,624)	(63,768)	(52,568)	18,056	-25.6%
Machinery & Equipment (>\$25,000)	-	-	50,000	25,000	25,000	(25,000)	-50.0%
Capital	-	-	50,000	25,000	25,000	(25,000)	-50.0%
Total Finance Department	716,542	787,545	855,925	852,716	843,637	(12,288)	-1.4%



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Information Technology

Fred Banner, Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	1,314,453	1,519,409	1,627,413	1,685,595	1,714,837	87,424	5.4%
Operations	2,196,749	2,555,310	2,344,196	2,299,790	2,384,220	40,024	1.7%
Capital	959,444	0	34,500	34,500	0	(34,500)	-100.0%
Total	4,470,646	4,074,719	4,006,109	4,019,885	4,099,057	92,948	2.3%

Departmental Mission:

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

Departmental Vision:

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

Departmental Summary

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

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



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

Citizens will have online access to city services.

Goal: To enhance online services for citizens.

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Number of ArcMap Licenses -GIS	80	90	75	80	TBD
Number of 800 MHz Radios (Motorola)	725	725	725	952	TBD
Number of Cell Phones (Verizon Wireless)	260	260	264	297	TBD
Number of Cell Phones Recycled	TBD	124	130	139	TBD
Number of Wireless Lines (Verizon Wireless)	435	480	510	565	TBD
Number of Active User Extensions -Phone System (Cisco Systems)	510	667	723	763	TBD
Number of Desktop Computers	500	525	500	374	TBD
Number of Laptops	300	315	350	389	TBD
Number of Servers	53(50)*	30(65)*	20(90)	13(108)	TBD
Number of Servers Virtualized	15	TBD	90	108	TBD
Help Desk / HelpStar Requests by Category:					
800 MHz Radios	120	140	72	109	TBD
Financial Applications	90	90	189	437	TBD
FIRE -Computer Technology	200	200	132	168	TBD
GIS	230	240	167	1394	TBD
Hardware	350	450	321	313	TBD



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

Phones	350	400	311	309	TBD
Police - Computer Technology	700	650	366	419	TBD
Printers	161	200	132	99	TBD
Software	1350	1400	1314	1204	TBD
TriTech	10	10	1	3	TBD
Web Related	235	350	159	94	TBD
Total Active Calls:	1,296,156	1,296,156	1,296,156	1,477,750	TBD
Duration:	4,887:37:25 (hours/minutes/seconds)	4,887:37:25 (hours/minutes/seconds)	4,887:37:25 (hours/minutes/seconds)	5826:38:18 (hours/minutes/seconds)	TBD
Total Push to Talks:	2,868,220	2,868,220	2,868,220	3,221,358	TBD
Average Voice Call Duration:	0:00:14 (seconds)	0:00:14 (seconds)	0:00:14 (seconds)	0:00:14 (seconds)	TBD

Efficiency Measures

	2013	2014	2015	2016*	2017*
TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

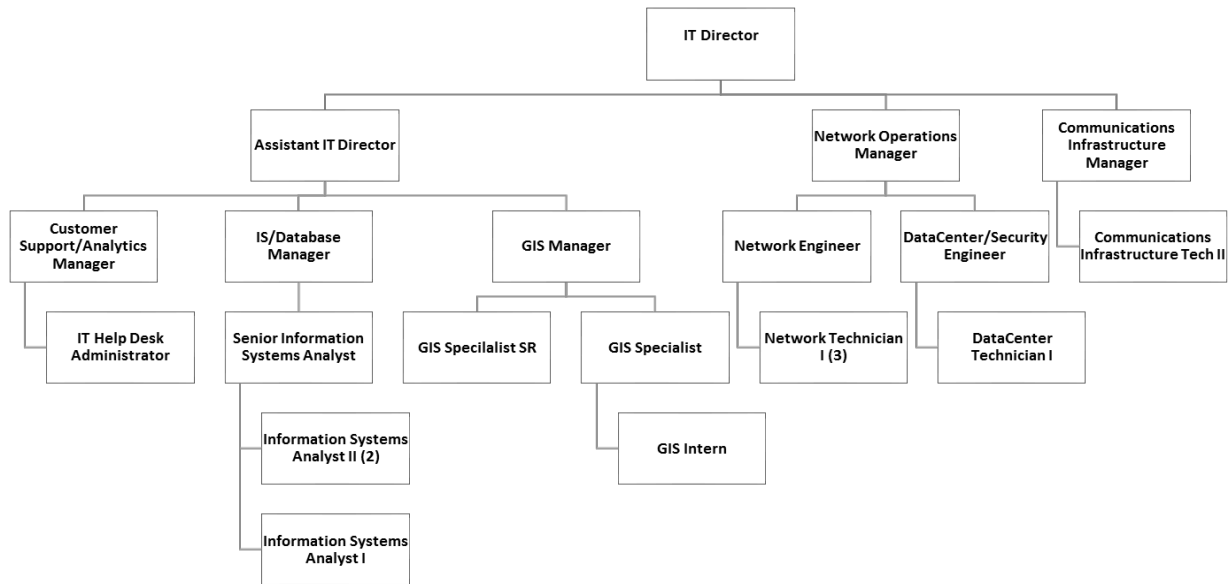
	2013	2014	2015	2016*	2017*
Enhance online services for citizens (Baseline 100 in 2013)	100	TBD	TBD	TBD	TBD
Target	100	>100	>101	>102	>103
Meets Target?	Yes	TBD	TBD	TBD	TBD

* 2016 & 2017 data estimated



City of Franklin, Tennessee FY 2017 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Info Technology Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant IT Director	Grade K	0	0	0	0	1	0	1	0	1	0
Information Systems/Database Manager	Grade J	0	0	1	0	1	0	1	0	1	0
Communications Infrastructure Manager	Grade J	0	0	1	0	0	0	1	0	1	0
Customer Support/Analytics Manager	Grade J	0	0	1	0	1	0	1	0	1	0
Network Operations Manager	Grade J	0	0	1	0	1	0	1	0	1	0
GIS Manager	Grade J	0	0	1	0	1	0	1	0	1	0
Senior Information Systems Analyst	Grade H	0	0	1	0	1	0	1	0	1	0
Information Systems Analyst II	Grade H	0	0	1	0	1	0	2	0	2	0
DataCenter/Security Engineer	Grade H	0	0	0	0	1	0	1	0	1	0
GIS Specialist Sr	Grade G	2	0	1	0	1	0	1	0	1	0
Information Imaging Specialist /Trainer	Grade G	0	0	1	0	1	0	1	0	0	0
Network Engineer	Grade G	0	0	1	0	1	0	1	0	1	0
Communications Infrastructure Tech II	Grade G	0	0	0	0	1	0	1	0	1	0
DataCenter Tech I	Grade F	2	0	2	0	2	0	2	0	1	0
Network Technician I	Grade F	2	0	1	0	1	1	1	1	2	1
Information Systems Analyst I	Grade F	0	0	1	0	1	0	0	0	1	0
ITS Specialist	Grade E	0	0	1	0	1	0	0	0	0	0
GIS Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
IT Help Desk Administrator	Grade E	0	0	1	0	1	0	1	0	1	0
Intern	Intern	0	2	0	2	0	1	0	1	0	1
Applications Development Manager	---	0	0	0	0	0	0	0	0	0	0
Communications Services Manager	---	1	0	0	0	0	0	0	0	0	0
Database Admin./Webmaster	---	1	0	0	0	0	0	0	0	0	0
Database Manager	---	1	0	0	0	0	0	0	0	0	0
GIS Applications Manager	---	1	0	0	0	0	0	0	0	0	0
Financial Applications Manager	---	1	0	0	0	0	0	0	0	0	0
Business Services Applications Man.	---	1	0	0	0	0	0	0	0	0	0
Network Manager	---	1	0	0	0	0	0	0	0	0	0
Public Safety Applications Manager	---	1	0	0	0	0	0	0	0	0	0
Administrative Assistant	---	1	0	0	0	0	0	0	0	0	0
Asset Analyst I	---	1	0	0	0	0	0	0	0	0	0
Totals		17	2	18	2	20	2	20	2	20	2



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	1,008,006	1,206,260	1,326,559	1,307,293	1,345,423	18,864	1.4%
Employee Benefits	306,447	313,149	300,854	378,302	369,414	68,560	22.8%
Total Personnel	1,314,453	1,519,409	1,627,413	1,685,595	1,714,837	87,424	5.4%
Operations							
Transportation Services	1,846	1,685	1,100	1,000	850	(250)	-22.7%
Operating Services	545	2,143	560	460	400	(160)	-28.6%
Notices, Subscriptions, etc.	3,841	1,062	3,500	1,550	2,350	(1,150)	-32.9%
Utilities	59,698	61,540	74,300	60,883	59,700	(14,600)	-19.7%
Contractual Services	1,118,236	1,517,771	1,400,149	1,437,914	1,464,495	64,346	4.6%
Repair & Maintenance Services	46,284	91,894	28,500	1,400	8,400	(20,100)	-70.5%
Employee programs	1,290	10,806	40,560	40,560	44,775	4,215	10.4%
Professional Development/Travel	38,440	19,012	46,495	28,644	36,500	(9,995)	-21.5%
Office Supplies	4,079	6,218	8,500	5,350	8,600	100	1.2%
Operating Supplies	428	-	700	700	700	-	0.0%
Fuel & Mileage	2,617	4,060	3,350	2,000	2,405	(945)	-28.2%
Machinery & Equipment (<\$25,000)	520,377	185,189	177,100	164,325	119,250	(57,850)	-32.7%
Repair & Maintenance Supplies	32,802	150,593	144,300	139,043	311,300	167,000	115.7%
Property & Liability Costs	22,863	31,649	32,616	32,450	34,072	1,456	4.5%
Rentals	1,382	1,612	-	1,036	-	-	0.0%
Other Business Expenses	904	480	1,000	1,000	3,000	2,000	200.0%
Debt Service and Lease Payments	341,117	469,596	381,466	381,475	287,423	(94,043)	-24.7%
Total Operations	2,196,749	2,555,310	2,344,196	2,299,790	2,384,220	40,024	1.7%
Machinery & Equipment (>\$25,000)	959,444	-	34,500	34,500	-	(34,500)	-100.0%
Capital	959,444	-	34,500	34,500	-	(34,500)	-100.0%
Total Information Technology	4,470,646	4,074,719	4,006,109	4,019,885	4,099,057	92,948	2.3%



City of Franklin, Tennessee

FY 2017 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2014	2015	2016		2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	193,864	194,606	200,561	205,245	206,483	5,922	3.0%
Operations	-31,305	-21,116	-8,536	-13,715	-3,036	5,500	-64.4%
Capital	0	0	0	0	0	-	0.0%
Total	162,559	173,490	192,025	191,530	203,447	11,422	5.9%

Departmental Summary

Procurement of goods and services not pertaining to the design and/or construction of new infrastructure and facilities but that is valued at or above the public advertisement / sealed submittal threshold, currently \$25,000, is normally facilitated by the Purchasing Office, along with some procurements that are common to multiple departments. (Since 2013, the Engineering Department, the Facilities Office 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 and Police, on an as-needed basis the lawful disposal of surplus personal property of the City, and, at the discretion of the department, any unclaimed lost, stolen or seized personal property of others recovered by or turned over to the City.

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

FY 2017 Outlook

The Purchasing Office anticipates continuing to focus on its mission:

- to support the City’s end-user departments in the policy-compliant procurement of non-construction-related products and services so that the City may fulfill its mission;
- to strive for the City to receive maximum value for every non-construction-related purchase of the City; and
- to strive to preserve and enhance the public trust in the manner in which the City conducts its non-construction-related purchasing.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Number of formal procurement solicitations processed by the Purchasing Office ^{1,2}	16	24	31	35	40
Number of city purchase orders prepared	32	45	53	60	65
Number of purchasing card transactions processed	19,061	19,561	18,885	19,000	19,000
Value of purchasing card transactions processed	\$ 6,197,097	\$ 6,680,614	\$ 7,088,331	\$ 7,500,000	\$ 7,900,000
Total organization purchasing dollar volume	\$ 57,901,958	\$ 64,174,250	\$ 59,825,116	\$ 62,000,000	\$ 63,000,000
Value of City's rebate earned for total spend, net of credits (by calendar year)	\$ 54,997	\$ 59,536	\$ 60,673	\$64,639	\$ 66,000
Number electronic auctions of surplus property	48	92	74	70	70
Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services)	\$ 182,904	\$ 205,954	\$ 474,637	\$ 200,000	\$ 200,000
Fee paid by City for electronic auction services	\$ 13,723	\$ 15,464	\$ 35,602	\$ 15,000	\$ 15,000
Number of formal protests received	1	0	0	0	0
Number of vendor outreach events attended	3	1	3	3	3

Performance Measures

# of emergency ³ purchases known to Purchasing	N/A	1	1	1	1
# of sole-source ⁴ purchases known to Purchasing	N/A	5	6	5	5

Efficiency Measures

	2013	2014	2015	2016*	2017*
Average number of calendar days (from receipt of card request to receipt of delivered card) for...					
... purchasing card	6	6	6	6	6
... fleet fuel driver number	1	1	1	1	1
... fleet fuel vehicle card	5	5	5	5	10



City of Franklin, Tennessee

FY 2017 Operating Budget

	P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume	10.70%	10.40%	11.85%	12.10%	12.54%
	Tennessee Statewide Benchmarking Average	1.91%	2.47%	2.40%	TBD	TBD

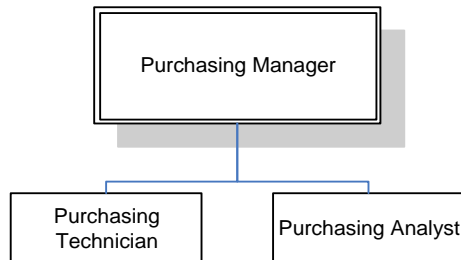
Outcome (Effectiveness) Measures

		2013	2014	2015	2016*	2017*
	Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations ¹² processed by the Purchasing Office	120	108	82	90	90
	Target (90 Days)	90	90	90	90	90
	Meets Target?	No	No	Yes	Yes	Yes

Notes

- 1 Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.
- 2 The City's public advertisement / sealed submittal threshold is currently \$25,000, pursuant to Ordinance No. 2010-72.
- 3 Defined as impinging on public health, safety or welfare and valued at or greater than \$10,000.
- 4 Defined as valued at or greater than \$25,000.
- 5 (*) FY 2016 and FY 2017 data are estimates

Organizational Chart



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



City of Franklin, Tennessee

FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Purchasing Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Purchasing Analyst	Grade F	1	0	0	0	0	0	1	0	1	0
Purchasing Specialist	Grade E	0	0	1	0	1	0	0	0	0	0
Purchasing Technician	Grade C	1	0	1	0	1	0	1	0	1	0
Totals		3	0	3	0	3	0	3	0	3	0

Budget

	Actual 2014	Estd 2015	Budget 2016	Est 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	144,170	148,320	150,405	155,327	150,091	(314)	-0.2%
Employee Benefits	49,694	46,286	50,156	49,918	56,392	6,236	12.4%
Total Personnel	193,864	194,606	200,561	205,245	206,483	5,922	3.0%
Operations							
Transportation Services	10	4	50	50	50	-	0.0%
Operating Services	71	50	400	368	450	50	12.5%
Notices, Subscriptions, etc.	1,651	1,542	3,190	2,950	3,796	606	19.0%
Utilities	705	710	770	813	860	90	11.7%
Contractual Services	1,485	14,338	14,438	13,621	15,678	1,240	8.6%
Professional Development/Travel	3,406	2,885	12,440	11,449	14,380	1,940	15.6%
Office Supplies	275	592	950	417	963	13	1.4%
Operating Supplies	-	-	100	100	102	2	2.0%
Fuel & Mileage	234	194	275	170	286	11	4.1%
Machinery & Equipment (<\$25,000)	599	3,384	3,200	641	9,400	6,200	193.8%
Property & Liability Costs	1,220	1,551	1,532	1,587	1,609	77	5.0%
Reimbursement of Interfund Trans.	(40,961)	(46,366)	(45,881)	(45,881)	(50,611)	(4,730)	10.3%
Total Operations	(31,305)	(21,116)	(8,536)	(13,715)	(3,036)	5,500	-64.4%
Capital	-	-	-	-	-	-	0.0%
Total Purchasing Department	162,559	173,490	192,025	191,530	203,447	11,422	5.9%

Notes & Objectives

The budget for FY 2017 provides funding to continue the operation of the Purchasing Office.



City of Franklin, Tennessee
FY 2017 Operating Budget

Municipal Court

Lawrence Sullivan, Assistant City Recorder/Municipal Court Clerk

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	213,454	176,752	194,862	186,800	195,153	291	0.1%
Operations	22,663	25,063	120,633	80,521	120,762	129	0.1%
Capital	0	0	0	0	0	-	0.0%
Total	236,117	201,815	315,495	267,321	315,915	420	0.1%

Department Mission

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

Department Vision

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

FY 2017 Outlook

In 2016, we will begin the implementation of the new electronic ticketing initiative between Municipal Court and the Police Department. We believe this will greatly improve our efficiency and reduce unnecessary duplication of data entry in the ticketing and adjudication process. We are positioned to continue to cross utilize support staff from the office of Revenue Management which will maintain our service level gains during Court sessions.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

Theme: None Specific

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Citations Processed per Employee (per month)	400	375	370	370	370
Total Cases Filed	15,456	12,945	11,547	10,550	10,550
Types of Cases					
- Moving Violations	4,448	3,872	2,467	2,000	2,000
- Financial Responsibility	1,980	1,618	1,123	1,100	1,100
- License and Registration	1,148	1,076	948	900	900
- Codes Enforcement	417	377	327	300	300
- Failure to Appear	697	695	497	500	500
- Seat Belt	528	402	256	250	250
- Parking Violations - Cited	945	1,438	442	500	500
- Parking Violations - Warning	5,293	3,467	5,487	5,000	5,000

Efficiency Measures

	2013	2014	2015	2016*	2017*
Average # of days from issuance of Citation to Court Hearing	45.5	44.6	44.4	44.4	44.4

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
Municipal Court Collections as a percentage of Municipal Obligations Billed	91.0%	87.1%	91.7%	90.0%	90.0%
Tennessee Statewide Benchmarking Average	86.0%	79.1%	85.8%	TBD	TBD



City of Franklin, Tennessee

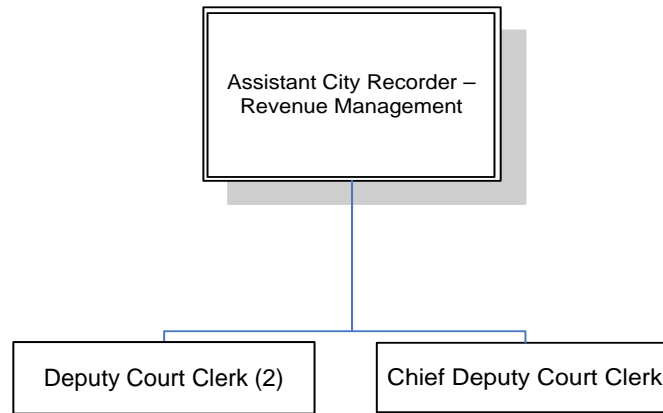
FY 2017 Operating Budget

Performance Measures

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

* 2016 and 2017 Data Estimated

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Deputy Court Clerk	Grade E	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	Grade C	1	2	1	2	1	2	2	0	2	0
Totals		2	2	2	2	2	2	3	0	3	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	133,570	108,448	106,597	112,759	108,806	2,209	2.1%
Officials Fees	26,160	23,277	25,054	25,054	25,054	-	0.0%
Employee Benefits	53,724	45,027	63,211	48,987	61,293	(1,919)	-3.0%
Total Personnel	213,454	176,752	194,862	186,800	195,153	291	0.1%
Operations							
Transportation Services	8,916	7,616	9,350	9,350	9,862	512	5.5%
Operating Services	1,217	1,744	2,200	2,253	2,400	200	9.1%
Notices, Subscriptions, etc.	498	351	775	775	815	40	5.2%
Utilities	677	681	825	825	875	50	6.1%
Contractual Services	2,240	2,240	2,500	2,500	2,740	240	9.6%
Repair & Maintenance Services	2,922	173	2,500	2,500	2,750	250	10.0%
Professional Development/Travel	914	379	2,500	2,500	2,740	240	9.6%
Office Supplies	1,616	1,919	2,950	5,950	2,500	(450)	-15.3%
Operating Supplies	211	240	180	300	300	120	66.7%
Fuel & Mileage	-	338	100	100	100	-	0.0%
Machinery & Equipment (<\$25,000)	171	3,213	2,500	-	-	(2,500)	-100.0%
Repair & Maintenance Supplies	840	173	525	525	550	25	4.8%
Property & Liability Costs	1,391	1,709	1,688	1,763	1,851	163	9.7%
Financial Fees	1,001	3,048	3,790	3,790	3,990	200	5.3%
Debt Service and Lease Payments	49	1,239	88,250	47,390	89,289	1,039	1.2%
Total Operations	22,663	25,063	120,633	80,521	120,762	129	0.1%
Capital	-	-	-	-	-	-	0.0%
Total Municipal Court	236,117	201,815	315,495	267,321	315,915	420	0.1%



City of Franklin, Tennessee

FY 2017 Operating Budget

Sanitation & Environmental Services

Becky Caldwell, Director

Budget Summary - Overall

	2014	2015	2016		2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance		405,119	618,286	618,286	613,691		
Revenues	7,462,938	8,275,157	8,922,260	9,072,405	9,372,227	449,967	5.0%
Expenses							
Personnel	3,026,093	2,768,627	2,912,851	2,774,475	3,004,482	91,631	3.1%
Operations	3,943,088	5,293,363	6,223,267	6,302,525	6,335,451	112,184	1.8%
Capital	91,113	0	0	0	0	-	0.0%
Expenses	7,060,294	8,061,990	9,136,118	9,077,000	9,339,933	203,815	2.2%
Ending Balance		618,286	404,428	613,691	645,984		

Budget Summary - By Division

	2014	2015	2016		2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance		405,119	618,286	618,286	613,691		
Revenues	7,462,938	8,275,157	8,922,260	9,072,405	9,372,227	449,967	5.0%
Expenses							
Administration	938,494	749,350	824,871	785,679	891,516	66,645	8.1%
Collection	2,933,392	3,651,831	3,752,341	3,623,176	3,868,383	116,042	3.1%
Disposal	2,881,829	3,660,809	4,558,906	4,668,145	4,580,034	21,128	0.5%
Recycling	306,579	0	0	0	0	-	0.0%
Expenses	7,060,294	8,061,990	9,136,118	9,077,000	9,339,933	203,815	2.2%
Ending Balance		618,286	404,428	613,691	645,984		

Departmental Summary

The Sanitation & Environmental Services (SES) Department team is responsible for collection and disposal of residential, non-residential, yard wastes and bulk wastes. The primary goal we strive to meet in our everyday work 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.

The Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services, for Williamson County residents, continues to see increases in each waste type as well as the number of customers. We are now serving an average of 1,000 customers every month with these services.



City of Franklin, Tennessee

FY 2017 Operating Budget

Sanitation & Environmental Services

Becky Caldwell, Director

Departmental Summary (con't)

At the end of fiscal year 2015, our curbside residential recycling service in the form of our weekly blue bag collection program turned five (5) years old. The participation (57%) and diversion (17%) rates continue to show the success of this service. We continue hauling blue bags to the Marshall County Solid Waste materials recovery facility (MRF) as part of the long-term partnership formed in November 2014.

Our partnership with Bi-County Solid Waste continues to be successful. The volumes at the transfer station indicate the total processed during fiscal year 2016 could reach 105,000 tons; more than any other year in the history of this facility. We recently increased the tip fee from \$42.00 to \$44.00 per ton with a \$20.00 minimum charge to help cover added operational expenses.

Installation of electric cranes is nearing completion. We expect to increase efficiencies in our daily transfer station operation when these units are put into service.

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, the City combined the Recycling Division with the existing Collection Division as the overwhelming response to our blue bag recycling service required sharing resources between the two (2) divisions, Collection and Recycling, to provide efficient and consistent blue bag recyclables collection. SES continues providing residential garbage collection to include household garbage, brush, bulky wastes, white goods, blue bags of recyclables and brown bags of small yard waste.
- Disposal Division team members operate the City-owned transfer station for City and private refuse haulers, process yard debris for recycling and separate metal recyclables from refuse accepted through the

Department Goals

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

Continuous improvement for the long-term development of our department remains a top priority. We strive to use our resources in the most efficient, effective way possible. We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings.

The primary financial goal of self-sustainability may only be obtainable with fee increases and specific changes for particular service offerings.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme: A Safe Clean and Livable City



Franklin will be a leader in residential recycling efforts.

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

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

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

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

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

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

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

Workload (Output) Measures

		2013	2014	2015	2016*	2017*
	Total tons of residential refuse collected	16,810	17,331	18,848	19,500	20,000
	Commercial Trash Collected (tons)	7,058	7,644	8,064	9,500	10,000
	Total tons diverted from class 1 landfill	7,301	8,605	7,897	8,151	8,500
	Total tons of recycling collected	2,846	3,113	3,251	3,400	3,800
	Total tons of yard waste diverted	3,863	5,277	4,643	5,000	5,500
	Trash from private haulers (tons)	22,738	30,180	53,235	55,000	57,000
	Tons collected per 1000 population (tons)	253	252	277	291	298
	Tennessee Statewide Benchmarking Average	270	328	TBD	TBD	TBD
	Residential collection points	19,000	18,750	19,000	19,500	20,000



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

Accidents / incidents	34	28	26	25	25
Total annual collection fees	\$ 4,417,799	\$ 4,946,611	\$ 4,946,611	\$ 5,033,712	\$ 5,033,712
Total annual recycling revenue	\$ 17,373	\$ 16,040	\$ 27,309	\$ 18,718	\$ 26,428
BOPAE Collections					
Reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)					
Batteries (lbs)	21,624	17,484	40,824	14,480	15,000
Target	9,808	10,298	10,813	11,354	11,922
Meets Target?	Yes	Yes	Yes	Yes	Yes
Oil (gallons)	1,527	1,008	1,888	1,278	1,400
Target	605	635	667	700	735
Meets Target?	Yes	Yes	Yes	Yes	Yes
Paint (lbs)	324,504	335,880	425,000	413,960	375,000
Target	149,818	157,309	165,175	173,433	182,105
Meets Target?	Yes	Yes	Yes	Yes	Yes
Anti-Freeze (gallons)	448	324	696	875	950
Target	684	718	754	791	831
Meets Target?	No	No	No	Yes	Yes
Electronics (lbs)	245,280	167,568	145,240	154,676	150,000
Target	227,661	239,044	250,996	263,546	276,723
Meets Target?	Yes	No	No	No	No

Efficiency Measures

	2013	2014	2015	2016*	2017*
Landfill fee per ton	\$ 32.00	\$ 32.00	\$ 33.09	\$ 33.09	\$ 33.09
Tons Collected per FTE					
Residential Refuse	840.5	866.6	942.4	928.6	#DIV/0!
Tennessee Statewide Benchmarking Average	2715.1	3443.2	3321.8	TBD	TBD
Recycling	937.7	1037.7	1083.7	1,133.3	1,266.7
Tennessee Statewide Benchmarking Average	915.9	1126.4	1233.1	TBD	TBD

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
Tons Diverted / 1,000 Population	112.2	129.7	119.0	TBD	TBD
Tennessee Statewide Benchmarking Average	345.0	374.8	381.1	TBD	TBD
Accidents /1,000 Collection Points	1.79	1.493	0.91	TBD	TBD
Tennessee Statewide Benchmarking Average	0.65	0.81	0.46	TBD	TBD
Increase the percent of diversion through the "blue bag" recyclable program by 3% per year.	16.9%	18.9%	14.6%	16.0%	18.0%
Target	16.9%	19.9%	22.9%	25.9%	28.9%
Meets Target?	Yes	No	No	No	No



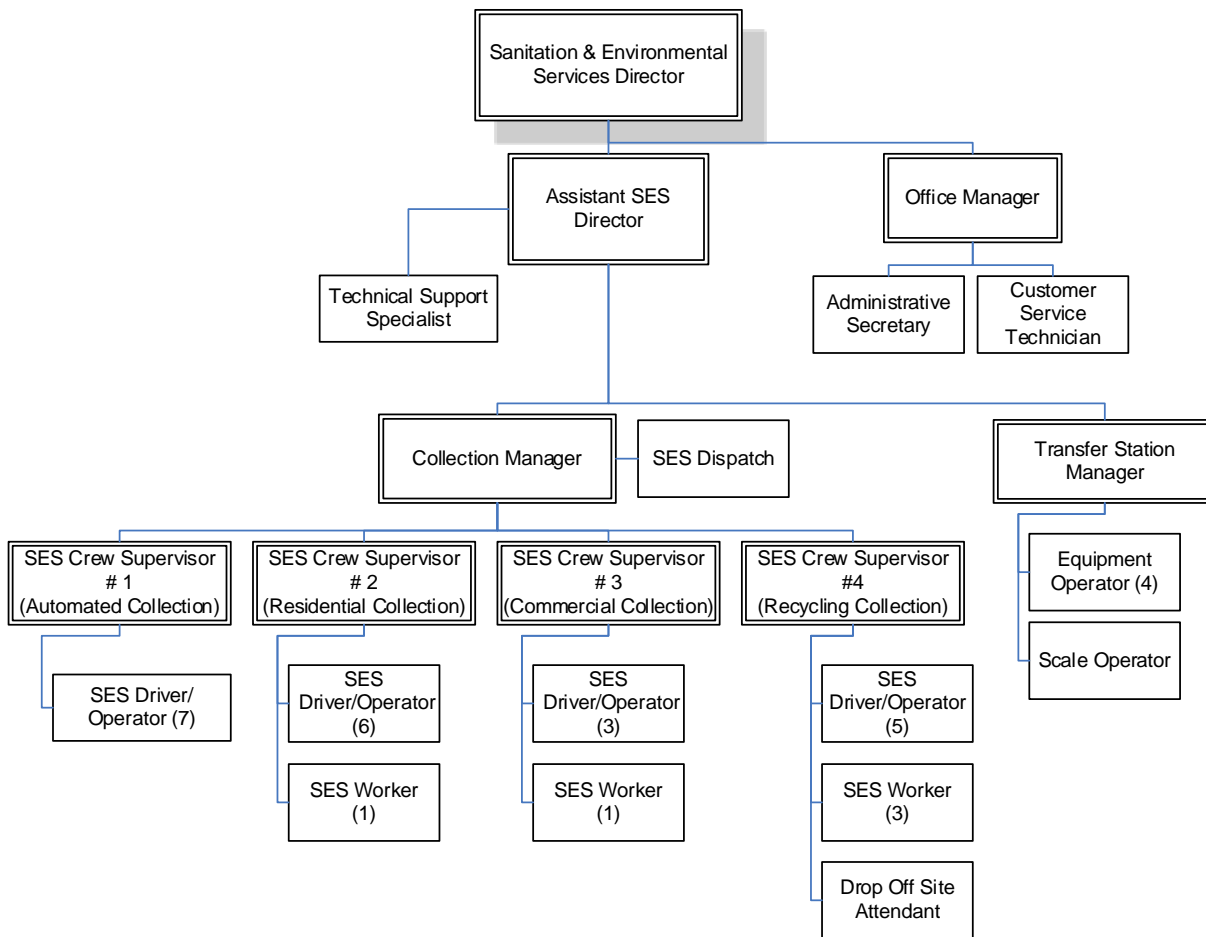
City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

	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.	46%	47%	57%	57%	60%
	Target	46%	49%	52%	55%	58%
	Meets Target?	Yes	No	Yes	Yes	TBD

Organizational Chart



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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Administration											
San. & Env. Services Director	K	1	0	1	0	1	0	1	0	1	0
Assistant SES Director	I	0	0	1	0	1	0	1	0	1	0
Office Manager	F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	E	0	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worker	C	1	0	1	0	1	0	0	0	0	0
Customer Services Technician	C	0	0	0	0	0	0	1	0	1	0
Administrative Secretary	B	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	N/A	1	0	0	0	0	0	0	0	0	0
Totals		5	0	6	0	6	0	6	0	6	0

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

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

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

SES Total		48	5	48	5	49	2	49	2	45	0
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City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Est. 2016	Budget 2017	Difference	
						\$	%
Available Funds							
Intergovernmental	71,500	93,309	-	-	-	-	0.0%
Charges for Services	5,958,990	7,274,219	8,433,435	8,319,215	8,777,227	343,792	4.1%
Use of Money and Property	199,507	407,629	163,825	253,190	145,000	(18,825)	-11.5%
Other Revenue	1,232,941	500,000	325,000	500,000	450,000	125,000	38.5%
Total Available Funds	7,462,938	8,275,157	8,922,260	9,072,405	9,372,227	449,967	5.0%
Personnel							
Salaries & Wages	1,842,518	1,993,239	2,014,614	1,842,066	2,054,227	39,613	2.0%
Employee Benefits	999,146	775,388	898,237	932,409	950,256	52,019	5.8%
Total Personnel	2,841,664	2,768,627	2,912,851	2,774,475	3,004,482	91,631	3.1%
Operations							
Transportation Services	969	754	3,117	879	3,016	(101)	-3.2%
Operating Services	1,934,090	2,690,484	3,485,100	3,461,108	3,512,467	27,367	0.8%
Notices, Subscriptions, etc.	8,527	25,288	27,445	26,236	28,281	836	3.0%
Utilities	62,625	68,939	71,234	68,083	72,055	821	1.2%
Contractual Services	8,967	2,228	10,000	3,250	10,000	-	0.0%
Repair & Maintenance Services	421,495	541,841	461,382	694,164	717,319	255,937	55.5%
Employee programs	16,933	8,712	17,253	14,400	21,611	4,358	25.3%
Professional Development/Travel	13,258	9,884	8,333	7,685	17,136	8,803	105.6%
Office Supplies	10,174	11,963	12,694	12,361	12,236	(458)	-3.6%
Operating Supplies	100,562	116,939	114,337	117,787	135,347	21,010	18.4%
Fuel & Mileage	300,796	262,672	264,752	192,090	185,326	(79,426)	-30.0%
Machinery & Equipment (<\$25,000)	14,423	15,885	36,883	41,029	31,665	(5,218)	-14.1%
Repair & Maintenance Supplies	56,023	64,429	54,103	63,019	62,872	8,769	16.2%
Operational Units	217,401	155,840	209,545	209,546	218,414	8,869	4.2%
Property & Liability Costs	70,378	109,469	94,283	90,085	97,679	3,396	3.6%
Rentals	205	3,283	-	1,000	-	-	0.0%
Permits	2,990	1,672	2,000	1,650	2,000	-	0.0%
Financial Fees	5,837	6,415	4,306	9,552	7,025	2,719	63.1%
Other Business Expenses	500	-	-	-	-	-	0.0%
Debt Service and Lease Payments	4,249	612,156	757,419	699,521	577,045	(180,374)	-23.8%
Transfers to Other Funds	570,536	584,510	589,080	589,080	623,956	34,876	5.9%
Total Operations	3,820,938	5,293,363	6,223,267	6,302,525	6,335,451	112,184	1.8%
Capital	91,113	-	-	-	-	-	0.0%
SES	6,753,715	8,061,990	9,136,118	9,077,000	9,339,933	203,815	2.2%



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

Notes & Objectives

Revenue:

We continue working toward the goal of becoming a self-sufficient department, operating within a balanced budget, dependent upon service fees to cover our operating and capital expenses. This goal allows for any monies used to subsidize departmental expenses to be reassigned for General Fund use. Most recently, we requested a \$1.50 per month residential service fee increase in the FY2015 budget.

We will continue to focus a significant portion of staff time in Fiscal 2017 on revenues. Last year, we planned to recommend a \$1.00 per month increase in residential service fees for the FY2016 and a \$.50 per month increase in residential service fees in the future FY2017 budget. This increase is not being proposed immediately, but may be needed in the future. In addition, we will examine separate charges for services offered other than basic trash collection.

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

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

Operations:

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

Administration Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	300,201	323,032	340,676	305,000	394,305	53,629	15.7%
Employee Benefits	187,836	158,083	116,031	126,951	124,118	8,087	7.0%
Total Personnel	488,037	481,115	456,707	431,951	518,423	61,716	13.5%
Operations							
Transportation Services	10	-	-	-	22	22	0.0%
Operating Services	511	622	430	1,500	900	470	109.3%
Notices, Subscriptions, etc.	3,289	1,335	4,323	3,826	4,650	327	7.6%
Utilities	45,946	47,016	48,756	47,761	50,004	1,248	2.6%
Contractual Services	1,500	825	-	-	-	-	0.0%
Repair & Maintenance Services	48,254	32,694	45,022	30,200	40,957	(4,065)	-9.0%
Employee programs	10,607	6,513	9,270	8,400	9,600	330	3.6%
Professional Development/Travel	7,007	3,766	4,320	4,144	6,863	2,543	58.9%
Office Supplies	2,902	4,031	4,120	4,161	4,151	31	0.8%
Operating Supplies	1,620	1,214	3,966	3,375	3,894	(72)	-1.8%
Fuel & Mileage	3,147	2,618	2,575	2,250	1,803	(773)	-30.0%
Machinery & Equipment (<\$25,000)	7,415	3,382	27,595	29,083	21,000	(6,595)	-23.9%
Repair & Maintenance Supplies	3,417	2,829	4,636	4,000	4,529	(107)	-2.3%
Operational Units	217,401	155,840	209,545	209,546	218,414	8,869	4.2%
Property & Liability Costs	4,380	5,550	3,606	5,482	6,306	2,700	74.9%
Rentals	205	-	-	-	-	-	0.0%
Permits	1,233	-	-	-	-	-	0.0%
Other Business Expenses	500	-	-	-	-	-	0.0%
Total Operations	359,344	268,235	368,164	353,728	373,093	4,929	1.3%
Buildings	91,113	-	-	-	-	-	0.0%
Capital	91,113	-	-	-	-	-	0.0%
Administration	938,494	749,350	824,871	785,679	891,516	66,645	8.1%



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

Collection Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	1,271,861	1,422,227	1,423,250	1,307,433	1,408,789	(14,461)	-1.0%
Employee Benefits	672,034	538,747	672,189	587,142	695,563	23,374	3.5%
Total Personnel	1,943,895	1,960,974	2,095,439	1,894,575	2,104,352	8,913	0.4%
Operations							
Transportation Services	192	189	2,102	213	2,060	(42)	-2.0%
Operating Services	16,903	9,659	8,940	7,582	10,067	1,127	12.6%
Notices, Subscriptions, etc.	4,767	23,599	22,198	21,807	22,668	470	2.1%
Utilities	16,102	20,352	21,030	19,726	21,421	391	1.9%
Contractual Services	6,205	-	10,000	3,250	10,000	-	0.0%
Repair & Maintenance Services	223,976	269,432	155,568	339,680	455,312	299,744	192.7%
Employee programs	4,276	2,199	5,923	4,200	7,711	1,788	30.2%
Professional Development/Travel	5,212	3,303	3,858	3,541	4,773	915	23.7%
Office Supplies	5,038	5,877	5,454	5,175	5,250	(204)	-3.7%
Operating Supplies	85,703	108,729	102,376	106,464	120,765	18,389	18.0%
Fuel & Mileage	236,479	207,196	210,275	150,000	147,193	(63,083)	-30.0%
Machinery & Equipment (<\$25,000)	6,009	12,170	7,188	9,365	9,915	2,727	37.9%
Repair & Maintenance Supplies	34,984	45,319	33,332	43,155	40,093	6,761	20.3%
Property & Liability Costs	48,254	77,429	68,294	66,732	66,917	(1,377)	-2.0%
Rentals	-	3,028	-	-	-	-	0.0%
Permits	43	22	-	-	-	-	0.0%
Financial Fees	5,837	6,415	4,306	9,552	7,025	2,719	63.1%
Other Business Expenses	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	4,249	603,684	701,518	643,619	520,883	(180,635)	-25.7%
Transfers to Other Funds	285,268	292,255	294,540	294,540	311,978	17,438	5.9%
Total Operations	989,497	1,690,857	1,656,902	1,728,601	1,764,031	107,129	6.5%
Machinery & Equipment (>\$25,000)	-	-	-	-	-	-	0.0%
Capital	-	-	-	-	-	-	0.0%
Collection	2,933,392	3,651,831	3,752,341	3,623,176	3,868,383	116,042	3.1%



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

Disposal Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	270,456	247,980	250,688	229,633	251,133	445	0.2%
Employee Benefits	139,276	78,558	110,017	218,316	130,574	20,557	18.7%
Total Personnel	409,732	326,538	360,705	447,949	381,707	21,002	5.8%
Operations							
Transportation Services	767	565	1,015	666	934	(81)	-8.0%
Operating Services	1,916,676	2,680,203	3,475,730	3,452,026	3,501,500	25,770	0.7%
Notices, Subscriptions, etc.	471	354	924	603	963	39	4.2%
Utilities	577	1,571	1,448	596	630	(818)	-56.5%
Contractual Services	1,262	1,403	-	-	-	-	0.0%
Repair & Maintenance Services	149,265	239,715	260,792	324,284	221,050	(39,742)	-15.2%
Employee programs	2,050	-	2,060	1,800	4,300	2,240	108.7%
Professional Development/Travel	1,039	2,815	155	-	5,500	5,345	3448.4%
Office Supplies	2,234	2,055	3,120	3,025	2,835	(285)	-9.1%
Operating Supplies	13,239	6,996	7,995	7,948	10,688	2,693	33.7%
Fuel & Mileage	61,170	52,858	51,902	39,840	36,331	(15,571)	-30.0%
Machinery & Equipment (<\$25,000)	999	333	2,100	2,581	750	(1,350)	-64.3%
Repair & Maintenance Supplies	17,622	16,281	16,135	15,864	18,250	2,115	13.1%
Property & Liability Costs	17,744	26,490	22,383	17,871	24,456	2,073	9.3%
Rentals	-	255	-	1,000	-	-	0.0%
Permits	1,714	1,650	2,000	1,650	2,000	-	0.0%
Debt Service and Lease Payments	-	8,472	55,901	55,902	56,162	261	0.5%
Transfers to Other Funds	285,268	292,255	294,540	294,540	311,978	17,438	5.9%
Total Operations	2,472,097	3,334,271	4,198,200	4,220,196	4,198,327	127	0.0%
Machinery & Equipment (>\$25,000)	-	-	-	-	-	-	0.0%
Capital	-	-	-	-	-	-	0.0%
Disposal	2,881,829	3,660,809	4,558,905	4,668,145	4,580,034	21,129	0.5%



Fund: Sanitation & Environmental Services Fund

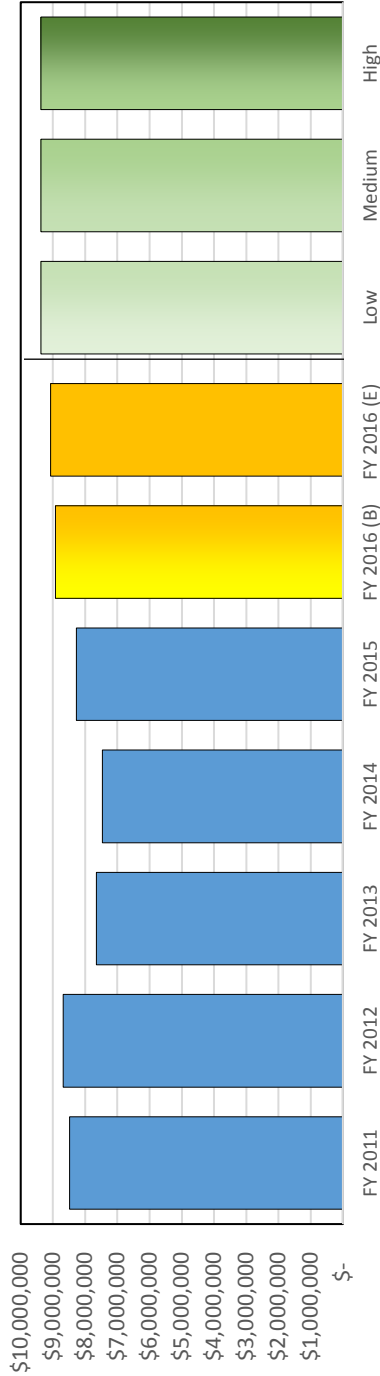
Percent of All Revenues

7.1%

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

At this point in time we are forecasting that the City can operate the fund without a general fund subsidy in FY 2017; provided that revenues increase as more and more tonnage is collected by the City (a trend noticed through FY 2015 & FY 2016) and/or fees are adjusted.

Sanitation & Environmental Services Fund - FY 2011-2017



	Actual					Estimated	Forecasts (FY 2017)			Averages
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		Budget	Low	Medium	
FEMA/TEMA GRANTS (FED/STATE)	101,184	-	-	39,309	-	-	-	-	-	-
SOLID WASTE GRANT (STATE)	-	-	-	4,790	42,686	-	-	-	-	-
SPECIAL EVENT GRANT RECOVERIES	-	-	-	27,401	50,623	-	-	-	-	-
SPECIAL EVENT SERVICES FEE	-	-	-	-	4,275	3,220	5,000	5,000	5,000	5,000
COLLECTION REVENUES	4,149,194	4,334,914	4,417,799	4,460,658	4,946,611	5,041,812	5,563,127	5,563,127	5,563,127	5,563,127
NON-RESIDENTIAL DUMPSTERS	-	-	-	-	-	-	5,125	5,125	5,125	5,125
ADDD RESIDENTIAL ROLLOUT CONTAINERS	-	-	-	-	-	2,890	-	-	-	-
SANITATION SERVICES - MILCROFTON	-	-	-	-	-	64,971	-	-	-	-
TIPPING FEES	2,455,044	2,443,774	2,314,116	1,487,082	2,293,823	3,192,088	3,173,347	3,173,347	3,173,347	3,173,347
CARDBOARD RECYCLING	5,900	7,300	9,400	11,250	13,715	6,753	9,328	9,328	9,328	9,328
RECYCLING-BATTERIES	-	-	-	-	4,266	1,571	6,284	6,284	6,284	6,284
RECYCLING-METAL	-	-	-	-	5,817	2,590	7,152	7,152	7,152	7,152
RECYCLING-WASTE OIL	-	-	-	-	523	82	-	-	-	-
BUCK A BAG PROGRAM	2,480	2,354	2,626	-	2,988	2,138	3,664	3,664	3,664	3,664
RESIDENTIAL BRUSH	-	-	-	-	900	600	-	-	-	-
RESIDENTIAL BULKY GOODS	-	-	-	-	600	400	-	-	-	-
NON-RESIDENTIAL BRUSH	-	-	-	-	100	100	-	-	-	-
NON-RESIDENTIAL BULKY GOODS	-	-	-	-	600	-	-	-	-	-
LEASE PROCEEDS	34,169	-	-	-	-	-	-	-	-	-
SALE OF WASTE CONTAINERS	33,741	43,017	60,341	63,802	77,595	67,580	60,000	60,000	60,000	60,000
LEASE OF WASTE CONTAINERS	18,591	25,605	31,050	34,065	37,260	38,340	35,000	35,000	35,000	35,000
SALE OF SURPLUS ASSETS	160,801	478,864	64,590	101,640	292,774	147,270	50,000	50,000	50,000	50,000
TRANSFER FROM GENERAL FUND	1,508,605	1,314,772	728,483	1,208,148	500,000	500,000	-	-	-	-
MISCELLANEOUS OTHER REVENUE	8,207	31,051	20,327	24,793	-	-	450,000	450,000	450,000	450,000
Totals	\$ 8,477,916	\$ 8,681,651	\$ 7,648,732	\$ 7,462,938	\$ 8,275,157	\$ 9,072,405	\$ 9,372,227	\$ 9,372,227	\$ 9,372,227	\$ 9,372,227

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2017 Operating Budget

Transit

Debbie Henry, Executive Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Balance	\$ -	\$ 400,695	\$ 189,608	\$ 189,608	\$ 146,073		
Revenues	\$ 2,009,347	\$ 2,087,408	\$ 1,808,310	\$ 1,825,067	\$ 2,246,755	\$ 438,445	24.25%
Expenditures	\$ 1,608,652	\$ 2,298,495	\$ 1,808,310	\$ 1,868,602	\$ 2,246,755	\$ 438,445	24.25%
Ending Balance	\$ 400,695	\$ 189,608	\$ 189,608	\$ 146,073	\$ 146,073		

Department Mission:

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



Department Objectives:

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

Department Accomplishments:

- * 84,000 trips connecting Franklin residents to jobs, medical, education & leisure activities.
- * Primary growth of ridership is reflected in customers using transit for work and city events.
- * Celebrated two full years of preventable accidents within the Franklin Transit system; 7 years tenured drivers.



City of Franklin, Tennessee FY 2017 Operating Budget

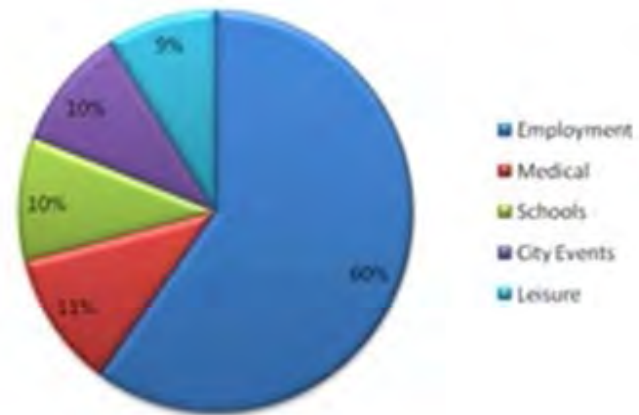
Performance Measures

- 60% of trips are for employment
- 11% of trips are for Medical appointments
- 10% of trips are for city events, Main Street Festival, Dickens of a Christmas, Pumpkinfest
- 10% of trips are with local high schools students

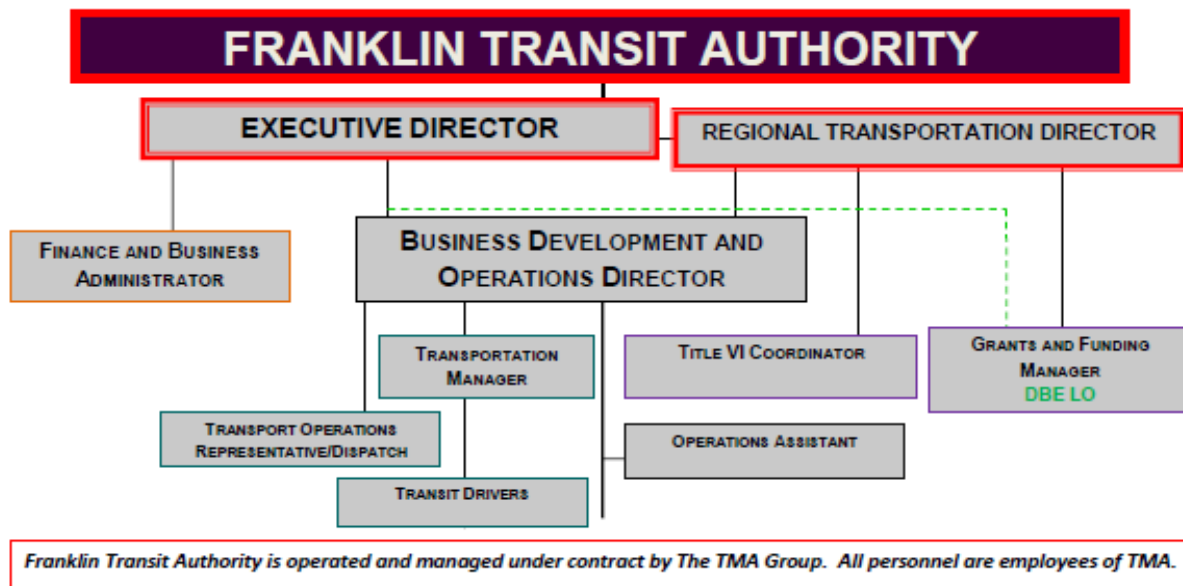
Recognized by RTA as transit agency in region with consistent increasing ridership throughout FY 2015

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

Franklin Transit Authority
FY 2016



Organizational Chart





City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Est 2016	Budget 2017	Difference	
						\$	%
Opening Balance	-	400,695	189,608	189,608	146,073	(43,535)	-23.0%
Revenues							
TRANSIT OPERATIONS GRANT (FEDERAL)	998,059	1,175,609	898,966	904,380	959,899	60,933	6.8%
TRANSIT PLANNING GRANT	-	61,008	39,375	39,375	67,500	28,125	0.0%
TRANSIT CAPITAL GRANT (FED/STATE)	44,333	50,554	202,500	202,500	135,000	(67,500)	-33.3%
TRANSIT FARES	94,314	94,072	101,000	90,189	97,500	(3,500)	-3.5%
CHARTERS	7,939	9,782	10,000	11,335	10,000		
INTEREST INCOME	11,820	3,573	2,900	3,868	3,200	300	10.3%
RENTAL INCOME	9,700	9,700	10,000	9,700	9,700	(300)	-3.0%
SALE OF SURPLUS ASSETS	-	-	-	20,151	-	-	0.0%
TRANSFER FROM GENERAL FUND	843,182	683,110	543,569	543,569	963,956	420,387	77.3%
Total Available Funds	2,009,347	2,087,408	1,808,310	1,825,067	2,246,755	438,445	24.2%
Expenses (Operations)							
VEHICLE LICENSES & TITLES	30	54	-	23	100	100	0.0%
VEHICLES (<\$25,000)	-	173	-	-	-	-	0.0%
MACHINERY & EQUIPMENT (<\$25,000)	-	-	-	-	-	-	0.0%
COMPUTER HARDWARE (<\$25,000)	-	-	-	-	500	500	0.0%
COMPUTER SOFTWARE (<\$25,000)	-	-	-	-	-	-	0.0%
TRANSIT OPERATIONS	1,414,308	1,674,156	1,539,560	1,599,829	1,866,155	326,595	21.2%
TRANSIT PLANNING		67,787	43,750	43,750	75,000		
GRANT PROGRAMS	138,899	500,910				-	0.0%
MACHINERY & EQUIPMENT (>\$25,000)	55,415	55,415	225,000	225,000	305,000	80,000	35.6%
COMPUTER SOFTWARE (>\$25,000)	-	-	-	-	-	-	0.0%
Total Expenditures	1,608,652	2,298,495	1,808,310	1,868,602	2,246,755	438,445	24.2%
Ending Balance	400,695	189,608	189,608	146,073	146,073	(43,535)	-23.0%

Notes & Objectives

The 2016 budget represents an increase in operations expenses and capital expenditures from \$1,808,310 in 2016 to \$2,246,755 in 2017. The proposed enhancement of the Franklin Transit Authority expands Fixed and ADA routes into the Cool Springs area serving Carothers Parkway and Mallory Lane from Highway 96 to Bakers Bridge Avenue. In addition, a goal is to reduce service frequency for the entire fixed route system from sixty (60) minutes to thirty (30) minutes.

This enhancement request will require the purchase of two (2) additional expansion transit vehicles and the full-time employment of three (3) additional drivers. Direct administrative and management expenses will not increase, but operational expenses related to the planning and delivery of additional fixed routes are included in this enhancement budget. These increases are seen in line items such as vehicle maintenance, insurance, fuel, uniforms, planning and other items directly related to the operation of a route.

Overall, the FTA distributes its expenses between the Federal government, State government and City of Franklin as follows: Capital Expenditures: 80% federal, 10% state, 10% local; Preventive Maintenance Expenses: 80% federal and 20% local; Planning Expenses: 80% federal, 10% state, and 10% local.



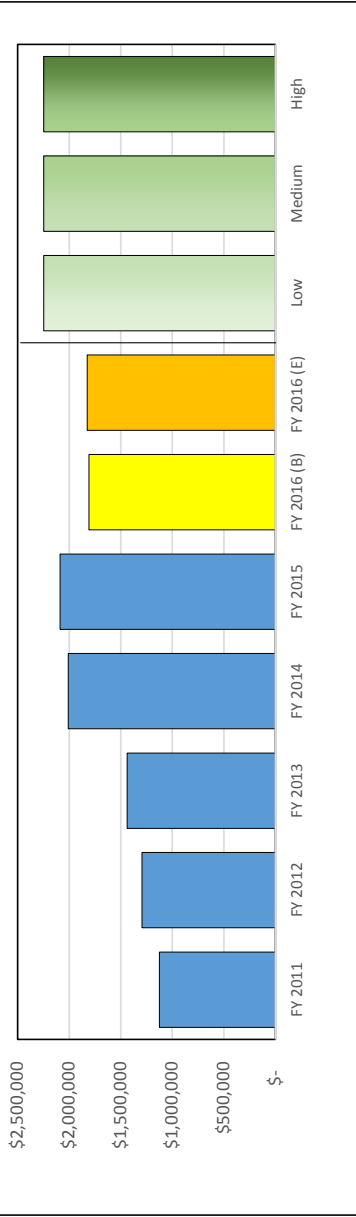
City of Franklin
Revenue Model

Fund: Transit Fund

Percent of All Revenues 1.7%

Transit 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.

Transit Fund - FY 2011-2017



	Actual			Budget	Estimated	Forecast (FY 2017)			Averages				
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average
TRANSIT OPERATIONS GRANT (FEDERAL)	449,512	743,012	906,203	1,005,998	1,229,365	938,341	943,755	959,899	959,899	959,899	959,899	\$ 1,580,171	6.1%
TRANSIT CAPITAL GRANT (FED/STATE)	299,940	137,752	7,972	44,333	67,588	202,500	202,500	225,000	225,000	225,000	225,000		
FEDERAL ARRA # 4	0	5,119	0	0	0	0	0	-	-	-	-		
TRANSIT FARES	64,594	78,861	87,069	94,314	94,072	111,000	90,189	85,000	85,000	85,000	85,000		
CHARTERS							11,335						
INTEREST INCOME	5,930	17,742	11,897	11,820	3,573	2,900	3,868	3,200	3,200	3,200	3,200	\$ 1,386,656	7.0%
RENTAL INCOME	9,733	9,800	9,700	9,700	9,700	10,000	9,700	9,700	9,700	9,700	9,700		
SALE OF SURPLUS ASSETS	1,717	0	0	0	0	0	20,151	-	-	-	-		
TRANSFER FROM GENERAL FUND	292,414	301,688	414,350	843,182	683,110	543,569	543,569	963,956	963,956	963,956	963,956		
Totals	\$ 1,123,840	\$ 1,293,974	\$ 1,437,191	\$ 2,009,347	\$ 2,087,408	\$ 1,808,310	\$ 1,825,067	\$ 2,246,755	\$ 2,246,755	\$ 2,246,755	\$ 2,246,755	\$ 2,246,755	\$ 2,246,755

Source: City of Franklin, *Comprehensive Annual Financial Reports - 1990-2015* & *Estimates from Finance & Revenue Management Departments*.



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Water Management

Mark Hilty, Water Management Director

	2014	2015	2016		2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	15,043,450	18,318,852	28,478,454	28,478,454	33,549,525		
Revenues	23,187,312	31,082,159	24,708,803	27,486,959	26,150,977	1,442,174	5.8%
Expenses							
Personnel	4,765,815	4,944,757	5,485,616	4,859,279	6,173,894	688,277	12.5%
Operations	11,847,191	11,334,843	12,545,682	12,901,581	13,131,062	585,380	4.7%
Capital	3,298,904	4,642,956	5,171,107	4,655,028	5,401,035	229,928	4.4%
Expenses	19,911,910	20,922,557	23,202,405	22,415,889	24,705,991	1,503,585	6.5%
Ending Balance	18,318,852	28,478,454	29,984,852	33,549,525	34,994,511		

Budget Summary - By Division

	2014	2015	2016		2017	2016 vs. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	15,043,450	18,318,852	28,478,454	28,478,454	33,549,525		
Revenues	23,187,312	31,082,159	24,708,803	27,486,959	26,150,977	1,442,174	5.8%
Expenses							
Water	8,863,912	8,926,520	10,109,760	9,929,580	10,540,843	431,083	4.3%
Wastewater	10,904,872	11,831,590	12,889,815	12,381,942	13,961,073	1,071,258	8.3%
Reclaimed	143,126	164,447	202,831	104,366	204,075	1,244	0.6%
Expenses	19,911,910	20,922,557	23,202,405	22,415,889	24,705,991	1,503,585	6.5%
Ending Balance	18,318,852	28,478,454	29,984,852	33,549,525	34,994,511		

Departmental Summary

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

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



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Water Management

Mark Hilty, Water Management Director

Departmental Summary (con't)

This fiscal year 2016 and 2017 biennial budget was developed to further refine operations to achieve the department's vision, in support of the City of Franklin's goals and objectives. Revenues and expenditures for each division are presented in consolidated Sections as follows:

Division	Section
Water Distribution	Water
Water Treatment	Water
Utility Billing	Water
Wastewater Collection	Wastewater
Wastewater Treatment	Wastewater
Utility Administration	Wastewater
Reclaimed Water	Reclaimed Water

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

Forecasts for the Water & Wastewater functions, both operations and capital, can be found in Appendix I.



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Performance Measures

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

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



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

Theme: A Safe Clean and Livable City



Franklin will 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]

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
TBD					

Efficiency Measures

	2013	2014	2015	2016*	2017*
TBD					



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
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					
Declining or steady energy costs for water and sewage delivery	\$ 1,596,686	\$ 1,543,096	\$ 1,293,381	\$ 1,689,572	\$ 1,729,025
Target (FY2012 sum actual expenditures from water fund and wastewater fund)	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352
Meets Target?	No	Yes	Yes	No	No
Unaccounted water within the system decreases	20.8%	16%	16%	16%	16%
Target (20.8% unaccounted for in FY 2012)	20.8%	20.8%	20.8%	20.8%	20.8%
Meets Target?	Yes	Yes	Yes	Yes	Yes
Sanitary score remains or improves	Yes	Yes	TBD	TBD	TBD
Target (97 from FY 2012)	97	97	97	97	97
Meets Target?	Yes	Yes	TBD	TBD	TBD
Franklin will continue to meet or exceed regulatory requirements for water quality.					
Goal: To have no violations of regulatory requirements for water quality.					
Franklin Water Quality Violations	0	0	0	0	0
Target (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)	0	0	0	0	0
Meets Target?	Yes	Yes	Yes	Yes	Yes
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.					
5% completed (2012). (Franklin Integrated Water Resource Plan.)	8.0%	10.0%	11.0%	12.0%	15.0%
Target	8.0%	10.0%	11.0%	12.0%	15.0%
Meets Target?	Yes	Yes	Yes	Yes	Yes
Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).					
Franklin Status	Adopted	Adopted	Adopted	Adopted	Adopted
Target (Adopted?)	Adopted	Adopted	Adopted	Adopted	Adopted
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will achieve platinum status within the TVA sustainable Communities Program.					
Franklin status	Platinum	Gold	Gold	TBD	TBD
Target (Platinum)	Platinum	Platinum	Platinum	Platinum	Platinum
Meets Target?	Yes	No	No	TBD	TBD

*2016 and 2017 are estimates

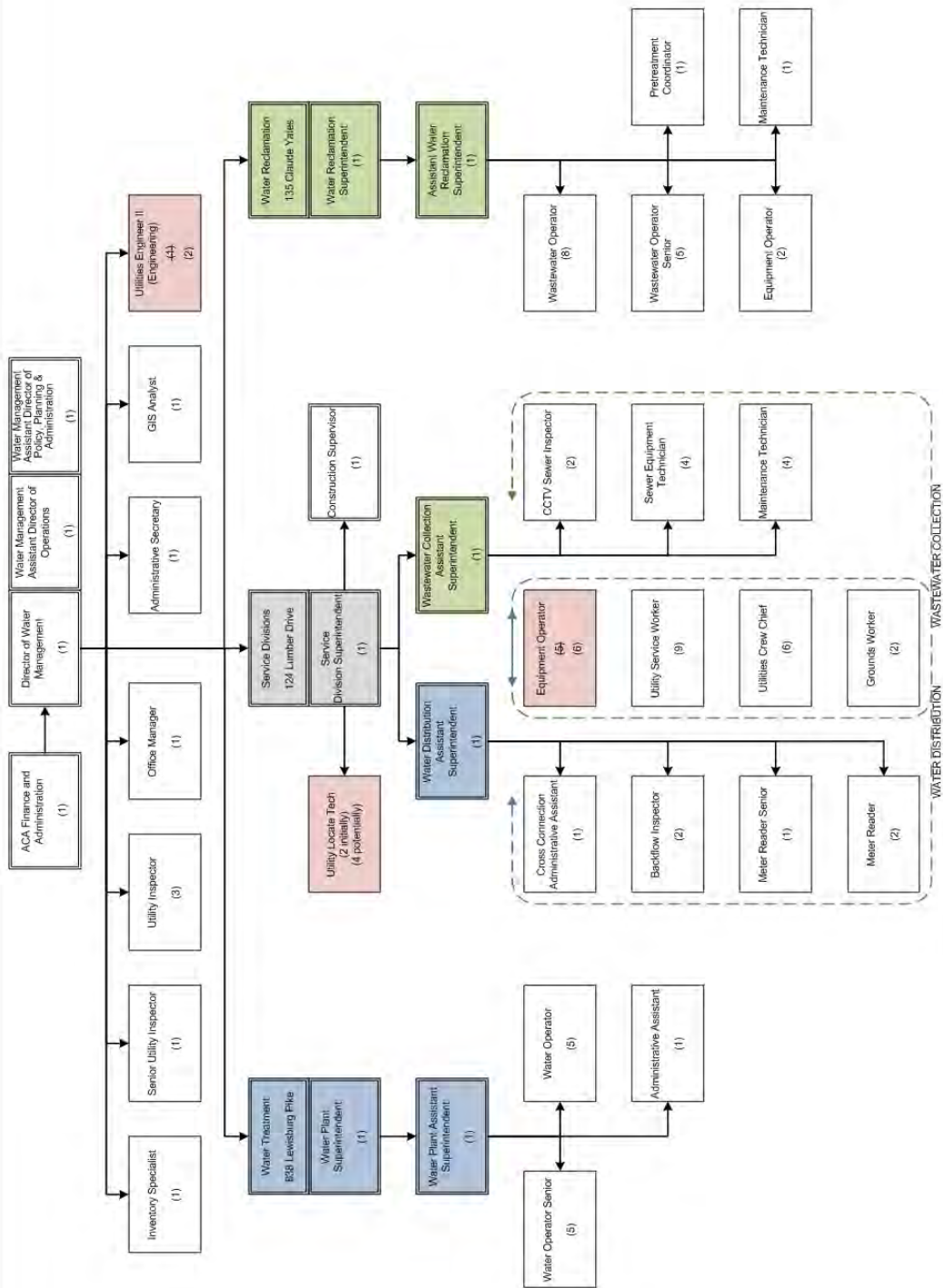


City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Organizational Chart

City of Franklin Water Management FY 2016 - FY 2017 Biennial Budget



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



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
		F-T	F-T	F-T	F-T	F-T

Water Section

Utility Billing

Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
TOTALS		3	3	3	3	3

Water Distribution

Service Division Superintendent	I	1	1	1	1	1
Water Distribution Assistant Superintendent	G	1	1	1	1	1
Utilities Crew Chief	E	3	3	3	3	3
Backflow Inspector	E	2	2	2	2	2
Administrative Assistant	D	1	1	1	1	1
Inventory Specialist	D	1	1	1	1	1
Equipment Operator	D	2	2	2	2	3
Utility Locate Technician	TBD	0	0	0	0	2
Utility Service Worker	C	4	4	4	4	4
TOTALS		15	15	15	15	18

Water Treatment Plant

Water Treatment Superintendent	H	1	1	1	1	1
Water Treatment Assistant Superintendent	G	1	1	1	1	1
Water Operator Sr	E	5	5	5	5	5
Water Operator 2	TBD	2	2	2	2	0
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	3	3	3	3	5
TOTALS		13	13	13	13	13

Water Section Totals

31 31 31 31 34

Wastewater Section

Utility Administration

Director	L	1	1	1	1	1
Assistant Director of Operations	J	1	1	1	1	1
Assistant Director of Administration and Policy	J	1	1	1	1	1
GIS Analyst	E	1	1	1	1	1
Administrative Assistant	D	1	1	0	0	1
Administrative Secretary	B	0	0	1	1	0
Utility Inspector	F	3	3	3	3	3
Senior Utility Inspector	G	0	0	1	1	1
Office Manager	F	0	1	1	1	1
Utilities Engineer II	H	1	1	1	1	2
Grounds Worker	B	0	2	2	2	2
TOTALS		9	12	13	13	14

Wastewater Collection

Wastewater Collection Assistant Superintendent	G	1	1	1	1	1
Construction Supervisor	TBD	1	1	1	1	1
TV Truck Sewer Inspector	D	2	2	2	2	2
Maintenance Technician	E	0	0	4	4	4
Utilities Crew Chief	E	4	3	3	3	3



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
		F-T	F-T	F-T	F-T	F-T
Equipment Operator	D	2	2	2	3	3
Sewer Equipment Technician	D	4	4	4	4	4
Utility Locate Technician	TBD	0	0	0	0	2
Utility Service Worker	C	5	5	5	5	5
TOTALS		19	18	22	23	25

Water Reclamation

Water Reclamation Superintendent	I	1	1	1	1	1
Assistant Water Reclamation Superintendent	G	1	1	1	1	1
Pretreatment Coordinator	F	1	1	1	1	1
Wastewater Operator Sr	E	3	5	5	5	5
Maintenance Technician	E	0	0	1	1	1
Equipment Operator	D	2	2	2	2	2
Wastewater Operator	D	10	8	8	8	8
TOTALS		18	18	19	19	19

WASTEWATER SECTION TOTALS

46 48 54 55 58

Total All Employees, Water & Wastewater

77 79 85 86 92



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Budget - All Divisions

The following table presents the Water, Wastewater and Reclaimed Water divisions of the Water & Wastewater Fund in a composite presentation.

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference	
	2014	2015	2016	2016	2017	\$	%
Personnel							
Salaries & Wages	3,252,872	3,528,409	3,891,978	3,449,826	4,320,228	428,250	11.0%
Employee Benefits	1,512,943	1,416,348	1,593,638	1,409,453	1,853,666	260,028	16.3%
Total Personnel	4,765,815	4,944,757	5,485,616	4,859,279	6,173,894	688,277	12.5%
Operations							
Transportation Services	5,755	6,936	5,365	10,028	6,800	1,435	26.7%
Operating Services	416,462	362,544	405,411	419,020	442,173	36,762	9.1%
Notices, Subscriptions, etc.	17,987	21,381	26,456	19,418	26,650	194	0.7%
Utilities	1,543,096	1,293,381	1,689,572	1,607,335	1,729,025	39,453	2.3%
Contractual Services	231,778	510,985	529,500	888,861	496,875	(32,625)	-6.2%
Repair & Maintenance Services	460,808	304,486	346,732	340,897	346,000	(732)	-0.2%
Employee programs	1,223	2,563	12,150	6,270	12,300	150	1.2%
Professional Development/Travel	31,203	24,582	28,400	18,007	29,600	1,200	4.2%
Office Supplies	11,696	12,460	11,650	11,944	11,650	-	0.0%
Operating Supplies	749,945	676,431	699,050	670,661	730,351	31,301	4.5%
Fuel & Mileage	158,461	112,527	147,589	94,100	108,050	(39,539)	-26.8%
Supplies for Resale	3,466,520	2,989,286	3,744,000	3,780,000	3,893,760	149,760	4.0%
Machinery & Equipment (<\$25,000)	80,467	116,271	174,891	119,154	237,131	62,240	35.6%
Repair & Maintenance Supplies	757,210	611,599	410,800	605,407	410,800	-	0.0%
Operational Units	2,000,000	2,187,240	2,205,728	2,205,728	2,299,094	93,366	4.2%
Property & Liability Costs	222,967	234,307	201,364	221,512	232,655	31,291	15.5%
Rentals	4,652	2,215	5,500	10,944	5,500	-	0.0%
Financial Fees	25,266	21,387	86,800	34,947	61,800	(25,000)	-28.8%
Permits	48,662	53,933	55,100	77,634	55,100	-	0.0%
Debt Service and Lease Payments	1,613,033	1,790,329	1,759,624	1,759,714	1,995,747	236,123	13.4%
Total Operations	11,847,191	11,334,843	12,545,682	12,901,581	13,131,062	585,380	4.7%
Buildings	(33,269)	89	3,859	-	4,051	192	5.0%
Improvements	2,968,778	4,524,037	3,987,500	4,100,000	4,200,000	212,500	5.3%
Machinery & Equipment (>\$25,000)	363,395	118,830	1,179,748	555,028	1,196,984	17,236	1.5%
Capital	3,298,904	4,642,956	5,171,107	4,655,028	5,401,035	229,928	4.4%
Total Water & Wastewater Fund	19,911,910	20,922,557	23,202,405	22,415,889	24,705,991	1,503,585	6.5%

Note: Definitions of each category can be found in the appendices.



Water Budget

Section Summary

The Water Section comprises the Water Treatment and Distribution Divisions and the Utility Billing Division. The activities of these divisions are summarized below.

The Water Treatment facility is located on Lewisburg Pike. Staff at the plant perform numerous functions including water treatment, compliance sampling, and assisting Water Distribution service crews with system maintenance and operation.

The Water Distribution service crews maintain approximately 280 miles of distribution lines, six (6) booster stations, and seven (7) finished water reservoirs with a capacity of 11.5 million gallons.

The Utility Billing Division is the interface between the Water Management Department and Revenue Management. The division is responsible for collecting metering data and working with the Water Distribution Division to perform meter repairs, replacements, and to restore or terminate water service.

Section Goals & Strategic Initiatives

The primary goal for the Water Section is to continue to provide safe, reliable drinking water to customers. The Water Section has been working to refine practices and policies to better serve customers including the drafting of revisions to municipal code, review of internal work flow related to customer service requests and work orders and training and educating staff.

A key strategic initiative is the Water Treatment Plant Upgrade project. Contract start for the upgrades was October 26, 2015 with substantial completion and final completion scheduled for October 24, 2017 and November 23, 2017, respectively.

The upgrade to the facility includes installation of membrane filtration, ultraviolet (UV) disinfection and advanced oxidation processes and carbon contactors to address current and future regulatory requirements, taste and odor, lifecycle costs and operational considerations.

Coupled with the upgrade project is the reapplication for an aquatic resources alteration permit (ARAP). City staff has been working through this process for over two years and on July 2, 2015 received a new permit. The main permit conditions are similar to the previous permit which includes provisions for withdrawal of up to 20% of flow with a 10 ft³/s cutoff. Additional protective measures in the new permit includes a withdrawal cutoff when the river is below 5 mg/L of dissolved oxygen (DO) as suggested by the City during permit development collaboration with TDEC.



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Water Budget

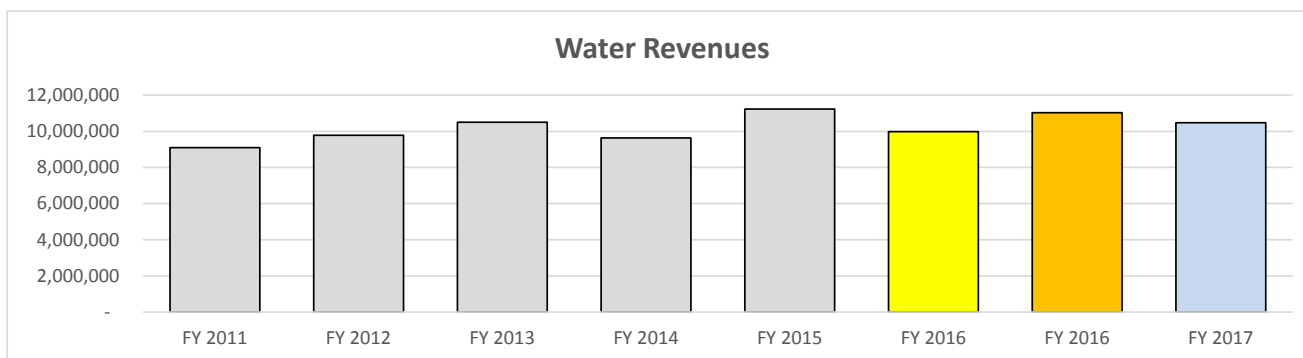
Consumption

The water customer base has witnessed steady growth since FY 2011. The average consumption for both residential and commercial customers has declined significantly over the last decade, with FY 2015 the second lowest total since FY 2007. The table below presents the account information and consumption values (residential and commercial totals) from FY 2007 through FY 2015.

Year	Customer Accounts	Annual Total (Million Gallons)	Monthly Average - Residential and Commercial (Gallons)
FY 07	16,194	1,662	8,553
FY 08	16,360	1,628	8,293
FY 09	16,444	1,576	7,987
FY 10	16,426	1,443	7,321
FY 11	16,454	1,489	7,541
FY 12	16,530	1,508	7,602
FY 13	16,711	1,499	7,475
FY 14	16,918	1,404	6,916
FY 15	17,094	1,436	7,002

Revenues

Rate based revenues for FY 2016-2017 are projected to be at approximately 110% of the budget. The tables below present historic revenue by category FY 2011-FY 2015, estimated for the budgeted and projected revenues for FY 2016 and the projected revenues for FY 2017.



	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Budget	FY 2016 Estd	FY 2017 Budget
Intergovernmental	179,082	-	(484)	-	-	-	-	-
Interest Income	16,089	18,726	16,193	7,002	4,924	5,000	8,601	7,500
Rental Income	26,100	23,273	21,800	24,000	23,412	24,000	24,000	24,000
Sale of Surplus Assets	11,775	(26,066)	1,660	33,277	-	-	-	-
Customer Service (Rates)	8,691,274	9,252,143	9,182,126	9,293,143	9,987,026	9,721,988	10,706,513	10,213,128
Inspection Fees	38,738	60,877	73,444	72,422	83,765	60,000	55,964	60,000
Other Service Revenue	61,640	68,766	105,329	109,136	90,459	95,000	115,378	95,000
Capital Contributions	71,660	383,203	1,102,508	94,021	1,041,862	75,000	119,350	75,000
Total Water Revenues	9,096,358	9,780,922	10,502,576	9,633,001	11,231,448	9,980,988	11,029,806	10,474,628



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Water Budget

Budget Summary

Personnel – The Water Management Department is requesting that one Equipment Operator be hired within the Water Section in FY 2017. This request is in lieu of hiring a full utility crew in FY 2017 and an equipment operator in FY 2018, as discussed in the FY 2016 budget summaries.

Operations – The largest operations expense in the Water Section continues to be the purchase of finished water. Expenditures on purchased water can fluctuate depending on a number of factors. Some of these factors include Franklin Water Treatment capacities, weather, financial considerations, and water resource conservation efforts. The expenditure for FY 2017 is approximately \$3,780,000.

Indirect expenses also is a large expense item in the Water Section. These expenses include the interfund reimbursement the General Fund for administrative support functions (customer service, utility billing, and other support functions such as Engineering and Human Resources).

Utilities are estimated to be approximately \$222,000 for FY 2017. Electricity is the primary cost, and is necessary for booster pump stations in the distribution system, high service and raw water pumps at the Water Treatment Plant, and other day to day needs. The Water Section continues to evaluate energy needs and practices to reduce electrical consumption. The high service pumps and the raw water pumps are planned for replacement during the upgrade project at the Water Treatment Plant.

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. The Water Management Department has evaluated the annual cost of replacement of operations capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. The department hopes to achieve the following goals by using this approach:

- Provide for adequate funding of operations capital,
- Avoid significant swings in required funding from one budget to another, and
- Provide more stable data in performing cost of service analyses.

This process was applied to operations capital expenditures on machinery and equipment, vehicles, information technology expenditures, and buildings.

In terms of capital projects, the City has been working through the IWRP priority projects established by the BOMA. The key projects in the Water Section include the Water Treatment Plant Upgrade which is currently being constructed and several distribution projects. The distribution projects are renewal of existing infrastructure which include upgrades to the water lines in Old Carters Creek Pike, Bobby Drive in the Grassland Community, and in the area of James Street and Avondale Street.



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Budget

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference '16 v. '17	
	2014	2015	2016	2016	2017	\$	%
Divisions							
Water Distribution	1,807,883	1,647,635	1,739,186	1,567,563	1,970,789	231,603	13.3%
Water Treatment/Plant	5,164,279	4,424,588	5,266,371	5,264,687	5,450,233	183,862	3.5%
Utility Billing	161,988	155,419	167,173	156,589	167,207	34	0.0%
Water General	1,729,762	2,698,878	2,937,030	2,940,741	2,952,613	15,583	0.5%
Total Water	8,863,912	8,926,520	10,109,760	9,929,580	10,540,843	431,083	4.3%
Expense by Category							
Personnel							
Salaries & Wages	1,296,318	1,306,598	1,371,479	1,268,507	1,545,934	174,455	12.7%
Employee Benefits	571,838	506,573	607,859	525,430	693,033	85,174	14.0%
Total Personnel	1,868,156	1,813,171	1,979,338	1,793,937	2,238,967	259,630	13.1%
Operations							
Transportation Services	2,806	3,961	1,600	3,400	3,050	1,450	90.6%
Operating Services	24,648	16,701	21,651	28,275	26,800	5,149	23.8%
Notices, Subscriptions, etc.	8,150	13,996	9,750	4,550	9,750	-	0.0%
Utilities	225,727	200,451	235,528	224,850	231,753	(3,775)	-1.6%
Contractual Services	104,116	43,736	214,000	65,375	144,125	(69,875)	-32.7%
Repair & Maintenance Services	158,834	119,105	96,000	106,392	96,000	-	0.0%
Employee programs	472	1,005	7,400	2,100	7,550	150	2.0%
Professional Development/Travel	17,601	7,079	8,900	6,845	8,900	-	0.0%
Office Supplies	5,351	3,187	4,500	4,796	4,500	-	0.0%
Operating Supplies	393,906	321,726	314,000	346,420	329,598	15,598	5.0%
Fuel & Mileage	40,037	38,011	34,606	25,100	27,400	(7,206)	-20.8%
Supplies for Resale	3,466,520	2,989,286	3,744,000	3,780,000	3,893,760	149,760	4.0%
Machinery & Equipment (<\$25,000)	66,214	55,489	63,451	57,397	92,217	28,766	45.3%
Repair & Maintenance Supplies	503,830	440,219	244,300	325,016	244,300	-	0.0%
Operational Units	1,058,823	1,157,951	1,167,738	1,167,738	1,217,167	49,429	4.2%
Property & Liability Costs	76,833	84,464	75,330	74,327	80,845	5,515	7.3%
Rentals	641	357	2,000	7,428	2,000	-	0.0%
Financial Fees	12,164	9,911	41,800	14,910	16,800	(25,000)	-59.8%
Permits	33,222	6,639	38,100	32,654	38,100	-	0.0%
Debt Service and Lease Payments	209,933	307,936	309,851	309,941	326,548	16,697	5.4%
Total Operations	6,409,828	5,821,210	6,634,505	6,587,514	6,801,163	166,658	2.5%
Buildings	(33,269)	89	2,205	-	2,315	110	5.0%
Improvements	575,002	1,261,482	1,300,000	1,500,000	1,300,000	-	0.0%
Machinery & Equipment (>\$25,000)	44,195	30,567	193,712	48,129	198,398	4,686	2.4%
Capital	585,928	1,292,138	1,495,917	1,548,129	1,500,713	4,796	0.3%
Total Water Summary	8,863,912	8,926,520	10,109,760	9,929,580	10,540,843	431,083	4.3%

Note: Definitions of each category can be found in the appendices.



Wastewater Budget

Section Summary

The Wastewater Section includes the Wastewater Collection, Water Reclamation, Maintenance, and Utility Administration Divisions.

The City of Franklin operates an activated sludge treatment facility located at 135 Claude Yates Drive. The facility is currently operating under an expired National Pollutant Discharge Elimination System Permit (NPDES) for treatment and discharge of twelve (12) million gallons of treated effluent per day. Limits and procedures are incorporated into the NPDES Permit that allows the City of Franklin to operate a reclaimed water network. This Division is facing increasing regulatory constraints from EPA and TDEC primarily related to nutrient loading to the Harpeth River and additional Capacity Management Operation Maintenance (CMOM) Initiative requirements. The City has been in negotiations with TDEC with respect to the expired NPDES permit, and looks forward to issuance of a new permit from TDEC.



The Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system including gravity sewer lines, force main lines and sewage lift stations located throughout the service area. Under this division, there are crews that are assigned to the replacement and extension of the wastewater collection system which collects and transports wastewater to the treatment plant.

Section Goals & Strategic Initiatives

The primary goal for the Wastewater Section is to effectively operate the collection system with no sanitary sewer overflows and to produce high quality effluent water for distribution in the reclaimed water system and discharge to the Harpeth River that meets or exceeds permit requirements. As with the Water Section, the Wastewater Section is enhancing and implementing various programs to improve customer service, regulatory compliance, and overall operations.

The Water Management Department continues to refine operations efforts consistent with components of the EPA's Capacity Management, Operations and Maintenance (CMOM) program. In part, these activities include refinements to documentation and operations, development of a capacity management tool, and installation of permanent flow monitors within the collection system. These activities are intended to help monitor the system, reduce sanitary sewer overflows and provide better management tools for the system.

The wastewater collection division continues to perform inspections of the sanitary sewer system to evaluate condition, risk and maintenance needs. This year the division worked with the IT Department to further refine the manhole inspection tool and process to help manage the data from ongoing manhole inspections. Additionally, the division has started using a sanitary sewer rapid assessment tool to provide for more efficient inspections and maintenance activities.



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Wastewater Budget

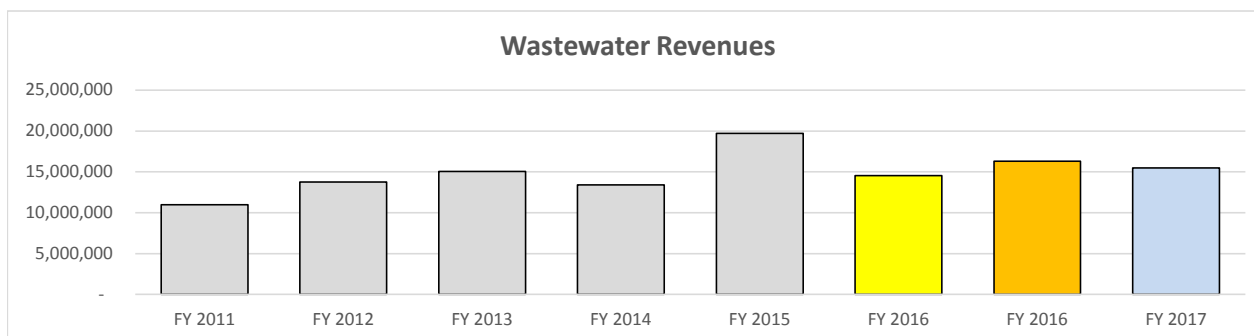
Consumption & Revenues

The sanitary sewer customer base has shown greater signs of growth primarily due to areas within the Mallory Valley and HB&TS Utility Districts.

Year	Customer Accounts	Annual Total (Million Gallons)	Monthly Average - Residential and Commercial (Gallons)
FY 07	16,708	1,582	7,889
FY 08	16,215	1,619	8,323
FY 09	18,617	1,900	8,504
FY 10	19,923	2,068	8,649
FY 11	20,201	2,334	9,627
FY 12	20,646	2,204	8,898
FY 13	21,221	2,332	9,157
FY 14	21,735	2,224	8,528
FY 15	22,601	2,147	7,917

Revenues

Rate based revenues for FY 2016 are projected to be at approximately 105% of the budget. The tables below present historic revenue by category FY 2010-FY 2015, estimated for the budgeted and projected revenues for FY 2016 and the projected revenues for FY 2017.



	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Budget	FY 2016 Forecast	FY 2017 Budget
Intergovernmental	258,890	42,219	-	-	-	-	-	-
Interest Income	17,918	46,064	39,658	20,277	69,963	80,000	73,260	70,000
Rental Income	2,480	-	1,800	2,700	2,635	2,800	2,800	2,800
Sale of Surplus Assets	22	(152,425)	6,133	-	13,714	-	646,682	-
Customer Service (Rates)	10,410,071	11,500,187	12,241,583	13,072,915	14,568,762	14,200,515	15,286,176	15,159,049
Inspection Fees	33,228	32,290	75,298	90,563	133,940	75,000	55,784	75,000
Other Service Revenue	23,992	31,745	60,610	44,146	21,646	40,000	55,766	40,000
Capital Contributions	230,628	2,267,716	2,641,148	184,209	4,918,077	125,000	188,336	125,000
Total Wastewater Revenue	10,977,229	13,767,796	15,066,230	13,414,810	19,728,737	14,523,315	16,308,804	15,471,849



Wastewater Budget

Budget Summary

Personnel – The Water Management Department is requesting the following personnel changes within the Wastewater Section:

- Water Distribution and Wastewater Collection: Add four Utility Locator positions (two in each division) to provide for adequate staffing for compliance with Title 65 Public Utilities and Carriers, Chapter 31 Underground Utility Damage Prevention Act (Tenn. Code Ann. § 65-31-101 (2014)) requiring the City to become part of TN One Call by January 1, 2017. It is anticipated that two of the four positions will be hired in September 2016 to initiate the program and to help determine the need to hire additional staff.
- Utility Administration: Add one Utilities Engineer (this position would be managed through the Engineering Department and Funded through the Water Management Department) – FY 2017.
- Utility Administration: Reclassify Administrative Secretary to Administrative Assistant to better align the job description with the duties being required. These duties include assistance with payroll, purchase card reconciliations, assistance with accounts payable, and managing record keeping for various operations programs.

Operations and Maintenance – Operations and maintenance accounts for the largest costs in the Wastewater Section. Utility costs are a large expense item in Wastewater, exceeding \$1,000,000 annually. These costs are associated with aeration of the wastewater for biological processes, pumping, odor control and various other processes and operations.

Indirect Expenses also is a large expense item in the Wastewater Section. As with the Water Section, these expenses include reimbursement to the General Fund for customer service, utility billing, and other support functions such as Engineering and Human Resources.

The City has started implementation of a sanitary sewer rapid assessment too. The equipment uses sonic technology to determine blockage condition which helps determine further action such as inspection, cleaning or maintenance activities. The crews have had positive results during initial testing and have been able to evaluate over 50,000 LF of pipe during approximately six weeks of field time.

The Wastewater Collection Division responded to five overflows this fiscal year through the end of March 2016. Of these overflows, three reached a receiving stream (less than 1 overflow per 100 miles of collection system thus far in FY 2016). In response to these overflows, the City brought one facility into the pretreatment program to provide for better oversight of their operations with respect to wastewater discharge to the City's system.

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. The Water Management Department has evaluated the annual cost of replacement of operations capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. The department hopes to achieve the following goals by using this approach:

- Provide for adequate funding of operations capital,
- Avoid significant swings in required funding from one budget to another, and
- Provide more stable data in performing cost of service analyses.

This process was applied to operations capital expenditures on machinery and equipment, vehicles, information technology expenditures, and buildings.

Similar to the Water Section, the City has been working through the IWRP priority projects established by the BOMA. The key project in the Wastewater Section is the Water Reclamation Facility Upgrade and Expansion. This project is also proposed to be funded through State Revolving Fund loans through the TDEC. Due to delays with permitting, bidding for the project has been delayed. Staff is working with TDEC to evaluate the potential value of splitting the project into phases. Should it prove to be a benefit, staff will present the information to the BOMA for consideration.



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Budget

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference '16 v. '17	
	2014	2015	2016	FY 2024	2017	\$	%
Divisions							
Wastewater Collection	2,236,032	1,852,057	2,184,709	2,138,282	2,699,823	515,114	23.6%
Wastewater Plant	3,235,158	3,003,978	4,191,527	3,535,226	4,310,374	118,847	2.8%
Utility Administration	662,152	916,161	1,007,930	963,293	1,100,650	92,720	9.2%
Wastewater General	4,771,530	6,059,394	5,505,650	5,745,141	5,850,225	344,575	6.3%
Total Wastewater	10,904,872	11,831,590	12,889,816	12,381,942	13,961,073	1,071,257	8.3%
Expense by Category							
Personnel							
Salaries & Wages	1,956,554	2,221,811	2,520,500	2,181,319	2,774,294	253,794	10.1%
Employee Benefits	941,105	909,775	985,779	884,023	1,160,632	174,853	17.7%
Total Personnel	2,897,659	3,131,586	3,506,279	3,065,342	3,934,926	428,648	12.2%
Operations							
Transportation Services	2,949	2,975	3,500	6,628	3,500	-	0.0%
Operating Services	391,814	345,843	383,760	390,745	415,373	31,613	8.2%
Notices, Subscriptions, etc.	9,837	7,385	16,600	14,868	16,800	200	1.2%
Utilities	1,317,357	1,092,921	1,453,991	1,382,470	1,497,223	43,232	3.0%
Contractual Services*	127,662	467,249	315,500	823,486	352,750	37,250	11.8%
Repair & Maintenance Services	301,974	185,381	238,000	234,505	238,000	-	0.0%
Employee programs	751	1,558	4,750	4,170	4,750	-	0.0%
Professional Development/Travel	13,602	17,503	19,500	11,162	20,700	1,200	6.2%
Office Supplies	6,345	7,389	7,150	7,148	7,150	-	0.0%
Operating Supplies	278,656	267,949	278,850	289,241	292,553	13,703	4.9%
Fuel & Mileage	118,424	74,516	112,983	69,000	80,650	(32,333)	-28.6%
Supplies for Resale	-	-	-	-	-	-	#DIV/0!
Machinery & Equipment (<\$25,000)	14,253	60,782	109,440	61,757	142,914	33,474	30.6%
Repair & Maintenance Supplies	248,737	156,670	151,000	277,015	151,000	-	0.0%
Operational Units	941,177	1,029,289	1,037,990	1,037,990	1,081,927	43,937	4.2%
Property & Liability Costs	146,134	149,843	126,034	147,185	151,811	25,777	20.5%
Rentals	4,011	1,858	3,500	3,516	3,500	-	0.0%
Financial Fees	13,102	11,476	45,000	20,037	45,000	-	0.0%
Permits	15,440	47,294	17,000	44,980	17,000	-	0.0%
Debt Service and Lease Payments	1,342,012	1,421,305	1,383,798	1,383,798	1,603,224	219,426	15.9%
Total Operations	5,294,237	5,349,186	5,708,346	6,209,701	6,125,825	417,479	7.3%
Buildings	-	-	1,654	-	1,736	82	5.0%
Improvements	2,393,776	3,262,555	2,687,500	2,600,000	2,900,000	212,500	7.9%
Machinery & Equipment (>\$25,000)	319,200	88,263	986,036	506,899	998,586	12,550	1.3%
Capital	2,712,976	3,350,818	3,675,190	3,106,899	3,900,322	225,132	6.1%
Total Wastewater	10,904,872	11,831,590	12,889,815	12,381,942	13,961,073	1,071,258	8.3%

Note: Definitions of each category can be found in the appendices.

Note 2: *Estimated Overage in FY 2015 Contractual Services attributable to legal expenses.



Reclaimed Water

Section Summary

On February 10, 2004, the City of Franklin Board of Mayor and Aldermen officially created the Reclaimed Division through adoption of Title 18, Chapter 4, of the Franklin Municipal Code. The Reclaimed Water Section produces and distributes water for commercial and residential irrigation use within the City's water service area. There are no dedicated personnel assigned to this division. Personnel from the Service Divisions currently maintain the reclaimed water lines and personnel from the Water Reclamation Plant operate and maintain the pumps and sampling stations.



Section Goals & Strategic Initiatives

The primary goal for the Reclaimed Water Section is to distribute high quality effluent water for irrigation needs of customers. A benefit of reclaimed water, in addition to a low cost alternative for irrigation water, is that it reduces loading of effluent to the Harpeth River. While the use of reclaimed water is typically seasonal, the department has been and will continue to evaluate other disposal concepts that would reduce effluent discharge to the river that are consistent with the permit.

Though reclaimed water is not an essential service, it is imperative that the Department be able to serve the demands for the system. Depending on growth and technical issues, it is anticipated that the existing Long Lane Water Tank (500,000 gallons) will be converted to a reclaimed storage facility in the coming years. Additional storage facilities are being considered using existing Department property.

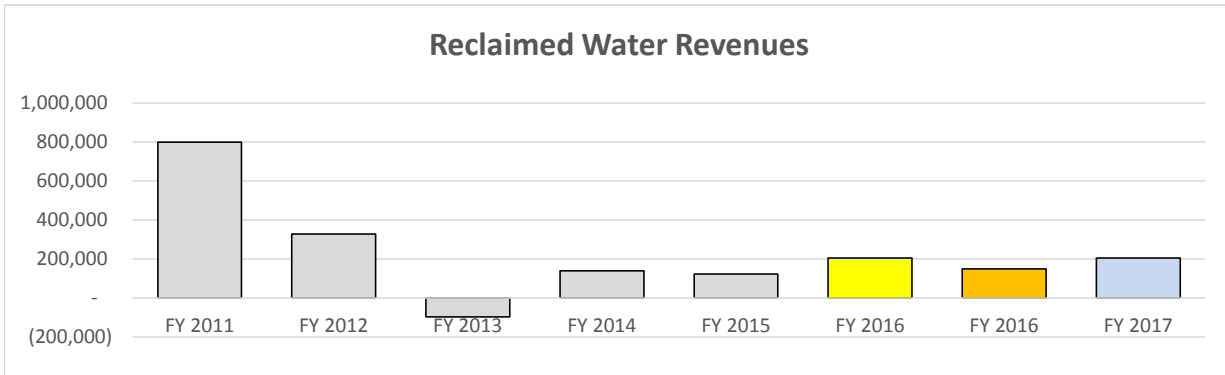


City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Reclaimed Water

Revenues

Rate based revenues for FY 2016 are projected to be at approximately 69% of the forecast. The tables below present historic revenue by category FY 2010-FY 2015, estimated for the budgeted and projected revenues for FY 2016 and the projected revenues for FY 2017.



	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Forecast	FY 2016 Est.	FY 2017 Forecast
Intergovernmental	648,132	178,887	(240,183)	-	-	-	-	-
Interest Income	872	1,840	839	170	14	500	25	500
Sale of Surplus Assets	-	-	-	-	-	-	-	-
Customer Service (Rates)	146,237	147,006	135,305	130,570	82,488	200,500	137,656	200,500
Inspection Fees	-	-	2,337	-	-	1,000	8,668	1,000
Other Service Revenue	-	-	600	333	3,287	500	-	500
Contributions from Develop.	-	-	-	-	22,200	-	-	-
Capital Contributions	3,780	-	4,234	8,428	13,985	2,000	2,000	2,000
Total Reclaimed Revenues	799,021	327,733	(96,868)	139,501	121,974	204,500	148,349	204,500



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Budget

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference '16 vs. '17	
	2014	2015	2016	2016	2017	\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
Transportation Services	-	-	265	-	250	(15)	-5.7%
Operating Services	-	-	-	-	-	-	0.0%
Notices, Subscriptions, etc.	-	-	106	-	100	(6)	-5.7%
Utilities	12	9	53	15	50	(3)	-5.7%
Contractual Services	-	-	-	-	-	-	100.0%
Repair & Maintenance Services	-	-	12,732	-	12,000	(732)	-5.7%
Employee programs	-	-	-	-	-	-	0.0%
Professional Development/Travel	-	-	-	-	-	-	0.0%
Office Supplies	-	1,884	-	-	-	-	0.0%
Operating Supplies	77,383	86,756	106,200	35,000	108,200	2,000	1.9%
Fuel & Mileage	-	-	-	-	-	-	0.0%
Supplies for Resale	-	-	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	-	-	2,000	-	2,000	-	0.0%
Repair & Maintenance Supplies	4,643	14,710	15,500	3,376	15,500	-	0.0%
Operational Units	-	-	-	-	-	-	0.0%
Property & Liability Costs	-	-	-	-	-	-	0.0%
Rentals	-	-	-	-	-	-	0.0%
Financial Fees	-	-	-	-	-	-	0.0%
Permits	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	61,088	61,088	65,975	65,975	65,975	-	0.0%
Total Operations	143,126	164,447	202,831	104,366	204,075	1,244	0.6%
Capital	-	-	-	-	-	-	#DIV/0!
Total Reclaimed Water	143,126	164,447	202,831	104,366	204,075	1,244	0.6%

Note: Definitions of each category can be found in the appendices.



City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Reclaimed Water

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee FY 2017 Operating Budget

COMMUNITY & ECONOMIC DEVELOPMENT

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

City of Franklin Recognitions and Awards:

- Tier III status for the Franklin Parks Department from the Tennessee Department of Environment and Conservation (2015).
 - 2013 Outstanding Project/Program Tool Award for the Integrated Growth Plan for the Carothers/McEwen Corridor from the Tennessee Chapter of the American Planning Association
 - Engineering Excellence Award for Intelligent Transportation System Project
 - Parks Department received Pioneer Athletics "Field of Excellence" award
 - Parks Department received TRPA "Excellence in Parks and Recreation Award" for Audio Cell Phone Tour
 - Top 10 List for Historic Preservation (Preservation Network)
 - Second Most Business Friendly City in the State (Beacon Center)
 - Pinkerton Park named #1 Park in Williamson County (*Southern Exposure* and FranklinIs.com)
 - 2013 Governor's Award for Excellence in Natural Heritage from Gov. Bill Haslam and TDEC Commissioner Bob Martineau for the Harpeth River Restoration Project
-

Under this operating unit are:

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Building & Neighborhood Services

Chris Bridgewater, Director

Budget Summary

	2014	2015	2016	2017	2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	1,975,427	2,017,703	2,229,433	2,156,739	2,330,135	100,702	4.5%
Operations	304,090	339,107	274,266	291,611	376,700	102,434	37.3%
Capital	111,511	0	0	0	0	0	0.0%
Total	2,391,028	2,356,810	2,503,699	2,448,350	2,706,835	203,136	8.1%

Departmental Summary

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

The workload generated by construction activity has been roughly the same as last year and will likely increase slightly in the coming year. Staff will continue to be able to meet level of service commitments without additional personnel. Focusing on technological improvements in service delivery are expected to yield increased capacity and economies.

Department Goals

In the coming fiscal year, Building and Neighborhood Services will concentrate on improvements to delivering services and focusing on helping applicants to meet their timelines and budget goals while ensuring a high level of safety in the built environment.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme: A Safe Clean and Livable City



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

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

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

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

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

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

Theme: Quality Life Experiences



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

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

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

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

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

2013 2014 2015 2016* 2017*

Workload (Output) Measures						
	Vegetation/Tree Problem	TBD	\$ 91	\$ 92	\$ 94	\$ 95
	Zoning Violation	TBD	\$ 94	\$ 70	\$ 75	\$ 76
	Total value of building and development	\$ 395,981,855	\$ 568,207,950	\$ 402,254,930	\$ 494,367,542	\$ 425,000,000
	Total revenue	\$ 1,878,490	\$ 2,332,672	\$ 2,046,200	\$ 1,543,550	\$ 2,200,000



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

	Total permits	5,896	8,472	7,658	5,130	8,000
	Tennessee Statewide Benchmarking Average	2,135	2,322	2,402	TBD	TBD
	Total construction plans reviewed	904	896	1,384	804	1500
	Tennessee Statewide Benchmarking Average	486	483	533	TBD	TBD
	Total certificates of occupancy issued	912	428	777	611	1000
	Building inspections performed	27,966	23,991	28,687	21,861	32,000
	Tennessee Statewide Benchmarking Average	10,249	9,914	10,221	TBD	TBD
	Building code violations	N/C	5,388	4,200	5,127	5,100
	Property Maintenance code inspections	499	566	473	297	520
	Total property maintenance code violations	343	566	473	297	520
	Inoperable auto violations	17	97	123	53	110
	Overgrown lot violations	54	88	98	49	91
	Dilapidated structure violations	10	29	N/A	14	28
	Property Parcels	21,379	21,591	22,307	22,695	22,696
	Number of building inspector / certified plan reviewer FTEs	11	15	18	17	17
	Tennessee Statewide Benchmarking Average	4	5	5	TBD	TBD
	Number of permit technician / administrative / support FTEs	7	7	8	10	10
	Total number of building code FTEs	20	25	26	27	27
	Tennessee Statewide Benchmarking Average	7	7	7	TBD	TBD
	Property maintenance code enforcement FTE's	2	2	2	2	2
	Property maintenance administrative and support FTEs	0	0	0	0	0
	Number of Construction Plans Reviewed per FTE (Inspectors/Reviewer FTEs Only)	82.2	59.7	76.9	47	88
	Tennessee Statewide Benchmarking Average	86.1	103.3	104.9	TBD	TBD
	Building Inspections per FTE (Inspectors FTEs Only)	2,542	1,599	1,594	1,286	1,882
	Tennessee Statewide Benchmarking Average	1,813	1,717	TBD	TBD	TBD

*FY 2016 is YTD as of 1/31/2016 and & 2017 data is estimated.

Efficiency Measures

	2013	2014	2015	2016*	2017*	
	Building Code Inspectors/Certified Plan Reviewer FTE per 1,000 Population	0.17	0.22	0.27	0.24	0.24
	Tennessee Statewide Benchmarking Average	0.10	0.10	0.10	TBD	TBD
	Revenue per Permit Issued	\$ 182	\$ 211	\$ 267	\$ 301	\$ 275
	Tennessee Statewide Benchmarking Average	\$ 258	\$ 146	TBD	TBD	TBD
	Building Code Enforcement cost per permit issued	\$ 337.86	\$ 237.72	TBD	TBD	TBD
	Tennessee Statewide Benchmarking Average	\$ 462.46	\$ 403.51	TBD	TBD	TBD
	Total building code enforcement cost per building inspection	\$ 71.23	\$ 83.95	\$ 70.34	\$ 96.06	\$ 65.63



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

	Tennessee Statewide Benchmarking Average	\$ 197.26	\$ 171.38	205.84	TBD	TBD
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*FY 2016 & 2017 data estimated.

Outcome (Effectiveness) Measures

		2013	2014	2015	2016*	2017*
	Reduce the number of cases and days it takes to resolve identified property maintenance violations.					
	# of cases reported for property maintenance violations	499	566	473	297	520
	Average number of days from complaint to first inspection	N/C	2	1	2	2
	Average number of days to resolve violation	N/C	21	17.54	16.59	16.59
	Cases brought into compliance	325	580	473	297	520
	% of all Property Maintenance Violations Brought into Compliance	94.8%	102.5%	98.9%	99%	100%
	Tennessee Statewide Benchmarking Average	80.8%	91.7%	94.9%	TBD	TBD

*FY 2016 & 2017 data estimated.

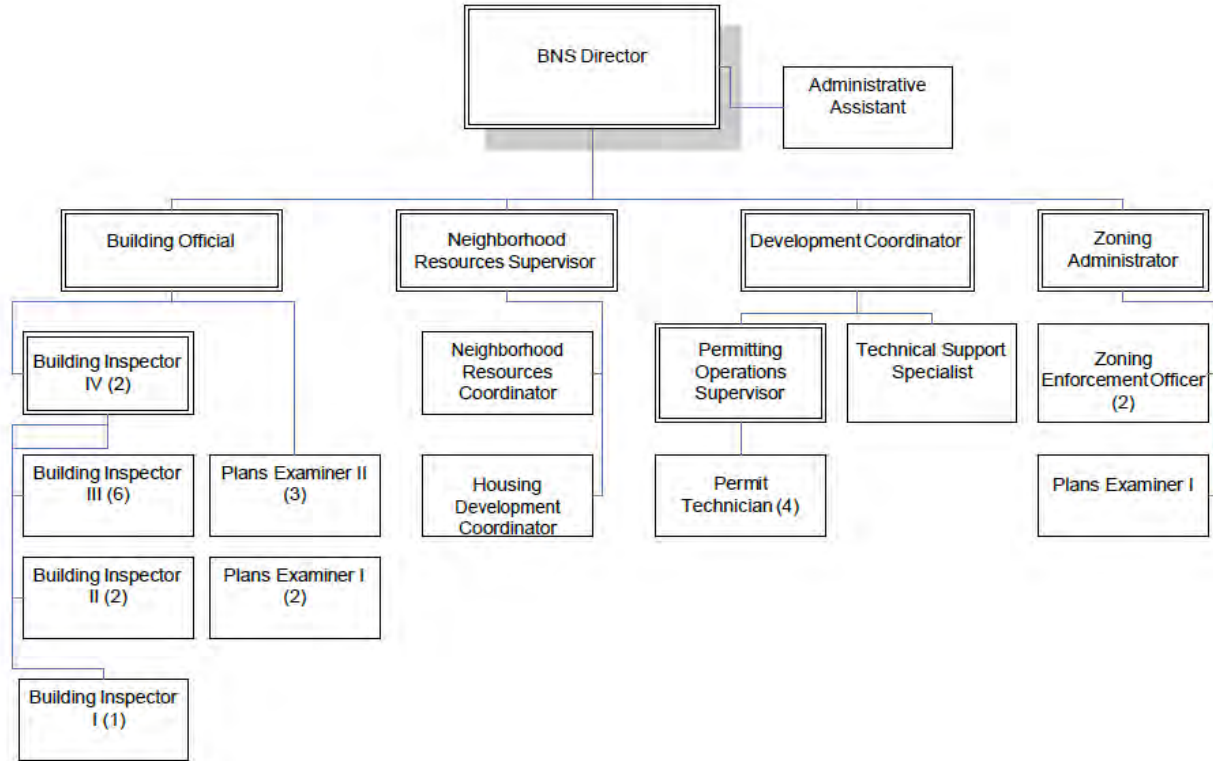
Revenue and value of building estimates for FY 2016 are estimates year to date and require further refinement.



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building & Neigh. Svcs. Director	Grade K	1	0	1	0	1	0	1	0	1	0
Building Official	Grade I	1	0	1	0	1	0	1	0	1	0
Zoning & Development Coor.	Grade H	1	0	1	0	1	0	1	0	1	0
Plans Examiner III	Grade H	0	0	1	0	1	0	0	0	0	0
Building Inspector IV	Grade G	0	0	2	0	2	0	2	0	2	0
Plans Examiner II	Grade G	0	0	2	0	2	0	3	0	3	0
Zoning Administrator	Grade G	1	0	1	0	1	0	1	0	1	0
Neighborhood Resources Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Housing Development Coor.	Grade F	1	0	1	0	1	0	1	0	1	0
Plans Examiner I	Grade F	0	0	2	0	2	0	3	0	3	0
Permitting Operations Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Building Inspector III	Grade F	0	0	3	0	3	0	6	0	6	0
Building Inspector II	Grade E	0	0	4	0	5	0	2	0	2	0
Technical Support Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
Zoning Enforcement Officer	Grade E	0	0	2	0	2	0	2	0	2	0
Signs/Design Standards Admin.	Grade E	1	0	0	0	0	0	0	0	0	0
Neighborhood Resources Coor.	Grade E	2	0	1	0	1	0	1	0	1	0
Building Inspector I	Grade D	0	0	1	0	1	0	1	0	1	0
Permit Technician	Grade D	4	0	3	0	3	0	4	0	4	0
Planning Associate	Grade D	0	0	1	0	1	0	0	0	0	0
Administrative Assistant	Grade D	0	0	1	0	1	0	1	0	1	0
Sr. Building Inspector	---	1	0	0	0	0	0	0	0	0	0
Sr. Building Inspector/Elect.	---	1	0	0	0	0	0	0	0	0	0
Build. Insp. - Plumb/Mech. Ex.Sr.	---	1	0	0	0	0	0	0	0	0	0
Fire Code Plans Examiner	---	1	0	0	0	0	0	0	0	0	0
Build. Inspect. - Electrical	---	0	2	0	0	0	0	0	0	0	0
Building Inspector	---	1	0	0	0	0	0	0	0	0	0
Combo Inspector - Grade 1	---	3	0	0	0	0	0	0	0	0	0
Combo Inspector - Grade 2	---	4	0	0	0	0	0	0	0	0	0
Total		26	2	31	0	32	0	33	0	33	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	1,369,159	1,474,843	1,619,187	1,550,826	1,621,126	1,939	0.1%
Employee Benefits	606,268	542,860	610,246	605,913	709,008	98,762	16.2%
Total Personnel	1,975,427	2,017,703	2,229,433	2,156,739	2,330,135	100,702	4.5%
Operations							
Transportation Services	1,418	3,139	2,475	2,475	2,537	62	2.5%
Operating Services	8,330	2,817	5,300	5,300	5,556	256	4.8%
Notices, Subscriptions, etc.	18,417	25,845	16,232	16,085	17,260	1,028	6.3%
Utilities	29,497	25,999	27,747	27,360	28,115	368	1.3%
Contractual Services	89,272	28,164	50,000	50,000	72,950	22,950	45.9%
Repair & Maintenance Services	19,559	9,782	16,400	14,000	16,250	(150)	-0.9%
Employee programs	9,416	4,147	3,872	5,200	4,300	428	11.1%
Professional Development/Travel	10,289	19,236	25,575	25,150	28,150	2,575	10.1%
Office Supplies	12,328	14,982	10,930	11,430	10,640	(290)	-2.7%
Operating Supplies	6,482	6,016	6,366	5,100	6,190	(176)	-2.8%
Fuel & Mileage	20,654	15,857	20,000	16,027	14,000	(6,000)	-30.0%
Machinery & Equipment (<\$25,000)	28,957	88,782	16,200	22,332	71,900	55,700	343.8%
Repair & Maintenance Supplies	507	7,063	-	318	-	-	0.0%
Operational Units	34,424	54,635	45,436	59,515	59,515	14,079	31.0%
Property & Liability Costs	13,321	11,869	13,210	14,796	15,536	2,326	17.6%
Permits	975	1,213	250	250	250	-	0.0%
Financial Fees	25	-	-	2,000	2,000	2,000	100.0%
Debt Service and Lease Payments	219	14,285	14,273	14,273	21,551	7,278	51.0%
Total Operations	304,090	339,107	274,266	291,611	376,700	102,434	37.3%
Capital	111,511	-	-	-	-	-	0.0%
Total BNS Department	2,391,028	2,356,810	2,503,699	2,448,350	2,706,835	203,136	8.1%

Personnel

The Plans Examiner I position for the Zoning section included in the FY2016 budget has been filled. No additional personnel have been proposed for this year's budget.

Operations

BNS has implemented the Technology Fee which is intended to support technological improvements focused on providing better customer service. Our team is proposing to purchase an app that will allow construction inspectors to enter inspection results into the database in real time, allowing contractors to be notified by email or text as soon as inspections are complete.

The Development Services One Stop renovation was completed this past FY2016 and is now offering service for construction plans every Monday and Wednesday and for Land Development projects twice a month on Wednesday. This gives developers more options to pursue approvals and communicate with representatives from each of the Departments represented in the Development Review Team about their submittal in progress.



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Planning & Sustainability

Vernon Gerth, Assistant City Administrator

Bob Martin, Interim Planning & Sustainability Director

Budget Summary

	2014	2015	2016	2016	2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	1,273,278	1,265,077	1,351,685	1,298,149	1,353,161	1,476	0.1%
Operations	146,172	141,450	305,527	233,287	189,573	-115,954	-38.0%
Capital	0	0	0	0	0	0	0.0%
Total	1,419,450	1,406,527	1,657,212	1,531,436	1,542,734	-114,478	-6.9%

Departmental Summary

The Franklin Planning and Sustainability Department (P&SD) works with the Franklin Municipal Planning Commission in providing information and advice to the Board of Mayor and Aldermen and other City departments in order to assist them in making decisions concerning the growth and development of the City.

The P&SD also provides the following:

- Expertise and technical assistance to the Planning Commission, the Board of Zoning Appeals, the Franklin Tree Commission, and various ad-hoc committees.
- Assumes a leadership role in sustainability efforts for the City and the region and provides the staff for the Sustainability Commission.
- Staff support for the Historic Zoning Commission and its Design Review Committee and the Franklin Battlefield Commission.
- Administers and updates the Land Use Plan and the Zoning Ordinance in order to provide greater clarification and a more efficient process.
- Implements processes in order to streamline development review.
- Oversees performance agreements and sureties and coordinates inspections associated with improvements to new developments, including, but not limited to, drainage, landscaping, sidewalks, streets, and water/wastewater.
- Performs landscaping inspections and reviews.
- Seeks Federal and State funding opportunities in order to assist with activities and projects.
- Coordinates with other City Departments to process development applications in an efficient and timely manner.
- Assists the Franklin Special School District, the Williamson County School System, and other cities within Williamson County in analyzing growth patterns.
- Assists the school system in introducing concepts of urban planning, historic preservation, and energy efficiency to students.



City of Franklin, Tennessee

FY 2017 Operating Budget

Planning & Sustainability

Vernon Gerth, Assistant City Administrator

Bob Martin, Interim Planning & Sustainability Director

Fiscal Year 2017 Outlook

The P&SD has been reorganized by creating two divisions: Long Range Planning and Current Planning.

The Planning Commission will get the draft of the revised Land Use Plan recommended by the P&SD.

The Planning Commission will get a draft of the revised Zoning Ordinance that will serve as an adequate and accurate implementation tool for the Land Use Plan.

Reviewing and recommending plans and rezoning requests is an ongoing responsibility of the P&SD, based on the Land Use Plan and the Zoning Ordinance, to the Planning Commission and the Board of Mayor and Aldermen.

Infill development is an increasing land-use issue that needs to be addressed. The work began in Fiscal Year 2016 and will continue into Fiscal Year 2017.

Funds have been requested for a consultant to update the properties in Historic Preservation Overlay Districts. This study would identify properties, their structures, and conformance with historic preservation standards. The study would also research the feasibility of expanding the Historic District Overlay on Columbia Avenue.

Vesting legislation became effective in January 2015. It requires different documentation for those applications approved after that date. The staff will research methods of tracking those applications and the matching Zoning Ordinance, as well as ascertaining changes to the process.

Increasing emphasis will be placed on continuing professional education in order to develop urban design skills for the City staff, Planning Commissioners, Board members, and design professionals.

A major tool for assisting in urban design will be developing a 3D Modeling program as a tool for assessing the viability of new developments from a design perspective.

The Planning and Sustainability Department anticipates another year of increasing development demand and annexation requests.



Performance Measures

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

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



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

Theme: A Safe and Livable City



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

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

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

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

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

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

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

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

Theme: Quality Life Experiences



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

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

Goal: To increase the Walkability Index Score for Franklin.

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

Goal: To become a more bicycle friendly community.

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

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

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

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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

Baseline: Citizen Perception reported through community survey.

Theme: Sustainable Growth & Economic Prosperity



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

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

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

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

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

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

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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016	2017
Net Acreage Changes	5.28 (ROW)	179.59	TBD	88	TBD
Base Zoning Changes					
Acreage Zoned Due to Annexation	0	61	TBD	88	TBD
Acreage Rezoned	306	118.59	TBD	296	TBD
Development Process Approval Measures					
Concept Plans	0	0	TBD	0	TBD
Regulating Plans	0	0	TBD	0	TBD
Development Plans	27	26	TBD	13	TBD
Site Plans	95	70	TBD	142	TBD
Plats	87	65	TBD	75	TBD
Residential Approvals					
Total Units	1041	1424	TBD	865	TBD
Cases heard by BOZA	11	20	22	21	20
Residential site plans reviewed	81	87	110	115	120
Preliminary plats reviewed	3	4	3	6	5
Final plats reviewed	66	61	70	57	60



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

Municipal planner FTEs	9	9	8	8	8
Planning and zoning administrative and support FTEs	4	4	5	5	5
Engineering FTEs	2**	2	3	3	3
Total planning and zoning revenues	\$ 161,355	\$182,046	\$177,932	\$150,000	\$150,000

Efficiency Measures

	2013	2014	2015	2016	2017
Average number of days for preliminary plat review	38	47	55	55	55

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
Franklin will be a model for environmental quality and a sustainable city.					
Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey					
Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.					
Baseline established?	No	No	No	Yes	Yes
Survey Conducted?	No	No	No	TBD	TBD
Target: TBD	Yes	Yes	Yes	Yes	Yes
Meets Target?	TBD	TBD	TBD	TBD	TBD
Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).					
Baseline: To review the criteria for becoming a "Smarter City" and apply for recognition. See: http://smartercities.nrdc.org/rankings/scoring-criteria					
Target: Named "Smarter City"	No	No	No	TBD	TBD
Meets Target?	No	No	No	TBD	TBD
Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.					
# of LEED Certified buildings in Franklin	9	11	12	12	13
Target (Source: www.usgbc.org)	9	10	11	11	12
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.					
The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.					
Franklin will develop a quality level of service expectation for its citizens.					
90% citizen satisfaction rated excellent/good for services as reported by com					
Baseline: Data to be collected in next community survey.	N/A	N/A	N/A	TBD	TBD
Meets Target?	N/A	N/A	N/A	TBD	TBD
Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.					
To be a community that promotes walking, jogging, and cycling.					



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

①	Increase the Walkability Index Score for Franklin.	32	TBD	TBD	TBD	TBD
	Meets Target?	N/A	TBD	TBD	TBD	TBD
	Become a more bicycle friendly community. Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.					
	Meets Target?	N/A	N/A	N/A	TBD	TBD
②	Reduce the number of days of air quality nonattainment in the City of Franklin.					
	Baseline: 0 days of non-attainment	0	0	0	0	0
	Actual Days of non-attainment	0	0	0	0	0
	Meets Target?	Yes	Yes	Yes	Yes	Yes
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
③	Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
	Current Ranking	4	4	4	4	TBD
	Target	4	4	4	4	TBD
	Meets Target?	Yes	Yes	Yes	Yes	TBD
Franklin will strategically manage its growth and the value of its assets.						
④	Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.					
	Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)					
	Target: At least 1 updated	0	1	All Areas Updating		TBD
	Meets Target?	No	Yes	Yes	Yes	TBD
⑤	Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
	Franklin Poverty Rate	6.2%	6.7%	TBD	TBD	TBD
	State Poverty Rate	13.0%	13.3%	TBD	TBD	TBD
	Target	6.5%	6.7%	TBD	TBD	TBD
	Meets Target?	Yes	Yes	TBD	TBD	TBD
⑥	Increase the assessed valuation per square mile					
	Current Assessed Value (in \$000s)	\$ 3,333,559,875	\$ 3,440,062,708	TBD	TBD	TBD
	Square Miles	41.53	41.53	41.53	TBD	TBD
	Target (in \$000s)	\$ 78,000,000	\$ 80,000,000	TBD	TBD	TBD
	Meets Target?	Yes	Yes	TBD	TBD	TBD
⑦	Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
	Increase private investment in Franklin's Historic Area.					
	# of Certificates of Appropriateness issued for construction	78	68	47	50	50
	Value of investment dollars from COA's	\$ 6,397,899	\$ 11,751,522	\$ 6,425,809	\$ 7,000,000	\$ 7,000,000
	Meets Target?	No	Yes	No	TBD	TBD

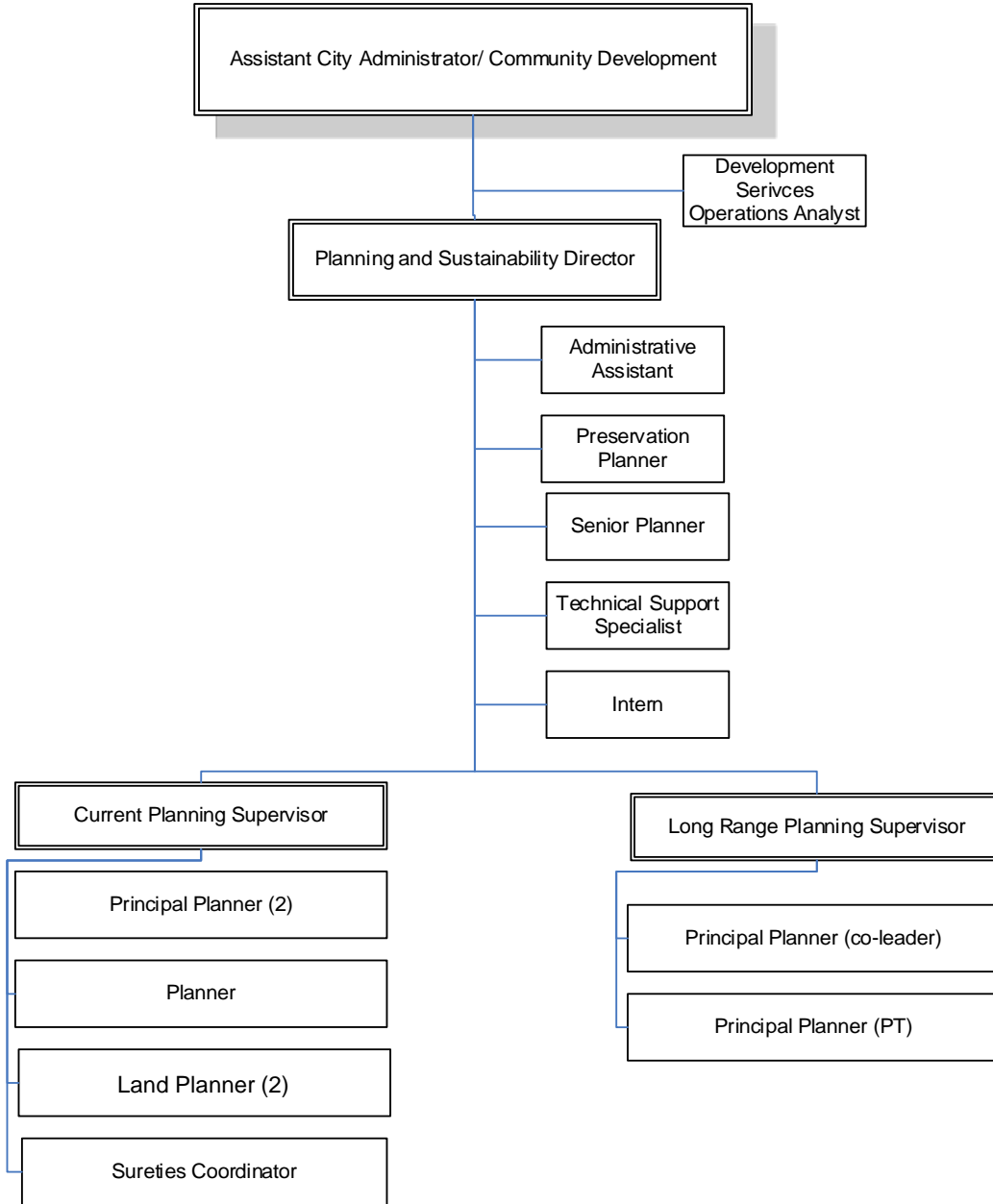
*Includes Residential and Commercial site plans.



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
ACA Community Development	Grade N	1	0	1	0	1	0	1	0	1	0
Planning Director	Grade L	1	0	1	0	1	0	1	0	1	0
Long Range Planning Supervisor	---	1	0	0	0	0	0	0	0	0	0
Current Planning Supervisor	---	1	0	0	0	0	0	0	0	0	0
Planning Supervisor	Grade I	0	0	2	0	2	0	2	0	2	0
Principal Planner/ Co-Leader	Grade H	2	0	2	1	2	1	2	1	3	1
Preservation Planner	---	1	0	0	0	0	0	0	0	1	0
Land Planner (TN Reg)	Grade G	0	0	0	0	1	0	0	0	0	0
Planning Senior	Grade G	0	0	2	0	2	0	2	0	1	0
Dev. Serv. Oper. Analyst	Grade G	0	0	1	0	0	0	1	0	1	0
Planner	Grade F	0	1	1	0	1	0	1	0	1	0
Land Planner	Grade F	1	0	0	0	0	0	2	0	2	0
Sureties Coordinator	Grade F	1	0	1	0	1	0	1	0	1	0
Sustainability & Grants Coord.	---	1	0	0	0	0	0	0	0	0	0
Technical Support Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
Planning Assistant	Grade E	1	0	1	0	1	0	1	0	0	0
Planning Associate	Grade D	1	1	2	0	2	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Permit Technician	---	1	0	0	0	0	0	0	0	0	0
Administrative Secretary	Grade B	0	0	0	0	0	1	0	1	0	0
Intern	---	0	1	0	1	0	1	0	1	0	1
Total Authorized Staffing		14	3	16	2	16	3	16	3	16	2



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	964,184	987,807	1,040,109	1,014,722	1,027,433	(12,676)	-1.2%
Officials Fees	10,676	9,650	14,708	14,708	14,708	-	0.0%
Employee Benefits	298,418	267,620	296,868	268,719	311,020	14,152	4.8%
Total Personnel	1,273,278	1,265,077	1,351,685	1,298,149	1,353,161	1,476	0.1%
Operations							
Transportation Services	2,525	1,762	4,300	1,500	3,100	(1,200)	-27.9%
Operating Services	5,276	4,241	9,500	5,232	9,500	-	0.0%
Notices, Subscriptions, etc.	58,807	23,661	31,750	39,538	34,050	2,300	7.2%
Utilities	6,694	6,204	10,000	7,580	7,000	(3,000)	-30.0%
Contractual Services	-	9,110	162,720	101,296	23,800	(138,920)	-85.4%
Repair & Maintenance Services	5,024	5,615	10,800	4,104	6,500	(4,300)	-39.8%
Employee programs	774	1,859	3,500	3,444	3,500	-	0.0%
Professional Development/Travel	25,521	35,208	38,000	34,426	53,200	15,200	40.0%
Office Supplies	8,230	12,626	14,300	13,849	14,300	-	0.0%
Operating Supplies	-	1,367	-	905	400	400	#DIV/0!
Fuel & Mileage	10,321	516	2,180	679	2,200	20	0.9%
Machinery & Equipment (<\$25,000)	19,158	33,726	12,400	6,456	6,800	(5,600)	-45.2%
Repair & Maintenance Supplies	46	6	200	566	-	(200)	-100.0%
Operational Units	-	-	-	-	10,850	10,850	#DIV/0!
Property & Liability Costs	3,500	5,485	5,377	13,212	13,873	8,496	158.0%
Permits	296	64	400	400	400	-	0.0%
Other Business Expenses	-	-	100	100	100	-	0.0%
Total Operations	146,172	141,450	305,527	233,287	189,573	(115,954)	-38.0%
Capital	-	-	-	-	-	-	0.0%
Total Planning & Sustain.	1,419,450	1,406,527	1,657,212	1,531,436	1,542,734	(114,478)	-6.9%

Notes & Objectives

- Present a draft of the Land Use Plan to the Planning Commission.
- Determine the format of the new Zoning Ordinance, and potentially present a draft of the entire revised ordinance.
- Continue interaction with property owners along Fifth Avenue North regarding redevelopment.
- Recommend revised Street Standards in cooperation with the Street Department.



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	1,856,717	1,910,274	2,391,944	2,083,391	2,560,918	168,974	7.1%
Operations	1,133,722	1,328,986	1,796,672	1,508,033	1,787,515	-9,157	-0.5%
Capital	91,593	78,487	26,000	26,000	0	(26,000)	-100.0%
Total	3,082,032	3,317,747	4,214,616	3,617,424	4,348,433	133,817	3.2%

Department Goals

Franklin Parks Department is an essential service established to improve the quality of life for all residents of the City by proactively responding to changing demographics and emerging trends, while also maximizing all available resources to enhance each resident's health, promote economic vitality and long-term sustainability now and for future generations.



Departmental Summary

The primary challenge in development of the Parks budget for Fiscal Year 2016-17 will be implementing existing projects and day-to-day services while balancing the projections provided in the 10-year comprehensive parks master plan. Three areas of concentration will take place in the new fiscal year: opening of the multi-use equestrian arena at Harlinsdale Farm; completion of the trails system and improvements at Bicentennial Park and implementation of the concept master plan for the new Carter's Hill Battlefield Park. The vision will be to provide high quality, accessible parks, historic sites, new trails and recreation amenities that will create positive recreational healthy experiences for all residents and visitors of the city that make living, working, and playing in Franklin the city of choice for the region.



City of Franklin, Tennessee

FY 2017 Operating Budget

Parks

Lisa Clayton, Director

Department Summary (continued)

REVENUES:

Park General Fund revenues are on target to reach approximately \$50,000 for the current fiscal year. For the 2016-17 fiscal year, revenues are projected at \$58,580. 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 \$1.8 million. This is an increase due to new facilities at Harlinsdale Farm and Carter's Hill Park. The increase in population has had an impact on the amount of park patrons attending events in FY15 & 16. The Parks Department projects a 7% increase in patrons attending events hosted by the department which is an increase in projected workload for existing staff. Parks budgeted personnel in 2015-16 for a total of (37) 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. The need to increase in personnel within the Programming Division will be crucial for FY17.

CAPITAL:

Budgeted Park capital projects from the General Fund total amount \$35,000 to develop a preliminary master plan within the framework of a partnership with the Franklin Special School District. However, the comprehensive parks master plan provides a report for projections of physical improvements to the parks system. The Master Plan document identifies several potential funding sources and a potential vision for spending to support the desired outcomes of the plan. The department will be developing a Capital Improvement Plan that and implementation policies along with other CIP projects with the city as a whole. The 10-year CIP plan will serve as a working document to be updated annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs of the approximately \$67 million dollar worth of projects.

SUMMARY:

The Fiscal Year 2016-2017 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.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme: Quality Life Experiences



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

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

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

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

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

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

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

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

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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016	2017
Participation					
Children - All	6,962	16,284	16,609	17,107	17,620
Children - Franklin	6,753	15,774	16,247	16,800	17,236
Total participation – youth	286	32,058	32,856	16,734	34,856
Adults - All	4,935	28,123	28,686	30,450	31,250
Adults - Franklin Residents	4,611	27,279	28,097	28,939	29,808



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

Seniors - All	605	650	670	700	725
Registered Athletics	N/C	8,143	8,500	8,960	8,755
City Sponsored Events	9,665	8,038	9,000	9,250	9,500
Non-City Sponsored Events	39,526	34,323	35,000	36,750	36,750
Park Attendance by Scheduled Users					
Schools	8,920	3,938	9,000	9,500	9,500
Athletics	7,756	8,299	9,000	9,500	9,500
City Sponsored Special Events	12,919	7,690*	28,500	29,355	30,236
Outside Sponsored Special Events	21,071	19,549*	46,000	47,750	48,250
Parks and Recreation Acres Maintained	704	704	704	704	704
Passive Parks	514	514	514	514	514
Active Parks	190	190	190	190	190
Greenway miles	11.75	11.75	12	12	12
Permit applications received	106	98	164	196	225
Parks and Recreation Units Managed	16	16	16	16	16
Estimated annual hours of operation of units	63,112	70,080	72,000	72,000	72,000
Revenues from user fees	\$ 38,733	\$ 53,302	\$ 41,329	\$ 50,000	\$ 58,850
Number of volunteer hours worked	17,100	17,880	18,237	18,500	19,000
Total number of training hours	422	918	1,200	1,507	1,600
Grant proceeds awarded	\$ 184,934	\$ -	20,000	75,000	75,000
Urban Forestry & Recycling					
Trees Planted	150	127	275	220	220
Tree Farm Trees	65	52	0	0	0
Trees Planted by Donation/Grants	85	2	10	2	2
Trees Purchased From Tree Bank	85	66	250	195	195
Lecture Series Attendance	45	52	75	80	100
Blue Bag Recycling	325	560	785	800	850

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

Efficiency Measures

	2013	2014	2015	2016	2017
Cost per Franklin Resident to Support Parks*	\$13.16	\$17.18	\$ 19.29	TBD	TBD
Parks and Recreation Cost Per Capita	\$ 61.20	\$ 64.60	\$ 71.29	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 87.44	\$ 92.85	\$ 93.96	TBD	TBD
Percentage of Costs Supported by Parks and Recreation User Fees Collected	0.95%	1.24%	0.48%	1.25%	1.25%
Tennessee Statewide Benchmarking Average	10.08%	9.14%	11.25	TBD	TBD
Total Costs per Total Parks and Recreation Areas Maintained	\$ 5,766	\$ 6,090	\$ 6,721	\$ 7,000	\$ 7,000
Tennessee Statewide Benchmarking Average	\$ 13,180	\$ 9,224	\$ 8,104	TBD	TBD

*Formula is Operations Expenses / Population



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

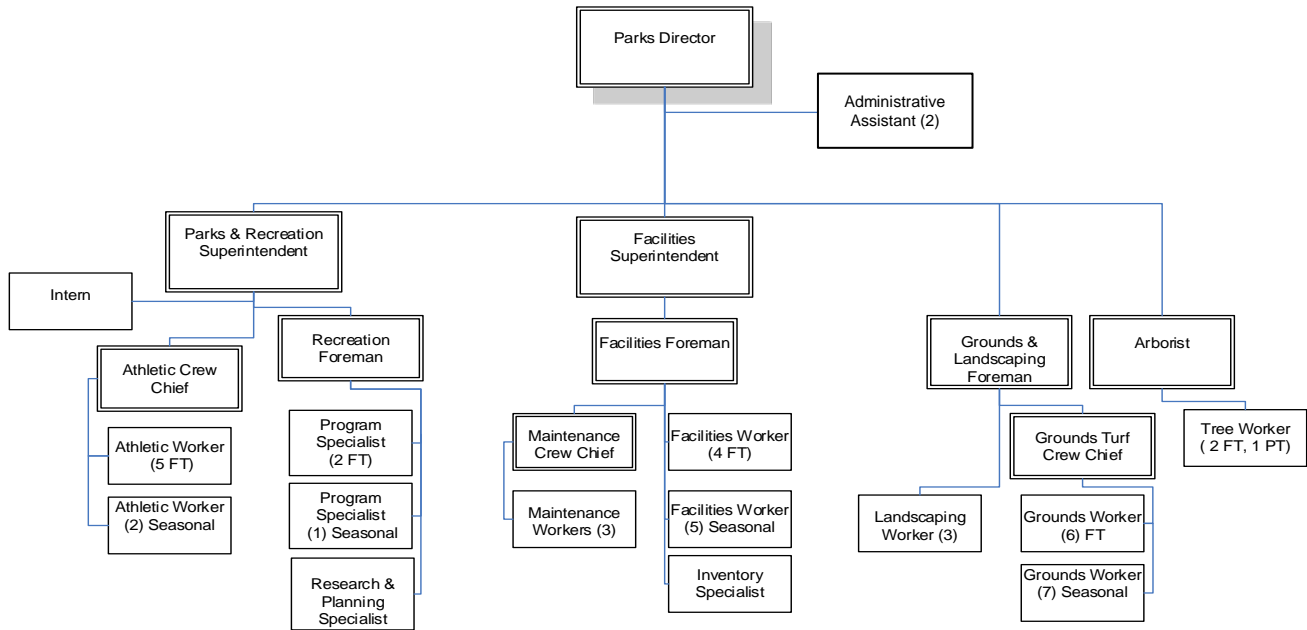
		2013	2014	2015	2016	2017
	Increase the percent of Franklin citizens who perceive they have excellent / good parks, recreation, and amenities.					
	Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good	9%	9%	9%	9%	TBD
	Target (Source: 2012 Community Survey by ASI for Franklin Tomorrow)	9%	9%	9%	9%	TBD
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Acres per 1000 residents	10.61	10.61	10.06	10.06	10.06
	Tennessee Statewide Benchmarking Average	11.29	12.19	18	TBD	TBD
	Target (National Parks & Recreation Association)	6	6	6	6	6
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Remain one of the Top Rated Healthy Cities in Tennessee					
	State Rank	TBD	TBD	TBD	TBD	TBD
	Target (Robert Wood Johnson Foundation, 2012)	1st	1st	1st	1st	1st
	Meets Target?	TBD	TBD	TBD	TBD	TBD
	Maintain Status as Tree City USA					
	Number of years received	8	9	10	11	12
	Target: Status Maintained? (Arbor Day Foundation?)	Yes	Yes	Yes	Yes	Yes
	Meets Target?	Yes	Yes	Yes	Yes	Yes



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Parks Director	L	1	0	1	0	1	0	1	0	1	0
Facilities Superintendent	H	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	G	1	0	1	0	1	0	1	0	1	0
Athletic Foreman	F	1	0	1	0	0	0	0	0	0	0
Grounds & Landscape Foreman	F	1	0	1	0	1	0	1	0	1	0
Facilities Foreman	F	0	0	0	0	1	0	1	0	1	0
Recreation Foreman	F	0	0	0	0	1	0	1	0	1	0
Program Coordinator	E	1	0	1	0	0	0	0	0	0	1
Arborist	E	1	0	1	0	1	0	1	0	1	0
Research & Planning Specialist	E	0	0	0	0	1	0	1	0	1	0
Facilities Crew Chief	E	1	0	1	0	0	0	0	0	0	0
Athletics Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Grounds Turf Crew Chief	E	0	0	1	0	1	0	1	0	1	0
Landscaping Crew Chief	E	0	0	0	0	0	0	0	0	0	0
Maintenance Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Program Specialist	D	1	0	1	0	1	1	1	1	2	0
Admin Assistant	D	1	0	1	0	1	0	1	0	2	0
Inventory Specialist	D	1	0	1	0	1	0	1	0	1	0
Heavy Equipment Operator	---	1	0	1	0	0	0	0	0	0	0
Athletic Turf Worker	---	2	1	0	0	0	0	0	0	0	0
Athletic Field Worker	---	2	1	4	2	0	0	0	0	0	0
Maintenance Worker	C	3	0	3	0	3	0	3	0	3	0
Athletic Worker	B	0	0	0	0	4	2	5	2	5	2
Tree Worker	B	0	1	0	1	0	3	2	1	2	1
Facilities Worker	B	2	4	3	4	3	4	4	5	4	5
Grounds Worker	B	3	6	4	6	4	7	6	7	6	7
Landscaping Worker	B	2	1	2	3	3	0	3	0	3	0
Intern	---	0	0	0	1	0	1	0	1	0	1
TOTALS		28	14	31	17	31	18	37	17	39	17



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Est 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	1,301,968	1,390,984	1,747,205	1,531,989	1,841,257	94,052	5.4%
Employee Benefits	554,749	519,290	644,739	551,402	719,662	74,923	11.6%
Total Personnel	1,856,717	1,910,274	2,391,944	2,083,391	2,560,918	168,974	7.1%
Operations							
Transportation Services	8,577	15,898	8,975	12,347	12,740	3,765	41.9%
Operating Services	11,799	11,510	21,385	19,385	20,125	(1,260)	-5.9%
Notices, Subscriptions, etc.	37,722	15,687	53,855	83,460	77,935	24,080	44.7%
Utilities	203,601	233,892	231,596	188,095	199,083	(32,513)	-14.0%
Contractual Services	20,386	14,272	44,420	79,640	84,660	40,240	90.6%
Repair & Maintenance Services	195,128	205,064	138,106	183,065	205,185	67,079	48.6%
Employee programs	5,738	10,327	19,265	19,265	23,210	3,945	20.5%
Professional Development/Travel	18,828	26,289	35,945	32,230	38,360	2,415	6.7%
Office Supplies	9,965	10,813	15,130	14,770	17,155	2,025	13.4%
Operating Supplies	57,306	74,133	86,516	88,518	113,149	26,633	30.8%
Fuel & Mileage	58,777	51,654	54,900	39,000	28,119	(26,781)	-48.8%
Machinery & Equipment (<\$25,000)	217,303	178,245	123,300	110,593	123,653	353	0.3%
Repair & Maintenance Supplies	191,263	245,755	261,252	297,740	316,475	55,223	21.1%
Operational Units	21,638	63,904	432,452	30,769	253,078	(179,374)	-41.5%
Property & Liability Costs	38,881	67,793	49,762	81,865	59,796	10,034	20.2%
Rentals	12,720	20,224	25,735	31,185	33,120	7,385	28.7%
Permits	334	3,944	740	2,800	3,000	2,260	305.4%
Other Business Expenses				150	160	160	100.0%
Debt Service and Lease Payments	23,756	79,582	193,338	193,156	178,512	(14,826)	-7.7%
Total Operations	1,133,722	1,328,986	1,796,672	1,508,033	1,787,515	(9,157)	-0.5%
Improvements	62,338	-	26,000	26,000	-	(26,000)	-100.0%
Infrastructure	29,255	26,470	-	-	-	-	0.0%
Machinery & Equipment (>\$25,000)	-	52,017	-	-	-	-	0.0%
Capital	91,593	78,487	26,000	26,000	-	(26,000)	-100.0%
Total Parks Department	3,082,032	3,317,747	4,214,616	3,617,424	4,348,433	133,817	3.2%



City of Franklin, Tennessee
FY 2017 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering							
	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	735,319	775,333	923,054	855,873	1,065,802	142,748	15.5%
Operations	-60,392	-15,565	1,225	-38,586	-49,967	-51,192	-4179.0%
Capital	0	0	0	0	0	0	0.0%
Total	674,927	759,768	924,279	817,287	1,015,835	91,556	9.9%

Traffic Operations Center (TOC)							
	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	239,082	172,817	241,490	248,117	269,937	28,447	11.8%
Operations	156,962	311,427	622,208	525,798	668,775	46,567	7.5%
Capital	28,220	186,326	2,216,850	403,857	2,300,000	83,150	3.8%
Total	424,264	670,570	3,080,548	1,177,772	3,238,712	158,164	5.1%

Departmental Summary

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

ENGINEERING

The Engineering Department plans for the future infrastructure needs of the City of Franklin and consists of three divisions. The divisions include Engineering, Traffic Operations and Stormwater.

The Engineering Division manages both City-funded and private infrastructure projects. The Engineering Division works with other City Departments, TDOT, various utility providers, elected officials, and the public to ensure that our infrastructure is designed and installed properly and that it meets all Local, State and Federal standards and guidelines.

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

TRAFFIC OPERATIONS CENTER (TOC)

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

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

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

Congestion Management Program:

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

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

The data collected is used to develop traffic signal timing plans that will best move traffic with highest degree of safety and minimal delay. By utilizing traffic modeling software, we develop intersection timing plans that best manage those rush hour flows. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every 3 years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."



City of Franklin, Tennessee

FY 2017 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

STORMWATER (Budget contained within Stormwater Fund)

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

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

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

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



Performance Measures

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

Theme: Quality Life Experiences



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

Goal: Implement our Congestion Management Program by coordinate traffic signals to insure optimum travel speed, reduce delay, reduce energy and fuel consumption and minimize stops. The City Currently has five coordinated signal systems that include: Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown Franklin (Main St, Fifth Ave, SR96 West), Hillsboro Road, Columbia Ave.

Baseline: Implement new traffic counts and signal timing plans on one coordinate system per year. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every 3 years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."

Workload (Output) Measures

	Last Signal Timing Update
Cool Springs Area	2016
SR 96 E	2015
Downtown Franklin	2010
Hillsboro Road	To Be Completed Following Hillsboro Road (Independence Square to Mack Hatcher Project)
Columbia Ave	2015

Theme: A Safe, Clean and Livable City



Franklin will be a model for environmental quality and a sustainable City



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

- Goal: Meet or exceed the minimum compliance of our NPDES MS4 permit to protect our national resources.
- Baseline: Complete four public education and outreach events per year.
- Baseline: Complete four public involvement and participation events per year.
- Baseline: Complete illicit discharge detection and elimination on 20% of our watershed yearly.
- Baseline: Inspect 100% of our active construction sites monthly for EPSC compliance.
- Baseline: Inspect 20% of the cities permanent stormwater management facilities.
- Baseline: Complete annual ambient monitoring to include Macroinvertebrate Sampling, E.Coli Sampling and complete 20% watershed Visual Stream Assessments.

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Number of public education and outreach events completed.	2	1	5	TBD	TBD
Number of public involvement and participation events completed.	2	1	3	TBD	TBD
Percentage of Watershed completed for illicit discharge detection and elimination.	0%	0%	100%	TBD	TBD
Percentage of active construction sites	100%	100%	100%	TBD	TBD
Percentage of permanent stormwater management facilities inspected.	0%	0%	0%	TBD	TBD
Annual Ambient monitoring (Achieved or Not Achieved)					
Macroinvertebrate Sampling	Achieved	Achieved	Achieved	TBD	TBD
E.Coli Sampling	Achieved	Achieved	Achieved	TBD	TBD
Visual Stream Assessment	0%	0%	Achieved	TBD	TBD

Outcome (Effectiveness) Measures

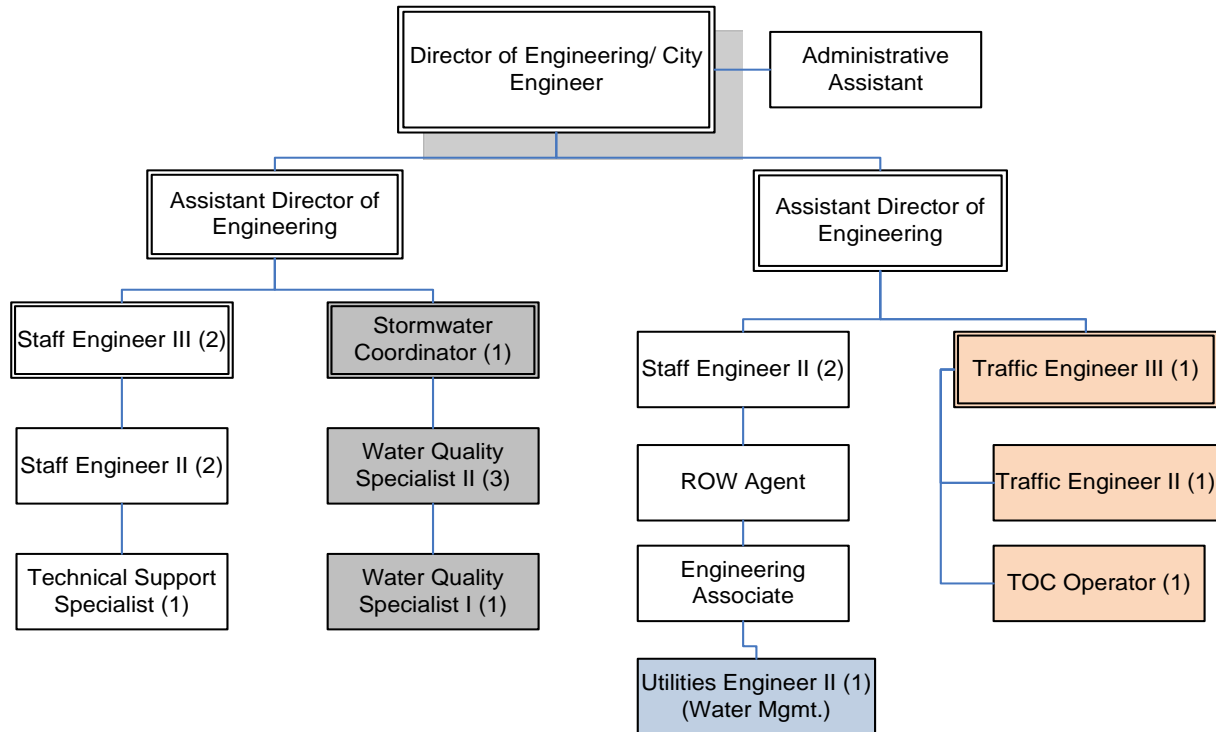
	2013	2014	2015	2016*	2017*
Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin. <i>(Baseline: Community Survey by ASI for Franklin Tomorrow)</i>	TBD	TBD	TBD	TBD	TBD
Target	TBD	TBD	TBD	TBD	TBD
Meets Target?	TBD	TBD	TBD	TBD	TBD
To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services					
Increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin. Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)	Baseline to be established				
Meets Target?	TBD	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



Notes:

1) *Funding Allocation:*

Gray: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Peach: The Traffic Eng III, Traffic Eng II and TOC Operator are included in TOC Budget.
Blue: Utilities Engineer is funded out of the Water Management Department.
White: Positions funded through the Engineering budget are shaded in white.

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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Engineering											
Director of Engineering	Grade L	1	0	1	0	1	0	1	0	1	0
Asst. Dir. Of Engineering	Grade J	1	0	1	0	1	0	2	0	2	0
Engineering Supervisor	---	2	0	0	0	0	0	0	0	0	0
Staff Engineer III	Grade I	0	0	3	0	3	0	2	0	2	0
Staff Engineer II	Grade H	3	0	3	0	3	0	3	0	4	0
Staff Engineer I	Grade G	0	0	0	0	0	0	0	0	0	0
Right of Way Agent	Grade G	1	0	1	0	1	0	1	0	1	0
Senior CIP Inspector	Grade G	0	0	0	0	0	0	0	0	0	0
Technical Support Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
Engineering Associate	Grade E	0	0	0	0	1	0	1	0	1	0
Admin. Asst	Grade D	2	0	1	0	1	0	1	0	1	0
Total - Engineering		10	0	11	0	12	0	12	0	13	0

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Operations Center											
Traffic/Transportation Engineer	---	1	0	0	0	0	0	0	0	0	0
ITS Specialist Senior	---	0	0	1	0	1	0	0	0	0	0
Traffic Engineer III	Grade I	1	0	1	0	1	0	1	0	1	0
Traffic Engineer II	Grade F	1	0	1	0	1	0	1	0	1	0
TOC Operator	Grade E	1	0	1	0	1	0	1	0	1	0
Total - TOC		4	0	4	0	4	0	3	0	3	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget - Engineering

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	544,979	594,297	696,405	665,775	775,456	79,051	11.4%
Employee Benefits	190,340	181,036	226,649	190,098	290,346	63,697	28.1%
Total Personnel	735,319	775,333	923,054	855,873	1,065,802	142,748	15.5%
Operations							
Transportation Services	747	675	650	650	730	80	12.3%
Operating Services	7,838	11,035	14,500	8,500	5,950	(8,550)	-59.0%
Notices, Subscriptions, etc.	2,615	6,006	6,500	7,000	9,750	3,250	50.0%
Utilities	3,322	3,691	6,240	3,795	4,175	(2,065)	-33.1%
Contractual Services	61,971	90,125	135,000	103,000	108,000	(27,000)	-20.0%
Repair & Maintenance Services	2,994	3,960	2,300	2,200	2,420	120	5.2%
Employee programs	356	275	5,700	5,700	820	(4,880)	-85.6%
Professional Development/Travel	11,817	12,072	19,700	19,700	23,170	3,470	17.6%
Office Supplies	4,603	4,822	5,860	5,860	6,446	586	10.0%
Operating Supplies	1,442	1,169	7,500	7,546	4,550	(2,950)	-39.3%
Fuel & Mileage	1,195	773	2,250	1,500	2,000	(250)	-11.1%
Machinery & Equipment (<\$25,000)	8,609	58,811	17,300	17,300	17,000	(300)	-1.7%
Property & Liability Costs	5,485	4,020	5,087	5,755	6,043	956	18.8%
Permits	1,796	2,919	6,750	7,020	7,525	775	11.5%
Debt Service and Lease Payments	87	4,077	4,097	4,097	5,413	1,316	32.1%
Interfund Reimbursement	(175,269)	(219,996)	(238,209)	(238,209)	(253,959)	(15,750)	6.6%
Total Operations	(60,392)	(15,565)	1,225	(38,586)	(49,967)	(51,192)	#####
Capital							
	-	-	-	-	-	-	0.0%
Total Engineering	674,927	759,768	924,279	817,287	1,015,835	91,556	9.9%



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget - TOC

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	173,086	132,066	187,300	196,437	191,015	3,715	2.0%
Employee Benefits	65,996	40,751	54,190	51,680	78,922	24,732	45.6%
Total Personnel	239,082	172,817	241,490	248,117	269,937	28,447	11.8%
Operations							
Transportation Services	266	24	500	300	330	(170)	-34.0%
Operating Services	59	-	360	300	330	(30)	-8.3%
Notices, Subscriptions, etc.	5,068	525	1,860	3,850	2,254	394	21.2%
Utilities	1,608	1,399	2,200	2,080	2,288	88	4.0%
Contractual Services	38,486	228,974	561,300	461,300	613,000	51,700	9.2%
Repair & Maintenance Services	81,531	472	1,100	1,100	1,210	110	10.0%
Employee programs	-	-	300	300	330	30	10.0%
Professional Development/Travel	3,623	2,475	7,053	7,053	7,757	704	10.0%
Office Supplies	475	161	500	500	550	50	10.0%
Operating Supplies	506	230	1,250	1,250	1,375	125	10.0%
Fuel & Mileage	800	238	1,260	1,260	882	(378)	-30.0%
Machinery & Equipment (<\$25,000)	2,279	39,700	35,800	30,800	22,225	(13,575)	-37.9%
Repair & Maintenance Supplies	1,540	17,594	2,600	2,600	2,600	-	0.0%
Property & Liability Costs	5,475	4,006	3,795	10,775	11,314	7,519	198.1%
Permits	540	810	2,330	2,330	2,330	-	0.0%
Debt Service and Lease Payments	14,706	14,820	-	-	-	-	0.0%
Total Operations	156,962	311,427	622,208	525,798	668,775	46,567	7.5%
Infrastructure	15,791	-	-	-	-	-	0.0%
Machinery & Equipment (>\$25,000)	12,429	186,326	2,216,850	403,857	2,300,000	83,150	3.8%
Capital	28,220	186,326	2,216,850	403,857	2,300,000	83,150	3.8%
Total TOC	424,264	670,570	3,080,548	1,177,772	3,238,712	158,164	5.1%



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Expenditures	52,811	32,811	70,008	70,008	70,211	203	0.3%
Economic Development	52,811	32,811	70,008	70,008	70,211	203	0.3%

Department Summary

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of \$25,000 plus an additional amount for the Greater Nashville Regional Council of \$14,400. 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.



Performance Measures

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

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



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

Quality of Life Experiences



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

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

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

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

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

Sustainable Growth & Economic Prosperity



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

Opportunities for increasing tourism experiences.

Goal: To increase tourist visits to Franklin.

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

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

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

Opportunities for revenue enhancements through tourism and sales revenues.

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

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

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

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

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

Baseline: [Review Conference Center data for appropriate metrics]

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

Encourage job growth and retention within the city.

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
TBD					

Efficiency Measures

	2013	2014	2015	2016*	2017*
TBD					

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*	
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
	Remain below the national Cost of Living Index of 100.					
	Current Rating	89	89	TBD	TBD	TBD
	Target	< 100	< 100	< 100	< 100	< 100
	Meets Target?	Yes	Yes	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

		2013	2014	2015	2016*	2017*
	Improve ranking as one of the best cities for start-up businesses in the United States.					
	Current Rating	43	43	TBD	TBD	TBD
	Target	Top 50	Top 50	N/A	N/A	N/A
	Meets Target?	Yes	Yes	TBD	TBD	TBD
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.						
	Opportunities for increasing tourism experiences.					
	Increase tourist visits to Franklin.					
	Visits to Carnton Plantation, Carter House and Lotz House	Data to be collected				
	Target	Data to be collected				
Meets Target?	TBD	TBD	TBD	TBD	TBD	
	Increase the number of participants in conventions, conferences, and meetings in the Conference Center					
	Baseline: [TBD from FY 2012 data on # of participants or equivalent proxy]					
	Target	Data to be collected				
Meets Target?	TBD	TBD	TBD	TBD	TBD	
	Opportunities for revenue enhancements through tourism and sales revenues.					
	Increase the revenue generated from Hotel/Motel taxes.	\$ 2,403,775	\$ 2,764,802	\$ 3,291,019	\$ 3,400,000	\$ 3,450,000
	Target (more than previous year)	\$ 2,193,109	\$ 2,403,775	\$ 2,764,802	\$ 3,291,019	\$ 3,400,000
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Increase sales tax revenue money greater than the annual state-wide sales tax growth.					
	Franklin Collections (in \$ millions)	\$25.995	\$27.254	\$28.944	\$30.744	\$32.551
	Franklin Collection Increase	7.4%	4.8%	6.2%	6.2%	5.9%
	State Collections (in \$ billions)	\$7.012	\$7.29	\$7.678	\$8.150	\$8.500
	State Collection Increase	1.6%	3.9%	5.4%	6.1%	4.3%
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center					
	Baseline: [Review Conference Center data for appropriate metrics]					
	Target	Data to be collected				
Meets Target?	TBD	TBD	TBD	TBD	TBD	
Franklin will expand and retain business and job opportunities within the community as well as the county.						
	Encourage job growth and retention within the city.					
	Increase the number of jobs in the city over the previous year.	35,800	36,050	37,440	Data to be collected	
	Target	33,750	34,500	35,500	35,500	35,500
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Decrease the unemployment rate within the city over the previous year below the county and state levels.					
	Franklin's Unemployment Rate	5.5%	4.8%	4.3%	TBD	TBD
	Williamson County Unemployment Rate	5.9%	5.7%	5.6%	TBD	TBD
	Tennessee's Unemployment Rate	8.5%	7.4%	6.3%	TBD	TBD
	Target (Franklin's U/I for preceding year)	5.9%	5.5%	4.8%	4.8%	4.8%
	Meets Target(s)?	Yes	Yes	Yes	TBD	TBD



Performance Measures

	Encourage expansion and retention of business opportunities in the City of Franklin.					
	Increase the net number of business licenses within the city over the previous year.					
	New business licenses	410	406	400	400	400
	Total Active business licenses	5334	5711	5800	5900	5900
	Meets Target(s)?	Yes	Yes	TBD	TBD	TBD
	Increase the number of small businesses over the previous year.					
	Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)					
	# of Small Businesses in Franklin	3,155	Data to be collected			
	Target	3,138	Data to be collected			
	Meets Target?	Yes	TBD	TBD	TBD	TBD
	Increase the number of businesses with more than 100 employees over the previous year.					
	# of businesses in Franklin with more than 100 employees	125	Data to be collected			
	Target	92	Data to be collected			
	Meets Target?	Yes	TBD	TBD	TBD	TBD
	Increase the success of Fortune 1000 companies located in Franklin over the previous year.					
	# of local people employed by Fortune 1000 companies in Franklin	Data to be collected				
	Target	Data to be collected				
	Meets Target?	TBD	TBD	TBD	TBD	TBD
	Reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.					
	Franklin Retail & Commercial Vacancy Rate	3.80%	3.30%	1.10%	Data to be collected	
	Nashville MSA Retail & Commercial Vacancy Rates	9.40%	7.60%	9.20%	Data to be collected	
	Target	6.58%	5.32%	6.44%	Data to be collected	
	Meets Target?	Yes	Yes	Yes	TBD	TBD

Organizational Chart

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

Staffing by Position

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estimated 2016	Budget 2017	Difference	
						\$	%
Economic Development / Tourism	25,000	25,000	25,000	25,000	25,000	-	0.0%
Greater Nashville Regional Council	-	-	14,197	14,197	14,400	203	1.4%
Nashville Area Chamber of Commerce	-	-	3,000	3,000	3,000	-	0.0%
Nashville Area MPO	7,811	7,811	7,811	7,811	7,811	-	0.0%
Special Event Grant Expenditures	-	-	-	-	-	-	0.0%
Williamson Chamber Econ Dev - Franklin share	20,000	-	20,000	20,000	20,000	-	0.0%
Total Expenditures	52,811	32,811	70,008	70,008	70,211	203	0.3%
Ending Fund Balance	52,811	32,811	70,008	70,008	70,211	203	0.3%

Notes & Objectives



City of Franklin, Tennessee
FY 2017 Operating Budget

Community Development Block Grant Fund

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Fund Balance	23,545	23,717	20,212	20,212	28,257	8,045	39.80%
Revenues	198,920	448,200	274,806	274,895	280,560	5,754	2.09%
Expenditures	198,748	451,705	274,706	266,850	286,975	12,269	4.47%
Ending Balance	23,717	20,212	20,312	28,257	21,842	1,530	7.53%

Fund Summary

The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually (\$250,000). To date the City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for emergency rehabilitation of about 66 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and administrating homeless assistance on an as-needed basis.

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

Fund Goals

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

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



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

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

Staffing by Position

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	23,545	23,717	20,212	20,212	28,257	8,045	39.8%
Revenues							
CDBG GRANT (FEDERAL)	198,747	223,787	274,706	274,706	280,410	5,704	2.1%
INTEREST INCOME	173	251	100	189	150	50	50.0%
OTHER REVENUES		224,162	-			-	0.0%
CONTRIBUTIONS - OTHERS	-	-	-	-	-	-	0.0%
Total Available Funds	198,920	448,200	274,806	274,895	280,560	5,754	2.1%
Expenses (Operations)							
MAILING & OUTBOUND SHIPPING SERVIC	-	-	175	175	175	-	0.0%
PRINTING & COPYING SERVICES, OUTSOU	-	-	250	100	100	(150)	-60.0%
LEGAL NOTICES	34	-	75	75	200	125	166.7%
CONSULTANT SERVICES	36,149	44,540	25,000	25,000	5,000	(20,000)	-80.0%
OTHER CONTRACTUAL SERVICES	74,223	50,339	97,706	120,000	160,000	62,294	63.8%
BUILDING REPAIR & MAINTENANCE SERV	65,901	94,878	150,000	120,000	120,000	(30,000)	-20.0%
TRAINING, OUTSIDE	-	326	1,500	1,500	1,500	-	0.0%
IN LIEU OF AFFORDABLE HOUSING COSTS		224,162	-	-	-	-	0.0%
GRANT PROGRAMS	22,441	37,460	-	-	-	-	0.0%
Total Expenditures	198,748	451,705	274,706	266,850	286,975	12,269	4.5%
Ending Fund Balance	23,717	20,212	20,312	28,257	21,842	1,530	7.5%



City of Franklin

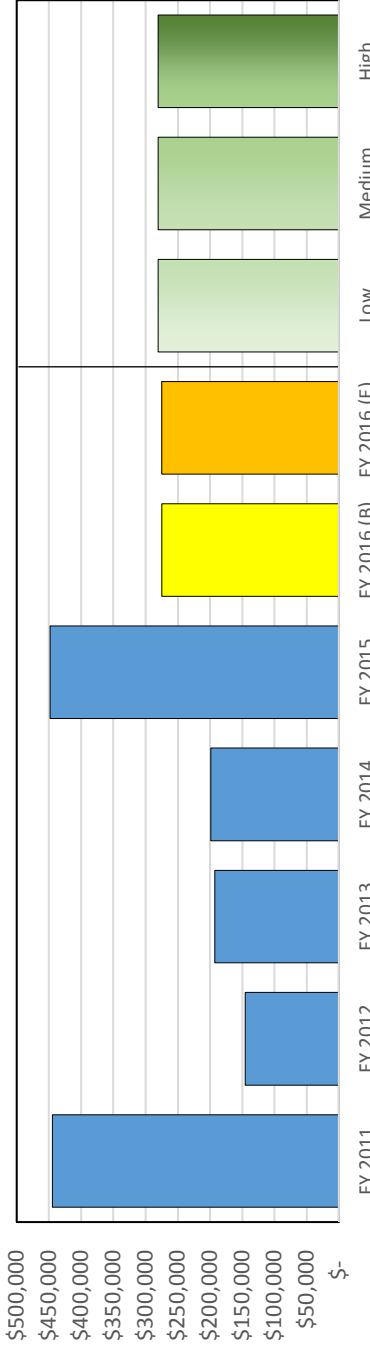
Revenue Model

Fund: Community Development Block Grant Fund

Percent of All Revenues 0.2%

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

CDBG Fund - FY 2011-2017



	Actual			Budget			Forecast (FY 2016)			Averages		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average
CDBG GRANT (FEDERAL)	444,634	141,492	192,385	198,747	223,787	274,706	274,706	280,410	280,410	280,410	\$ 179,025	50.1%
FEDERAL-ARRA # 3	0	0	0	0	0	0	0	-	-	-		
IN LIEU OF AFFORDABLE HOUSING FEES	117	709	201	173	251	100	189	150	150	150		
INTEREST INCOME	0	3,369	0	0	0	0	0	-	-	-		
CONTRIBUTIONS - OTHERS												
Totals	\$ 444,751	\$ 145,570	\$ 192,586	\$ 198,920	\$ 448,200	\$ 274,806	\$ 274,895	\$ 280,560	\$ 280,560	\$ 280,560	\$ 254,650	15.2%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2017 Operating Budget

PUBLIC WORKS

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

Under this operating unit are:

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Streets - Maintenance

Joe York, Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	2,008,453	2,010,164	2,322,879	2,250,738	2,417,973	95,094	4.1%
Operations	1,351,473	1,303,352	1,611,722	1,680,320	1,708,031	96,309	6.0%
Capital	0	0	18,500	0	0	(18,500)	-100.0%
Total	3,359,926	3,313,516	3,953,101	3,931,058	4,126,004	172,903	4.4%

Departmental Summary

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

The Street Maintenance Division currently maintains 327 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Public Works facility and landscaping along the right-of-way of Mack Hatcher Pkwy from Murfreesboro Road to Franklin Road.

Compost & Salt Storage Facilities

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

The Street Department constructed a salt brine storage facility at Incinerator Road with the ability to store 13,000 gallon of salt brine solution. Since its inception we have applied over 60,000 gallon of solution to City Streets. We installed a new 6,000 gallon storage Tank at our Liberty Park Facility. This location is ideal for quick access and refill by the units applying Brine in the Coolsprings area.

Infrared Patch Truck

The Street Department began using infrared technology to perform routine patching practices in 2012.

Infrared Patchwork Completed:

Approximately 37,584 sq. yards of patching has been completed utilizing the new patch method.

Total Green Savings:

The Street dept. realizes annually an average cost savings of \$124,145.79. Infrared technology vs Conventional patching methods. we have realized a savings of approximately \$496,583.16 since its inception.

Salt Brine

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Streets - Maintenance

Joe York, Director

Performance Measures

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

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



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

Theme:

All themes applicable; none specified.

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Accepted Roadways Maintained (Centerline Miles)	N/A	N/A	323	322	326
Total Miles of Sidewalks Maintained	N/A	N/A	N/A	303	310
Catch Basins/Gutters Maintained	N/A	N/A	13,641	13,641	13,641
Stormwater Channels Maintained (Linear ft.)	N/A	N/A	183,091	183,091	183,091
Gravity Mains Maintained	N/A	N/A	12,384	12,384	12,384
Curbs & Gutters Maintained	N/A	N/A	N/A	N/A	N/A
Crosswalks Painted	N/A	N/A	1,240	1,390	1,241
Centerlines Painted	N/A	N/A	22,200	59,920	44,000
Number of Streets Repaired	N/A	N/A	37	38	40
Number of Potholes Repaired	N/A	N/A	407	407	475
Number of Citizen Concerns Received	N/A	N/A	532	702	600
Major Weather Events					
Amount of Salt Used (ton)	N/A	N/A	450	500	500
Amount of Brine Used (gallon)	N/A	N/A	32,000	48,125	45,000
Cost of pave streets	\$ 1,650,000	\$ 2,052,000	\$ 2,157,252	\$ 2,145,385	\$ 3,367,101
Cost to repair sidewalks	\$ 100,000	\$ 125,000	\$ 247,200	\$ 254,615	\$ 261,600
Cost of Curb & Gutter	\$ 10,000	\$ 10,000	\$ 10,600	\$ 10,900	\$ 10,900
Leaf Vaccum Season (cubic yds)	7,500	7,955	9,048	8,867	10,351



City of Franklin, Tennessee
FY 2017 Operating Budget

Streets - Maintenance

Joe York, Director

Performance Measures

Efficiency Measures

		2013	2014	2015	2016*	2017*
	Avg. Cost to Repair Streets (Sq.Yd.)	N/A	\$ 62.08	\$ 62.12	\$ 79.00	\$ 80.00
	Avg. Cost to Repair Sidewalks (Sq. Ft.)	N/A	\$ 11.96	\$ 11.96	\$ 8.50	\$ 8.50
	Avg. Cost to Repair Catch Basins/Gutters	N/A	N/A	N/A	N/A	N/A

Outcome (Effectiveness) Measures

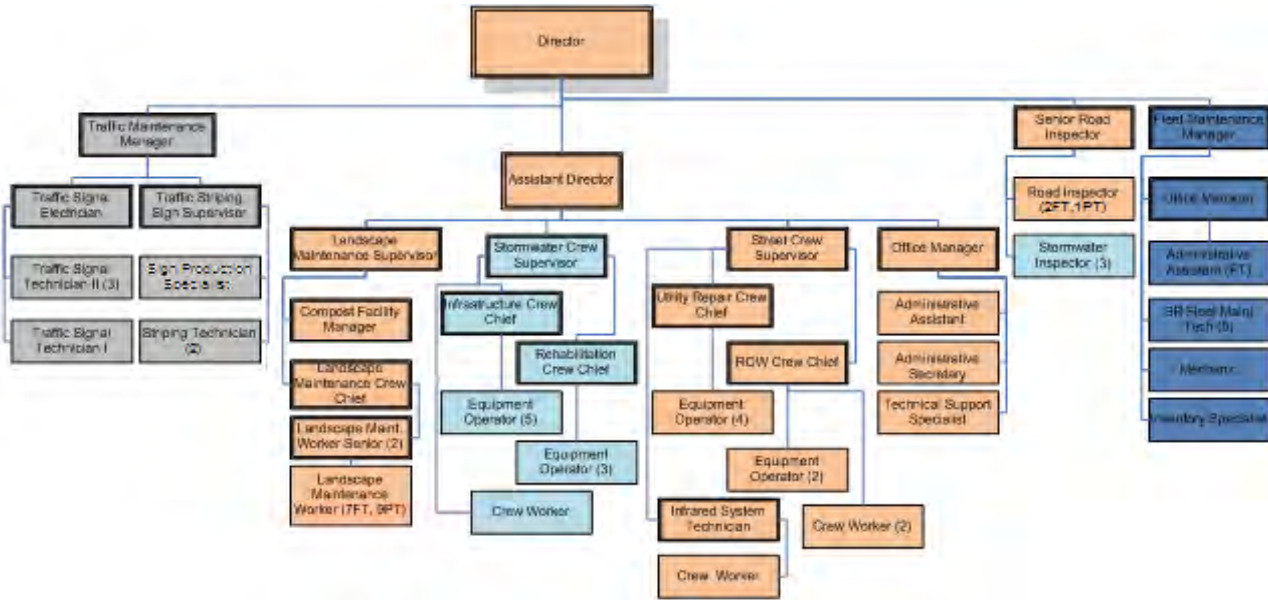
		2013	2014	2015	2016*	2017*
	Response Time					
	- From Receipt to Investigation to Notification	N/A	N/A	24 hrs	24 hrs	24 hrs
	- From Notification to Resolution	N/A	N/A	72 hrs	72 hrs	72 hrs



City of Franklin, Tennessee FY 2017 Operating Budget

Organizational Chart

The organization chart below shows the entire Streets Department.



Streets - Maintenance Personnel are shown in Peach

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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Street Director	Grade K	1	0	1	0	1	0	1	0	1	0
Assistant Director	Grade J	1	0	1	0	1	0	1	0	1	0
Senior Road Inspector	Grade G	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Road Inspector	Grade F	2	0	2	0	2	0	2	0	2	1
Office Manager	Grade F	1	0	1	0	1	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade F	1	0	1	0	0	0	0	0	0	0
Compost Facility Manager	Grade E	0	0	1	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
Street Crew Supervisor	Grade E	2	0	2	0	1	0	1	0	1	0
Crew Chief	Grade E	0	0	0	0	2	0	2	0	2	0
Infrared System Technician	Grade E	0	0	1	0	1	0	1	0	1	0
Landscape Maint. Crew Chief	Grade E	0	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Heavy Equipment Operator	---	3	0	0	0	0	0	0	0	0	0
Sr. Equipment Operator	---	5	0	0	0	0	0	0	0	0	0
Equipment Operator	Grade D	1	0	8	0	6	0	6	0	6	0
Landscape Maint. Worker Sr.	Grade C	3	0	2	0	2	0	2	0	2	0
Administrative Secretary	Grade B	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Worker	Grade B	4	5	4	7	7	9	7	9	7	9
Crew Worker	Grade B	3	0	3	0	3	0	3	0	3	0
Totals		31	5	33	7	34	9	34	9	34	10



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	1,353,927	1,414,507	1,648,367	1,599,176	1,642,259	(6,108)	-0.4%
Employee Benefits	654,526	595,657	674,512	651,562	775,714	101,202	15.0%
Total Personnel	2,008,453	2,010,164	2,322,879	2,250,738	2,417,973	95,094	4.1%
Operations							
Transportation Services	433	602	808	254	689	(119)	-14.7%
Operating Services	2,113	5,676	7,586	5,150	4,550	(3,036)	-40.0%
Notices, Subscriptions, etc.	2,162	4,214	3,444	4,035	4,646	1,202	34.9%
Utilities	878,598	851,580	879,850	773,150	774,700	(105,150)	-12.0%
Contractual Services	3,044	603	4,835	4,200	4,230	(605)	-12.5%
Repair & Maintenance Services	38,386	58,758	54,650	242,000	218,500	163,850	299.8%
Employee programs	7,898	4,639	10,380	9,380	10,815	435	4.2%
Professional Development/Travel	6,103	7,412	13,500	11,150	11,020	(2,480)	-18.4%
Office Supplies	6,783	7,853	9,860	10,450	9,800	(60)	-0.6%
Operating Supplies	22,945	35,812	40,180	37,175	38,600	(1,580)	-3.9%
Fuel & Mileage	75,353	55,931	86,000	60,000	60,200	(25,800)	-30.0%
Machinery & Equipment (<\$25,000)	52,894	76,429	93,160	93,160	80,690	(12,470)	-13.4%
Repair & Maintenance Supplies	167,638	87,579	208,000	199,650	151,425	(56,575)	-27.2%
Operational Units	-	-	1,030	650	750	(280)	-27.2%
Property & Liability Costs	61,074	10,352	59,725	88,882	93,326	33,601	56.3%
Rentals	742	1,049	4,960	3,260	3,280	(1,680)	-33.9%
Permits	22	3,047	3,130	7,150	4,250	1,120	35.8%
Debt Service and Lease Payments	25,285	91,816	130,624	130,624	236,560	105,936	81.1%
Total Operations	1,351,473	1,303,352	1,611,722	1,680,320	1,708,031	96,309	6.0%
Capital	-	-	18,500	-	-	(18,500)	-100.0%
Total Streets - Maintenance	3,359,926	3,313,516	3,953,101	3,931,058	4,126,004	172,903	4.4%



City of Franklin, Tennessee

FY 2017 Operating Budget

Streets - Traffic Division

Joe York, Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	690,087	723,606	706,322	679,172	734,964	28,642	4.1%
Operations	513,404	475,335	564,459	593,197	789,260	224,801	39.8%
Capital	235,315	0	0	0	0	-	0.0%
Total	1,438,806	1,198,941	1,270,781	1,272,369	1,524,224	253,443	19.9%

Department Summary

The Street Department, Traffic Division currently maintains 110 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, Boyd Mill Ave., Liberty Park, Carothers Parkway 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, Fire, and Police Depts. Seasonal downtown decorative banners are produced bi-annually.

Department Outlook

We began a pilot program changing out non-incandescent lighting within the downtown area to Light Emitting Diode. Currently, the Traffic Division has converted 93% of Downtown street lights to LED lighting. Grant monies have been applied for (on-going). Recently we completed a program that upfitted all 2nd Ave & 4th Ave Parking Garage lighting to LED. We are currently upgrading the parking lot fixtures to LED at all the COF Fire stations.

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

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



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

Theme:

TBD

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Street Signs Created		1,228	608	622	609
Street Signs Replaced			608	608	609
Type of Sign Created					
Stop Signs	175	109	162	39	163
Speed Limit Signs	40	61	91	46	92
Street Name Signs	260	194	111	57	112
Parking Signs	30	35	49	6	50
Yield Signs	30	19	14	11	15
Warning Signs	90	94	102	89	103
Road Construction	60	52	51	58	52
No U-Turn Signs	40	N/A	N/A	N/A	N/A
All Way Stop Placards	75	86	N/A	7	N/A
Way Finding Signs	3	N/A	N/A	N/A	N/A
Signs for Other Depts	325	261	224	212	225
Downtown Banners	100	20	91	0	92

Efficiency Measures

	2013	2014	2015	2016*	2017*
Cost/Sign Created					
Stop Signs	\$ 43	\$ 43	\$ 43	\$ 43	\$ 43
Speed Limit Signs	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
Street Name Signs	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
Parking Signs	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10



City of Franklin, Tennessee
FY 2017 Operating Budget

Performance Measures

Yield Signs	\$ 41	\$ 41	\$ 41	\$ 41	\$ 41
Warning Signs	\$ 29	\$ 29	\$ 29	\$ 29	\$ 29
Road Construction	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35
No U-Turn Signs	\$ 30	N/A	N/A	N/A	N/A
All Way Stop Placards	\$ 6.50	\$ 6.50	N/A	N/A	N/A
Way Finding Signs	\$ 1,200	N/A	N/A	N/A	N/A
Signs for Other Depts	\$ 20	\$ 20	\$ 23	\$ 23	\$ 23
Downtown Banners	\$ 17	\$ 10	\$ 18	\$ 18	\$ 18

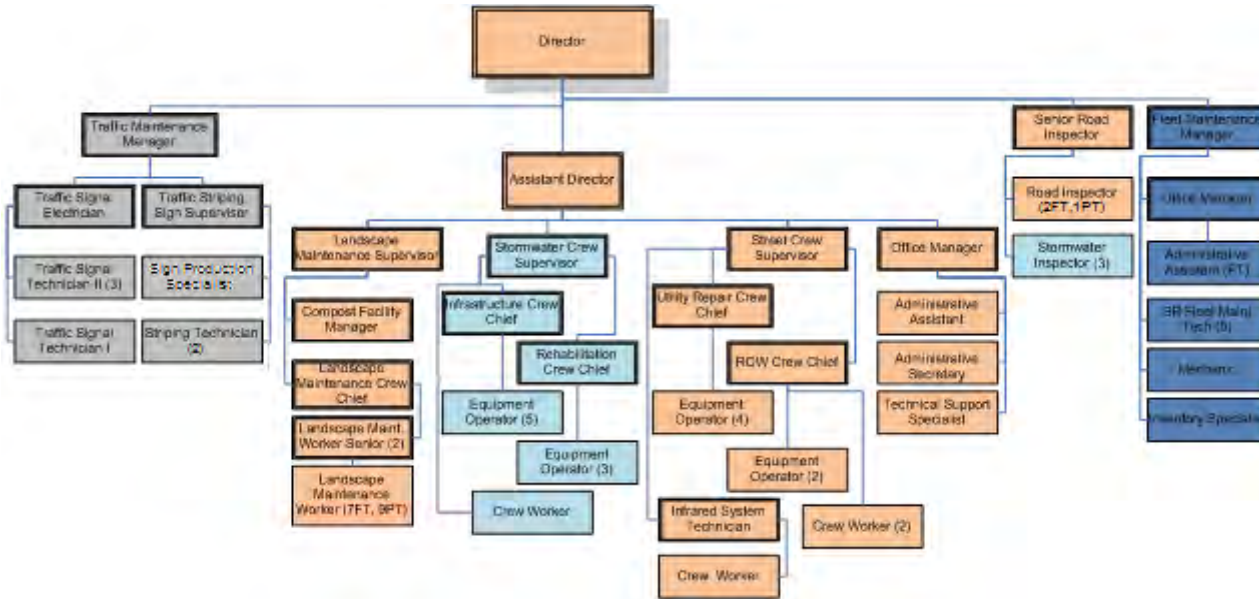
Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
TBD					



City of Franklin, Tennessee FY 2017 Operating Budget

Organizational Chart



Streets - Traffic Personnel are shaded in gray.

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

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maint. Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Traffic Assistant Supervisor	TBD	0	0	0	0	0	0	0	0	0	0
Traffic Sign/Maint. Electrician	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Strip./Sign. Prod. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician II	Grade F	0	0	0	0	3	0	3	0	3	0
Traffic Signal Technician I	Grade E	0	0	0	0	1	0	1	0	1	0
Sign Production Specialist	Grade E	0	0	0	0	0	0	0	0	1	0
Striping Technician	Grade D	3	0	4	0	3	0	3	0	2	0
Asst. Striping Technician	---	2	0	2	0	0	0	0	0	0	0
Totals		8	0	9	0	10	0	10	0	10	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	455,101	497,589	478,046	472,324	475,206	(2,840)	-0.6%
Employee Benefits	234,986	226,017	228,276	206,848	259,758	31,482	13.8%
Total Personnel	690,087	723,606	706,322	679,172	734,964	28,642	4.1%
Operations							
Transportation Services	279	147	500	700	890	390	78.0%
Operating Services	46	213	550	315	318	(232)	-42.2%
Notices, Subscriptions, etc.	619	653	850	700	900	50	5.9%
Utilities	64,220	73,313	61,000	61,850	238,920	177,920	291.7%
Repair & Maintenance Services	45,716	15,354	33,325	34,500	36,490	3,165	9.5%
Employee programs	375	-	3,750	2,600	4,500	750	20.0%
Professional Development/Travel	3,589	4,838	8,500	7,500	9,955	1,455	17.1%
Office Supplies	1,105	2,149	1,750	1,750	1,805	55	3.1%
Operating Supplies	9,437	7,983	12,930	12,930	13,650	720	5.6%
Fuel & Mileage	13,470	10,612	15,791	10,000	12,500	(3,291)	-20.8%
Machinery & Equipment (<\$25,000)	27,545	70,848	95,298	93,798	93,499	(1,799)	-1.9%
Repair & Maintenance Supplies	301,621	173,158	232,900	226,500	234,670	1,770	0.8%
Property & Liability Costs	43,672	75,442	45,012	87,801	77,229	32,217	71.6%
Rentals	1,152	362	550	500	540	(10)	-1.8%
Permits	-	-	150	150	150	-	0.0%
Debt Service and Lease Payments	558	40,263	51,603	51,603	63,244	11,641	22.6%
Total Operations	513,404	475,335	564,459	593,197	789,260	224,801	39.8%
Capital	235,315	-	-	-	-	-	0.0%
Total Streets - Traffic	1,438,806	1,198,941	1,270,781	1,272,369	1,524,224	253,443	19.9%

Notes & Objectives

Personnel:

Operations:

Capital:



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Streets - Fleet Maintenance

Joe York, Director

Budget Summary

	2014	2015	2016	2016	2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	505,907	580,366	627,519	642,115	652,116	24,597	3.9%
Operations	268,009	493,146	413,143	435,929	516,373	103,230	25.0%
Capital	0	0	0	0	0	-	0.0%
Total	773,916	1,073,512	1,040,662	1,078,044	1,168,489	127,827	12.3%

Departmental Summary

The Fleet Maintenance Division consists of nine (9) full time employees and one (1) part-time employee. This division provides mechanical services for the COF's entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the City's fleet include: police cars, passenger vehicles, pickup trucks, dump trucks, heavy equipment, fire apparatus, etc. Due to frequent stop and go activity, and little to no interstate driving, City vehicles have more than the normal wear and tear of everyday vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, and other misc. services.

Department Outlook

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

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

Working with departments to help them obtain the correct vehicles and equipment for their staff to preform their jobs more efficiently.



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures

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

Theme: A Safe Clean and Livable City



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

Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.

Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Percent Outsourced	13%	22%	13%	13%	13%
Percent of Service Calls	7%	8%	8%	9%	9%
Total Number of Repairs	1,264	1,362	2,142	2,590	2590
Fleet Size					
Cars/Passenger Vehicles	n/a	n/a	204	132	132
Light Trucks	n/a	n/a	135	189	189
Heavy Trucks	n/a	n/a	125	111	111
Cost of Repairs Performed by Fleet Maintenance					
Administration	\$ 57	\$ 254	\$ 524	\$ 600	\$ 600
City Hall Maintenance	\$ -	\$ 48	\$ 1,942	\$ 600	\$ 600
Building & Neighborhood Services	\$ 6,048	\$ 3,927	\$ 5,650	\$ 6,500	\$ 6,500
Engineering	\$ 125	\$ 391	\$ 2,370	\$ 800	\$ 800
Fire	\$ 84,926	\$ 141,287	\$ 205,000	\$ 230,000	\$ 230,000
Human Resources	\$ 268	\$ 1,802	\$ 1,395	\$ 1,000	\$ 1,000
IT	\$ 1,195	\$ 642	\$ 322	\$ 500	\$ 500
Parks	\$ 9,517	\$ 12,373	\$ 17,500	\$ 10,350	\$ 10,350
Planning	\$ 118	\$ -	\$ 508	\$ 870	\$ 870
Police	\$ 93,776	\$ 77,217	\$ 153,400	\$ 156,375	\$ 156,375



City of Franklin, Tennessee
FY 2017 Operating Budget

Performance Measures

Sanitation & Environmental Services	\$ 203,853	\$ 185,528	\$ 400,522	\$ 395,476	\$ 395,476
Street Department	N/A	N/A	\$ 145,600	\$ 146,660	\$ 146,660
Water	\$ 45,307	\$ 58,294	\$ 65,900	\$ 78,940	\$ 78,940
Total	\$ 445,190	\$ 481,763	\$ 1,000,633	\$ 1,028,671	\$ 1,028,671

Efficiency Measures

	2013	2014	2015	2016*	2016*
TBD					

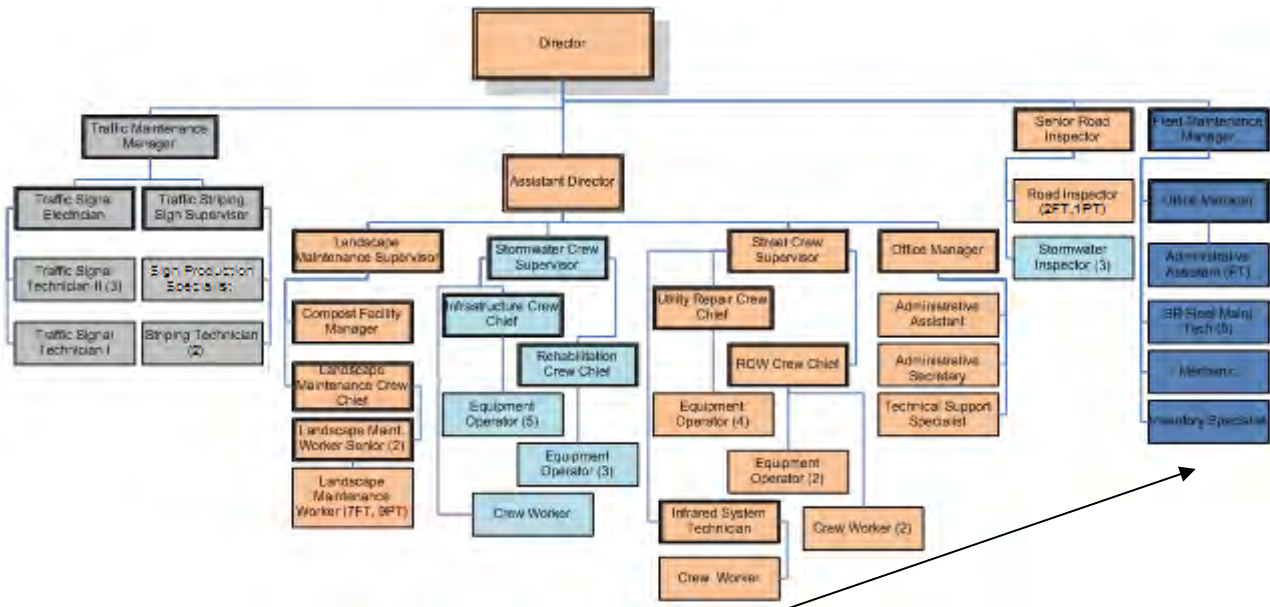
Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2016*
Reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015. <i>(Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department))</i>	5.58	5.45	5.46	TBD	TBD
Target (in gallons per vehicle / total pop.)	5.60	5.32	5.04	4.788	4.536
Meets Target?	Yes	No	No	TBD	TBD



City of Franklin, Tennessee FY 2017 Operating Budget

Organizational Chart



Fleet Personnel are shaded in dark blue.

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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade F	3	0	4	0	5	0	5	0	5	0
Office Manager	Grade F	0	0	1	0	1	0	1	0	1	0
Mechanic	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	1	1	0	1	0	1	0	1	0	1
Inventory Specialist	Grade D	1	0	1	0	1	0	1	0	1	0
Prevent. Maint. PM Tech.	TBD	1	0	0	0	0	0	0	0	0	0
Totals		8	1	8	1	9	1	9	1	9	1



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	354,875	424,696	451,120	464,904	450,063	(1,057)	-0.2%
Employee Benefits	151,032	155,670	176,399	177,211	202,053	25,654	14.5%
Total Personnel	505,907	580,366	627,519	642,115	652,116	24,597	3.9%
Operations							
Transportation Services	12,268	7,735	6,526	6,126	6,407	(119)	-1.8%
Operating Services	1,496	4,559	3,494	3,338	4,518	1,024	29.3%
Notices, Subscriptions, etc.	806	867	1,236	1,236	1,273	37	3.0%
Utilities	19,059	11,064	29,287	14,018	16,020	(13,267)	-45.3%
Contractual Services	2,572	1,280	500	2,700	6,250	5,750	1150.0%
Repair & Maintenance Services	476,866	531,870	485,000	446,000	463,000	(22,000)	-4.5%
Employee programs	2,633	3,981	10,000	2,500	4,500	(5,500)	-55.0%
Professional Development/Travel	6,422	4,067	10,251	6,800	9,474	(777)	-7.6%
Office Supplies	2,802	4,233	4,851	4,246	4,582	(269)	-5.5%
Operating Supplies	11,127	19,351	17,527	17,067	19,676	2,149	12.3%
Fuel & Mileage	5,189	4,199	5,400	15,680	17,200	11,800	218.5%
Machinery & Equipment (<\$121,000)	47,471	35,114	37,650	31,140	36,504	(1,146)	-3.0%
Repair & Maintenance Supplies	(328,795)	(230,175)	(309,046)	(226,618)	(184,850)	124,196	-40.2%
Property & Liability Costs	3,376	5,184	4,912	7,641	8,073	3,161	64.4%
Rentals	1,987	-	1,500	-	-	(1,500)	-100.0%
Other Business Expenses	1,430	260	-	-	-	-	0.0%
Debt Service and Lease Payments	1,300	89,557	104,055	104,055	103,746	(309)	-0.3%
Total Operations	268,009	493,146	413,143	435,929	516,373	103,230	25.0%
Capital	-	-	-	-	-	-	100.0%
Total Streets - Maintenance	773,916	1,073,512	1,040,662	1,078,044	1,168,489	127,827	12.3%

Notes & Objectives

OPERATIONS:

82610 & 83610 Vehicle Repair & Maintenance Services – These account's will increase by 20% due to our aging fleet. We are now in need of replacing 30 police cruisers, and 14 CID units. To make matters worse, there will be an additional 22 units that will fall into this category in 2018 to bring us current with our lifecycle analysis. All of these vehicles are (between 8-13 years old) with well over 100K-200K plus miles on them. They require \$2,500-\$5,000 or more annually to keep them running. We have developed a life-cycle program of 5-8 years max on patrol vehicles to realize a maintenance cost savings. The residual value will be greater at end of life sale in these vehicles. The fire department trucks are entering mid life, and there will be some expensive repairs in the future year. We are continuing to look into a refurbish program for the Fire Department trucks in the range of 8-10 years old, thus reducing future repairs for the life of the truck.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Budget

83620 Equipment Parts & Supplies – This account will increase by 20% due to replacement components by Fleet Maintenance in house of aging vehicles and trucks. This increase should sustain the maintenance program until some of these equipment pieces are replaced in 2017 budget.

OPERATIONS:

83660 Building Maintenance - This account has been raised in order to offset some of the potential needs that will occur in the next few years with this building. Expenses should diminish yearly after next year.

89530 Machinery & Equipment (>\$25,000) – There are still a few items that are needed for the new shop for the tech's to better serve our customers. We want to add a new piece of equipment and replace one that has broken.



City of Franklin, Tennessee

FY 2017 Operating Budget

Stormwater

Joe York, Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Balance	5,615,101	5,511,065	4,783,235	4,783,235	4,706,201		
Revenues	2,340,963	2,673,347	2,482,500	2,637,634	2,714,224	231,724	9.3%
Personnel	948,789	1,047,100	1,178,030	1,216,586	1,312,840	134,810	11.4%
Operations	969,342	1,510,490	1,080,277	928,224	1,185,465	105,188	9.7%
Capital	526,868	843,587	2,846,000	569,858	2,672,357	(173,643)	-6.1%
Total	2,444,999	3,401,177	5,104,307	2,714,668	5,170,662	66,355	1.3%
Ending Balance	5,511,065	4,783,235	2,161,428	4,706,201	2,249,763		

Division Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Streets	2,444,999	2,118,114	1,636,348	1,598,903	2,115,328	478,980	29.3%
Engineering	44,626	363,924	3,467,959	1,115,765	3,055,334	(412,625)	-11.9%
Total	2,489,625	2,482,038	5,104,307	2,714,668	5,170,662	66,355	1.3%

Department Summary

The Stormwater Fund has two divisions contained within it - Streets and Engineering.

Streets

The Street Department, Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing drainage systems. Work activities are performed daily. We spend on average \$125,000 - \$150,000 annually performing routine maintenance throughout local neighborhoods.

A new self-contained storm vacuum will run daily clearing Storm drain inlet structures from debris collected on top of structures, where inlet clogging has occurred.

The Stormwater Division consists of twenty (20) employees: 1 coordinator; 4 water quality specialist, 3 stormwater inspectors; 1 compliance inspector; 1 supervisor; & 10 maintenance personnel.

In recent years we performed sweeping operations throughout the City with (2) two Street sweepers. Due to the increase of construction activities and additional curb and gutter along Mack Hatcher Parkway and Hillsboro Rd. We will be increasing operations to (3) three sweeping units daily.



City of Franklin, Tennessee

FY 2017 Operating Budget

Stormwater

Joe York, Director

Department Summary (continued)

Engineering

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

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

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

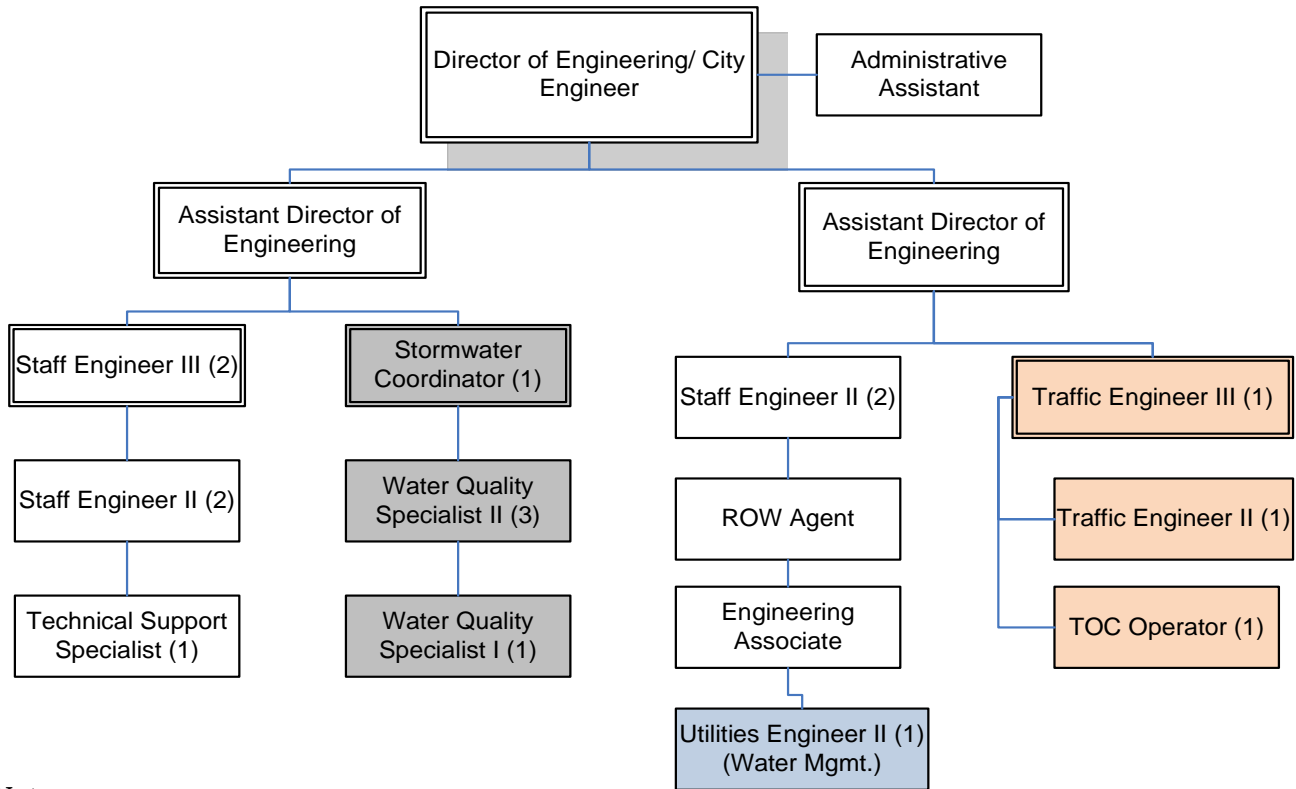
- 1) Macroinvertebrate Sampling
- 2) E.Coli Sampling
- 3) Visual Stream Assessments



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



Notes:

1) Funding Allocation:

Gray: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Peach: The Traffic Eng III, Traffic Eng II and TOC Operator are included in TOC Budget.
Blue: Utilities Engineer is funded out of the Water Management Department.
White: Positions funded through the Engineering budget are shaded in white.

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

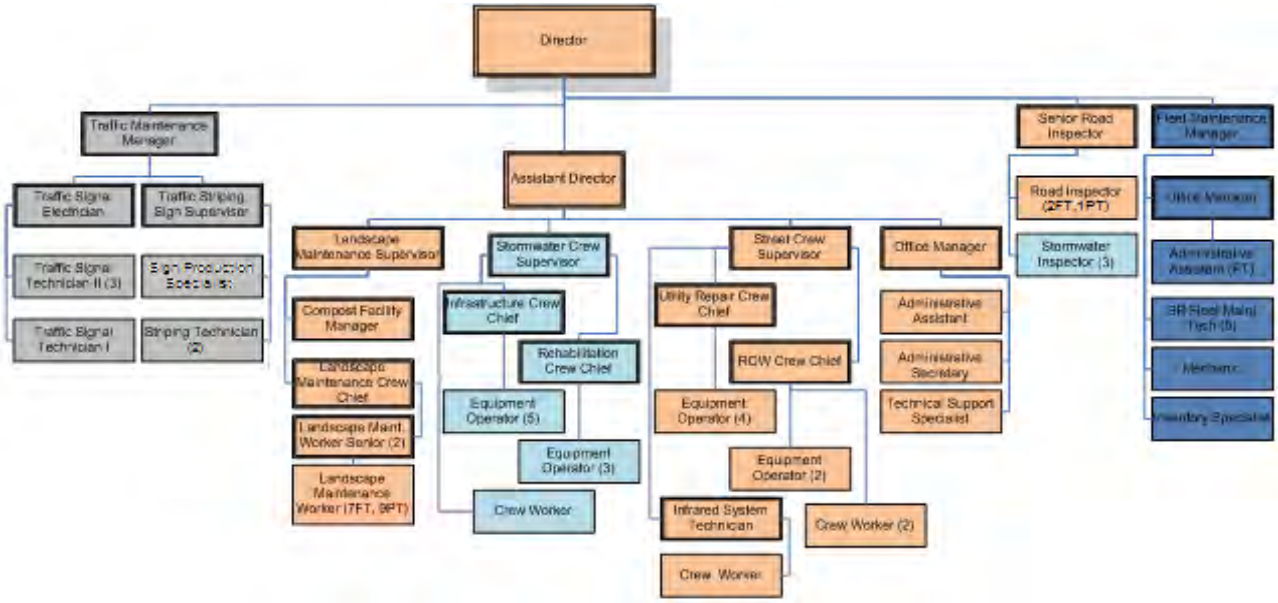
3) Org chart does not include program enhancement requests.



City of Franklin, Tennessee FY 2017 Operating Budget

Organizational Chart

Streets Department



Personnel funded through the Stormwater Fund in the Streets Department are shaded in light blue.

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



City of Franklin, Tennessee
FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Stormwater - Engineering											
Stormwater Coordinator	Grade H	1	0	1	0	1	0	1	0	1	0
Water Quality Specialist II	Grade G	0	0	1	0	1	0	3	0	3	0
Water Quality Specialist I	Grade F	1	0	1	0	2	0	1	0	1	0
Stormwater - Streets											
Stormwater Inspector	Grade F	2	0	2	0	2	0	2	0	3	0
Stormwater Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Crew Chief	Grade E	0	0	0	0	2	0	2	0	2	0
Heavy Equipment Operator	---	2	0	0	0	0	0	0	0	0	0
Equipment Operator Sr.	---	7	0	0	0	0	0	0	0	0	0
Equipment Operator	Grade D	1	0	10	0	8	0	8	0	8	0
Crew Worker	Grade B	1	0	1	0	1	0	1	0	1	0
Intern	---	0	1	0	0	0	0	0	0	0	0
Totals		16	1	17	0	18	0	19	0	20	0



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	634,338	747,936	820,800	876,594	894,193	127,757	18.4%
Employee Benefits	314,451	299,164	357,230	339,992	418,648	44,349	14.2%
Total Personnel	948,789	1,047,100	1,178,030	1,216,586	1,312,840	172,106	17.1%
Operations							
Transportation Services	280	961	1,239	1,000	1,060	489	65.2%
Operating Services	1,278	1,266	3,563	2,100	2,390	1,597	81.2%
Notices, Subscriptions, etc.	5,579	7,231	14,013	14,055	14,458	514	3.8%
Utilities	47,998	50,791	47,217	51,375	53,765	5,189	12.3%
Contractual Services	404,904	76,823	130,286	142,438	176,456	(1,992)	-1.5%
Repair & Maintenance Services	91,806	87,959	55,370	101,423	115,385	3,770	7.3%
Employee programs	793	(262)	5,190	4,240	5,015	190	3.8%
Professional Development/Travel	7,519	6,898	31,874	31,569	35,309	13,286	71.5%
Office Supplies	1,082	2,244	1,920	1,320	1,421	515	36.7%
Operating Supplies	10,737	17,965	17,850	16,430	20,666	2,475	16.1%
Fuel & Mileage	56,766	44,859	74,400	36,500	56,950	8,400	12.7%
Machinery & Equipment (<\$182,000)	42,614	29,975	54,825	54,720	53,620	27,345	99.5%
Repair & Maintenance Supplies	99,361	35,657	196,670	170,424	178,286	6,060	3.2%
Operational Units	165,000	206,424	181,976	181,976	189,677	1,525	0.8%
Property & Liability Costs	16,439	14,981	16,440	25,930	27,576	(293)	-1.8%
Rentals	-	1,431	5,000	3,500	5,000	-	0.0%
Permits	6,474	3,574	4,990	3,810	4,851	1,015	25.5%
Financial Fees	10,712	2,574	5,300	13,000	13,000	150	2.9%
Transfers to Other Funds		919,139					
Debt Service and Lease Payments	-	-	232,154	72,414	230,580	232,154	0.0%
Total Operations	969,342	1,510,490	1,080,277	928,224	1,185,465	302,389	38.9%
Capital	526,868	843,587	2,846,000	569,858	2,672,357	(172,627)	0.0%
Total Stormwater Fund	2,444,999	3,401,177	5,104,307	2,714,668	5,170,662	301,868	6.3%

Notes & Objectives

Personnel:

Operations:

Capital:



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	634,338	562,466	560,102	606,477	628,216	68,114	12.2%
Employee Benefits	314,451	247,553	282,058	275,882	345,126	63,068	22.4%
Total Personnel	948,789	810,019	842,160	882,359	973,341	131,181	15.6%
Operations							
Transportation Services	280	162	639	400	400	(239)	-37.4%
Operating Services	1,278	912	1,893	550	750	(1,143)	-60.4%
Notices, Subscriptions, etc.	5,579	364	983	1,025	1,325	342	34.8%
Utilities	47,998	48,892	43,337	48,025	50,080	6,743	15.6%
Contractual Services	404,904	4,403	5,286	100	15,000	9,714	183.8%
Repair & Maintenance Services	91,806	85,757	54,770	101,000	114,920	60,150	109.8%
Employee programs	793	(262)	4,940	3,990	4,740	(200)	-4.0%
Professional Development/Travel	7,519	3,483	13,365	13,060	14,950	1,585	11.9%
Office Supplies	1,082	1,838	860	860	915	55	6.4%
Operating Supplies	10,737	15,752	15,085	13,640	17,575	2,490	16.5%
Fuel & Mileage	56,766	43,666	67,800	35,000	55,300	(12,500)	-18.4%
Machinery & Equipment (<\$182,000)	42,614	27,760	35,015	34,650	37,950	2,935	8.4%
Repair & Maintenance Supplies	99,361	35,430	193,320	167,074	174,600	(18,720)	-9.7%
Operational Units	165,000	206,424	181,976	181,976	189,677	7,701	4.2%
Property & Liability Costs	16,439	13,798	16,440	25,930	27,576	11,136	67.7%
Rentals	-	1,431	5,000	3,500	5,000	-	0.0%
Permits	6,474	113	1,530	350	1,045	(485)	-31.7%
Financial Fees	10,712	2,574	5,300	13,000	13,000	7,700	145.3%
Other Business Expenses	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	-	-	146,649	72,414	144,827	(1,822)	-1.2%
Total Operations	969,342	492,496	794,188	716,544	869,630	75,442	9.5%
Capital	526,868	815,598	-	-	272,357	272,357	100.0%
Total Stormwater - Streets	2,444,999	2,118,114	1,636,348	1,598,903	2,115,328	478,980	29.3%

Notes & Objectives

Personnel:

Operations:

Capital:



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	25,152	185,470	260,698	270,117	265,977	5,279	2.0%
Employee Benefits	19,474	51,611	75,172	64,110	73,522	(1,650)	-2.2%
Total Personnel	44,626	237,081	335,870	334,227	339,499	3,629	1.1%
Operations							
Transportation Services	-	799	600	600	660	60	10.0%
Operating Services	-	354	1,670	1,550	1,640	(30)	-1.8%
Notices, Subscriptions, etc.	-	6,867	13,030	13,030	13,133	103	0.8%
Utilities	-	1,899	3,880	3,350	3,685	(195)	-5.0%
Contractual Services	-	72,420	125,000	142,338	161,456	36,456	29.2%
Repair & Maintenance Services	-	2,202	600	423	465	(135)	-22.5%
Employee programs	-	-	250	250	275	25	10.0%
Professional Development/Travel	-	3,415	18,509	18,509	20,359	1,850	10.0%
Office Supplies	-	406	1,060	460	506	(554)	-52.3%
Operating Supplies	-	2,213	2,765	2,790	3,091	326	11.8%
Fuel & Mileage	-	1,193	6,600	1,500	1,650	(4,950)	-75.0%
Machinery & Equipment (<\$121,000)	-	2,215	19,810	20,070	15,670	(4,140)	-20.9%
Property & Liability Costs	-	1,183	-	-	-	-	0.0%
Repair & Maintenance Supplies	-	227	3,350	3,350	3,686	336	10.0%
Permits	-	3,461	3,460	3,460	3,806	346	10.0%
Debt Service	-	-	85,505	-	85,753	248	0.3%
Total Operations	-	98,854	286,089	211,680	315,835	29,746	10.4%
Capital	-	27,989	2,846,000	569,858	2,400,000	(446,000)	-15.7%
Total Stormwater-Engineering	44,626	363,924	3,467,959	1,115,765	3,055,334	(412,625)	-11.9%

Notes & Objectives

Personnel:

Operations:

Capital:



Fund:

Stormwater Fund

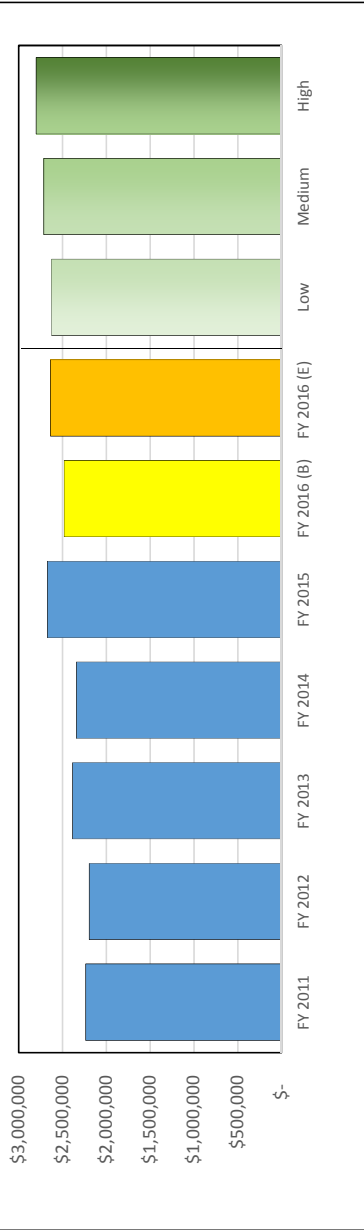
Percent of All Revenues

2.1%

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.

This is another fund dependent upon development. Should development increase faster than projected, revenues will be positively affected.

Stormwater Fund - FY 2011-2017



	Actual						Budget			Forecasts (FY 2017)			Averages	
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average		
PLANS REVIEW FEE	0	0	0	9,908	24,500	7,500	15,100	20,000	25,000	30,000	\$ 2,466,069	\$ 2,365,653		
DRAINAGE INSPECTIONS	0	0	0	5,477	68,947	20,000	25,303	50,000	60,000	70,000	0.2%	1.0%		
STORMWATER PERMIT FEE	3,300	3,082	5,950	12,482	10,789	15,000	6,025	7,500	10,000	12,500				
FEMA/TEMA GRANTS (FED/STATE)	66,444	0	0	3,691	0	0	0	-	-	-				
STORMWATER FEES	2,082,452	2,127,733	2,225,948	2,277,908	2,521,597	2,400,000	2,554,497	2,504,993	2,569,224	2,633,455				
STORMWATER FINES	0	0	100	0	9,675	0	14,125	7,500	10,000	12,500				
STORMWATER LATE PAY PENALTIES	22,357	20,615	21,179	20,754	23,398	30,000	16,651	25,000	30,000	35,000				
INTEREST INCOME	62,303	41,771	20,719	8,930	14,441	10,000	5,933	10,000	10,000	10,000				
CUSTOMER SERVICE	0	0	0	(4,776)	0	0	0	-	-	-				
CONTRIBUTIONS - OTHERS	0	0	110,000	6,589	0	0	0	-	-	-				
Totals	\$ 2,236,856	\$ 2,193,201	\$ 2,383,896	\$ 2,340,963	\$ 2,673,347	\$ 2,482,500	\$ 2,637,634	\$ 2,624,993	\$ 2,714,224	\$ 2,803,455				

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Street Aid Fund

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Fund Balance	-	295,259	287,224	287,224	333,098	45,874	15.97%
Revenues	2,494,155	2,396,417	2,422,209	2,445,874	2,629,803	207,594	8.57%
Expenditures	2,198,896	2,404,452	2,400,000	2,400,000	2,629,600	229,600	9.57%
Ending Balance	295,259	287,224	309,433	333,098	333,301	23,868	7.71%

Fund Summary

The Street Aid & Transportation Fund is a special revenue fund used to account for the receipt and usage of the City’s share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets. As set forth under T.C.A. §54-4-201 to 205, revenues for the fund come from taxes levied against gasoline, diesel and liquefied and natural gas sales. They are distributed to municipalities based upon a formula dependent upon the decennial Federal Census.

Municipalities must account for all funds received and submit annual audits to the State Comptroller's office. All purchases through the fund must comply with state and local procurement laws.

Acceptable expenditures include: street improvements (including design, construction, street scape and administration of capital projects), repair and maintenance of existing streets, sidewalks, right-of-way acquisition, street lights and street signs.

Source: Darden, Ron, "State Street Aid Fund Revenues and Expenditures: On the Road to Understanding (2011)" (2011). MTAS Publications: Technical Bulletins. http://trace.tennessee.edu/utk_mtastech/1



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.

Staffing by Position

There are no staff formally associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	-	295,259	287,224	287,224	333,098	45,874	16.0%
Revenues							
TOTAL LOCAL TAXES	-	508,038	528,418	526,008	689,756	161,338	30.5%
GASOLINE TAX (STATE)	1,754,190	1,887,683	1,893,391	1,919,716	1,939,747	46,356	2.4%
INTEREST INCOME	-	696	400	150	300	(100)	-25.0%
TRANSFER FROM GENERAL FUND	739,965	-	-	-	-	-	0.0%
Total Available Funds	2,494,155	2,396,417	2,422,209	2,445,874	2,629,803	207,594	8.6%
Expenses (Operations)							
LEGAL SERVICES	-	-	-	-	-	-	0.0%
PAVING & REPAIR SERVICES	2,039,548	2,233,966	2,224,952	2,224,952	2,450,000	225,048	10.1%
SIDEWALK REPAIR	158,260	169,942	175,048	175,048	179,600	4,552	2.6%
OTHER OPERATING SUPPLIES	1,088	544	-	-	-	-	100.0%
TOTAL INFRASTRUCTURE	-	-	-	-	-	-	0.0%
Total Expenditures	2,198,896	2,404,452	2,400,000	2,400,000	2,629,600	229,600	9.6%
Ending Fund Balance	295,259	287,224	309,433	333,098	333,301	23,868	7.7%

Notes & Objectives

This amount will not keep up with ongoing needs, but should be able to maintain similar efforts as in the current fiscal year. Additional funds will need to be found in the future to keep up with increased need to repair roads throughout the City.



Fund:

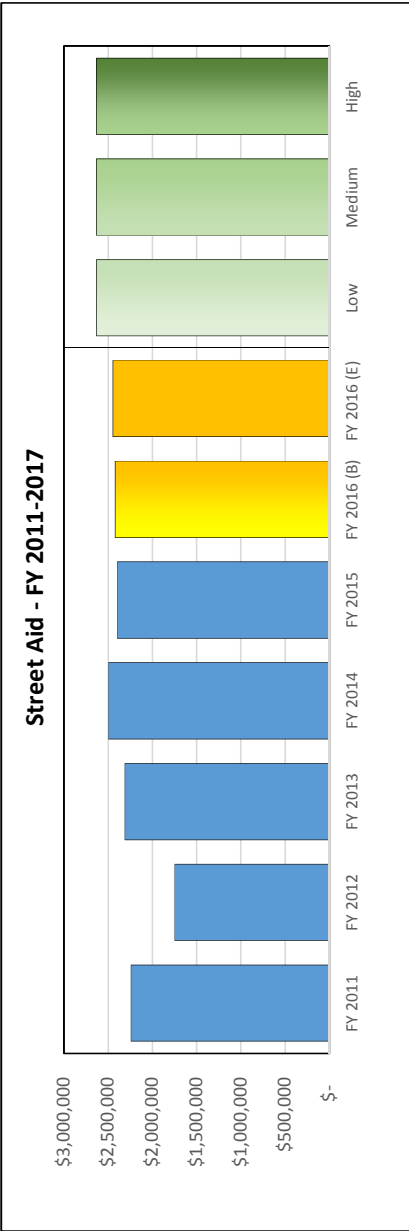
Street Aid

Percent of All Revenues

1.9%

Street Aid: 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.

Estimates for growth from the State are meager in this fund, as revenues from the Gasoline Tax can only increase in one of two ways: increased consumption or vote by the legislature to raise the tax per gallon of gasoline. All composite statewide estimates forecast a 1% growth in this important revenue source in FY 2017, which is what the City is showing here.



	Actual		Budget		Estimated		Forecasts (FY 2017)			Averages	
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	
PROPERTY TAXES COLLECTED	-	-	-	-	508,038	528,418	526,008	689,756	689,756	689,756	3-yr Average
GASOLINE TAX (STATE)	1,662,300	1,748,202	1,736,341	1,754,190	1,887,683	1,893,391	1,919,716	1,939,747	1,939,747	1,939,747	\$ 2,400,022
INCREASE IN STATE SHARED TAXES	-	-	-	-	-	-	-	-	-	-	5-Yr Average
INTEREST INCOME	-	116	20	-	697	400	150	300	300	300	\$ 2,237,827
TRANSFER FROM GENERAL FUND	578,450	-	573,132	739,965	-	-	-	-	-	-	10-Yr Average
Totals	\$ 2,240,750	\$ 1,748,318	\$ 2,309,493	\$ 2,494,155	\$ 2,396,417	\$ 2,422,209	\$ 2,445,874	\$ 2,629,803	\$ 2,629,803	\$ 2,629,803	\$ 1,889,823
											5.6%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2017 Operating Budget

Road Impact Fund

Budget Summary

	2014	2015	2016		2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Fund Balance	(854,829)	-	397,976	397,976	4,243,275		
Revenues	4,082,685	3,358,555	5,945,683	7,059,790	6,811,334	865,651	14.56%
Expenditures	3,227,856	2,960,579	3,214,491	3,214,491	6,375,140	3,160,649	98.33%
Ending Balance	0	397,976	3,129,168	4,243,275	4,679,469		

Fund Summary

The Road Impact Fund is the special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects.

The budget anticipates almost \$6.4 million in expenditures, part in the form of a transfer to the debt service fund and part in the form of Road Impact Offset agreement payments.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee
FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	(854,829)	-	397,976	397,976	4,243,275		
Revenues							
ROAD IMPACT FEES	4,725,902	3,611,954	5,945,683	7,322,184	6,810,334	864,651	14.5%
ROAD IMPACT CREDITS	(704,150)	(253,523)	-	(267,394)	-	-	0.0%
INTEREST INCOME	-	124	-	5,000	1,000	1,000	0.0%
TRANSFER FROM GENERAL FUND	60,933	-	-	-	-	-	0.0%
CONTRIBUTIONS FROM DEVELOPER	-	-	-	-	-	-	0.0%
Total Available Funds	4,082,685	3,358,555	5,945,683	7,059,790	6,811,334	865,651	14.6%
Expenses (Operations)							
LEGAL SERVICES	-	-	-	-	-	-	0.0%
TRANSFER TO DEBT SERVICE FUND	3,227,856	2,960,579	2,739,169	2,739,169	2,737,999	(1,170)	0.0%
ROAD IMPACT OFFSET AGREEMENTS	-	-	475,322	475,322	3,637,141	3,161,819	665.2%
Total Expenditures	3,227,856	2,960,579	3,214,491	3,214,491	6,375,140	3,160,649	98.3%
Ending Fund Balance	-	397,976	3,129,168	4,243,275	4,679,469		

Notes & Objectives

Revenues within the Road Impact fund are completely dependent upon the timing of development activity. Expenses shown reflect only amount needed for debt service payments and potential reimbursements to developers for approved road construction by the City Engineer.

This budget maybe amended as Fiscal Year 2017 progresses.



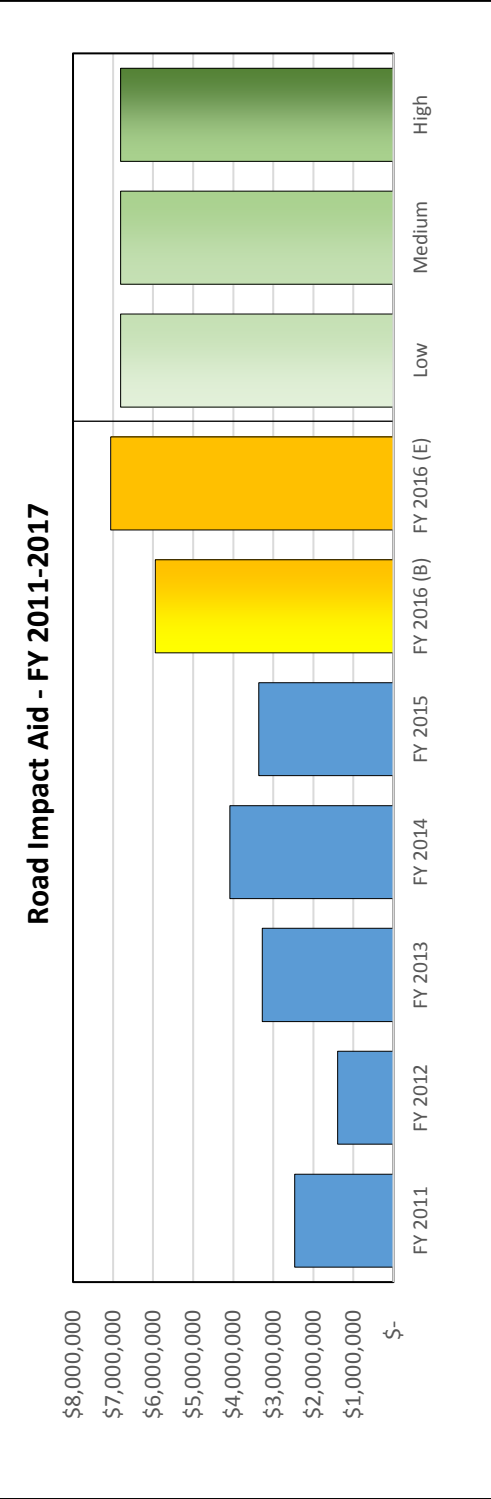
Fund:

Road Impact

Percent of All Revenues

5.1%

Road Impact Fund: The Road Impact Fund is the special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011.



	Actual			Budget		Forecasts (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average
ROAD IMPACT FEES	2,466,846	1,461,757	3,488,544	4,725,902	3,611,954	5,945,683	7,322,184	6,810,334	6,810,334	6,810,334	\$ 3,572,438	22.1%
ROAD IMPACT CREDITS	-	(70,112)	(182,469)	(704,150)	(253,523)	-	(267,394)	-	-	-	-	-
INTEREST INCOME	-	-	-	-	124	-	5,000	1,000	1,000	1,000	1,000	20.8%
CONTRIBUTIONS FROM DEVELOPER	-	-	(30,000)	-	-	-	-	-	-	-	-	-
TRANSFER FROM GENERAL FUND	-	-	-	60,933	-	-	-	-	-	-	-	-
Totals	\$ 2,466,846	\$ 1,391,645	\$ 3,276,075	\$ 4,082,685	\$ 3,358,555	\$ 5,945,683	\$ 7,059,790	\$ 6,811,334	\$ 6,811,334	\$ 6,811,334	\$ 6,811,334	\$ 6,811,334

Source: City of Franklin, Comprehensive Annual Financial Reports - 2001-2015 & Estimates from Finance & Revenue Management Departments.



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City of Franklin, Tennessee
FY 2017 Operating Budget

**OTHER GENERAL FUND
OPERATING EXPENDITURES**

The City of Franklin has several General Fund budgets which do not fit or belong to any particular department. These budgets are included herein.

Under this operating unit are:

- **General Expenses**
- **Appropriations (to outside agencies)**
- **Interfund Transfers**



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

General Expenses

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	-793,092	-739,100	542,475	85,000	2,177,875	1,635,400	301.5%
Operations	587,421	605,925	1,620,222	1,887,989	251,370	-1,368,852	-84.5%
Capital	2,400	0	0	0	0	-	0.0%
Total	-203,271	-133,175	2,162,697	1,972,989	2,429,245	266,548	12.3%

Department Summary

The General Expenses budget includes all expenditures which are not attributable to one particular department. Among these expenses include general wage increases/merit pay, The City's appropriations for Medical and Dental expenses, the City's dues for the Tennessee Municipal League, the annual audit, fuel hedging and other "shared" software services - such as Granicus and Socrata. Funds for a Special Census have also been included in this budget for FY 2017.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Staffing by Position

There are no staff formally associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	226,967	-	1,810,000	1,583,033	697.5%
Employee Benefits	(793,092)	(739,100)	315,508	85,000	367,875	52,367	16.6%
Total Personnel	(793,092)	(739,100)	542,475	85,000	2,177,875	1,635,400	301.5%
Operations							
Notices, Subscriptions, etc.	26,159	31,571	33,500	26,700	33,500	-	0.0%
Utilities	30,221	691	-	404	-	-	0.0%
Contractual Services	118,426	125,603	180,055	133,532	213,000	32,945	18.3%
Repair & Maintenance Services	17,763	698	-	-	1,000	1,000	100.0%
Fuel & Mileage	(10,790)	178,732	-	250,000	-	-	0.0%
Machinery & Equipment (<\$25,000)	-	9,992	2,000	-	2,000	-	0.0%
Repair & Maintenance Supplies	3,501	-	-	-	-	-	0.0%
Operational Units	-	50,623	1,402,797	1,402,797	-	(1,402,797)	0.0%
Rentals	-	-	100	-	100	-	0.0%
Permits	2,520	103,720	270	74,556	270	-	0.0%
Financial Fees	897	-	-	-	-	-	0.0%
Other Business Expenses	398,724	(200)	1,500	-	1,500	-	0.0%
Appropriations	-	85,000	-	-	-	-	0.0%
Total Operations	587,421	605,925	1,620,222	1,887,989	251,370	(1,368,852)	-84.5%
Buildings	2,400	-	-	-	-	-	0.0%
Capital	2,400	-	-	-	-	-	0.0%
Total General Expenses	(203,271)	(133,175)	2,162,697	1,972,989	2,429,245	266,548	12.3%



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Appropriations

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	429,848	428,599	453,344	460,771	498,913	45,569	10.1%
Capital	0	0	0	0	0	-	0.0%
Total	429,848	428,599	453,344	460,771	498,913	45,569	10.1%

Department Goals

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs. A select list of definitions is provided below:

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

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

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

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

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

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

J.L. Clay Center: Serves a need in keeping local seniors involved and active.

Mid-Cumberland Homemaker: Provides at-home assistance with household tasks to help clients maintain self-sufficiency.

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

Mid-Cumberland Meals on Wheels: Provides nutritious home-delivered meals/senior center dining.

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

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



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Staffing by Position

There are no staff formally associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.



City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Operations							
Contracted Services							
Regional Transit Authority - 91X Bus	35,786	38,086	42,577	50,004	56,185	13,608	32.0%
Franklin Tomorrow	29,610	29,610	29,610	29,610	29,610	-	0.0%
Sister City Program	5,076	5,076	5,076	5,076	5,076	-	0.0%
United Way - Community Needs Asses:	5,000	-	-	-	-	-	0.0%
Total Contracted Services	75,472	72,772	77,263	84,690	90,871	13,608	17.6%
Appropriations to Governments							
Health Department	21,150	21,150	21,150	21,150	21,150	-	0.0%
Animal Control	53,690	54,187	89,224	89,224	93,685	4,461	5.0%
Spay/Neuter Program	21,119	22,073	-	-	-	-	0.0%
Library - Books	59,220	59,220	59,220	59,220	59,220	-	0.0%
TN Reha @ Franklin	22,495	22,495	22,495	22,495	22,495	-	0.0%
Franklin Housing Authority	8,460	8,460	-	-	-	-	0.0%
IDB & Health/Education Board	-	-	750	750	750	-	0.0%
I-65 Corridor Study	-	-	-	-	12,500	12,500	100.0%
Total Appropriations to Gov't	186,134	187,585	192,839	192,839	209,800	16,961	8.8%
Appropriations to Civic Org.							
ARC	4,230	4,230	4,230	4,230	4,230	-	0.0%
Boys & Girls Club	15,228	15,228	15,228	15,228	15,228	-	0.0%
Bridges	15,040	15,040	15,040	15,040	15,040	-	0.0%
Community Child Care	29,140	29,140	29,140	29,140	29,140	-	0.0%
Community Housing Partnership	8,460	8,460	8,460	8,460	8,460	-	0.0%
J.L. Clay Center/Senior Citizens	41,654	41,654	41,654	41,654	41,654	-	0.0%
Mid Cum Hum Res/Homemaker	4,700	4,700	4,700	4,700	4,700	-	0.0%
Mid-Cum Hum Res/Ombudsman	2,061	2,061	2,061	2,061	2,061	-	0.0%
Mid-Cum Meals on Wheels	10,152	10,152	10,152	10,152	10,152	-	0.0%
Second Harvest/Nashville's Table	1,269	1,269	1,269	1,269	1,269	-	0.0%
Waves	22,913	22,913	22,913	22,913	22,913	-	0.0%
Wmson Co Emergency Relief/Gracewo	13,395	13,395	13,395	13,395	13,395	-	0.0%
Gentry's Education Center	-	-	10,000	10,000	10,000	-	0.0%
Transit Alliance	-	-	5,000	5,000	5,000	-	0.0%
Masonic Hall Historic Study	-	-	-	-	15,000	15,000	100.0%
Total Appropriations to Civic Org's.	168,242	168,242	183,242	183,242	198,242	15,000	8.2%
Total Operations	429,848	428,599	453,344	460,771	498,913	45,569	10.1%
Total Appropriations	429,848	428,599	453,344	460,771	498,913	45,569	10.1%

New appropriations for FY 2017 include one-time contributions to the I-65 Corridor Study and the Masonic Hall Historic Study. Increased appropriations are for continued service of the 91X bus service and animal control.



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Interfund Transfers

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	2,852,228	3,463,229	543,569	543,569	963,956	420,387	77.3%
Capital	0	0	0	0	0	-	0.0%
Total	2,852,228	3,463,229	543,569	543,569	963,956	420,387	77.3%

Department Summary

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For fiscal year 2017, the only transfer is to the Transit Fund.

There are no transfers planned for the Street Aid or Sanitation & Environmental Services funds in 2017.



City of Franklin, Tennessee
FY 2017 Operating Budget

Interfund Transfers

There is no organization chart associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.

Staffing by Position

There are no staff formally associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.



City of Franklin, Tennessee
FY 2017 Operating Budget

Interfund Transfers

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
TRANSFER TO STREET AID & TRANSPORTATION	739,965	-	-	-	-	-	0.0%
TRANSFER TO SANITATION	1,208,148	500,000	-	-	-	-	0.0%
TRANSFER TO ROAD IMPACT	60,933	-	-	-	-	-	0.0%
TRANSFER TO IN LIEU OF PARKLAND FUND	-	2,280,119	-	-	-	-	0.0%
TRANSFER TO TRANSIT FUND	843,182	683,110	543,569	543,569	963,956	420,387	77.3%
Total Operations	2,852,228	3,463,229	543,569	543,569	963,956	420,387	77.3%
Capital							
	-	-	-	-	-	-	0.0%
Total Interfund Transfers	2,852,228	3,463,229	543,569	543,569	963,956	420,387	77.3%



City of Franklin, Tennessee
FY 2017 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee FY 2017 Operating Budget

OTHER SPECIAL FUNDS

The City of Franklin has 13 budgeted funds. Many of these are known as “Special Revenue” funds and can only be used for specific purposes. Most of these funds are earlier in the budget because they are directly relatable or tied to a specific operating unit or department. The funds shown herein are not – they are more general in nature and serve all departments and citizens.

Under this operating unit are:

- **Facilities Tax Fund**
- **Hotel/Motel Tax Fund**
- **Debt Service Fund**
- **In Lieu of Parkland Fund**



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Facilities Tax Fund

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Fund Balance	3,147,824	6,253,611	6,717,764	6,717,764	6,815,787		
Revenues	3,855,445	2,482,412	2,120,407	4,186,338	2,910,000	789,593	37.2%
Expenditures	749,658	2,018,259	4,983,897	4,088,315	4,274,789	-709,108	-14.2%
Ending Balance	6,253,611	6,717,764	3,854,274	6,815,787	5,450,998		

Fund Summary

The Facilities Tax Fund is a special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, sanitation, and parks and recreation expenditures. Such expenses can only be spent on public expenditures related to growth; thus new equipment and infrastructure can be funded out of the Facilities Tax fund, but replacement of existing equipment cannot.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee
FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	3,147,824	6,253,611	6,717,764	6,717,764	6,815,787		
Revenues							
FACILITIES TAXES	3,848,783	2,468,473	2,110,407	4,176,783	2,900,000	789,593	37.4%
INTEREST INCOME	6,662	13,939	10,000	9,555	10,000	-	0.0%
Total Available Funds	3,855,445	2,482,412	2,120,407	4,186,338	2,910,000	789,593	37.2%
Expenses							
Total Police	-	-	-	-	-	-	0.0%
Total Fire	145,236	1,236,467	4,328,041	3,425,268	4,083,434	(244,607)	-5.7%
Total Parks	152,700	-	-	-	66,833	66,833	0.0%
Total SW Collection	292,515	781,792	655,856	663,047	124,522	(531,334)	-81.0%
Total SW Disposal	159,207	-	-	-	-	-	0.0%
Total Expenditures	749,658	2,018,259	4,983,897	4,088,315	4,274,789	(709,108)	-14.2%
Ending Fund Balance	6,253,611	6,717,764	3,854,274	6,815,787	5,450,998		

Notes & Objectives

Revenues for the Facilities Tax are projected to increase in FY 2017 over budget as development has remained strong. This can change, however, given the highly unpredictable nature of development in Franklin and when such development will actually occur. Overall, revenues are expected to remain steady over the next three years as the pace of development within the City remains strong.

Expenses for the Facilities Tax include those costs related to Fire Stations 7 and 8, and expenses related to community growth in Sanitation (a new Yard Tractor) and Parks (a new vehicle for a new Programming Specialist, a new forklift and furnishings for Eastern Flank).



City of Franklin

Revenue Model

Fund:

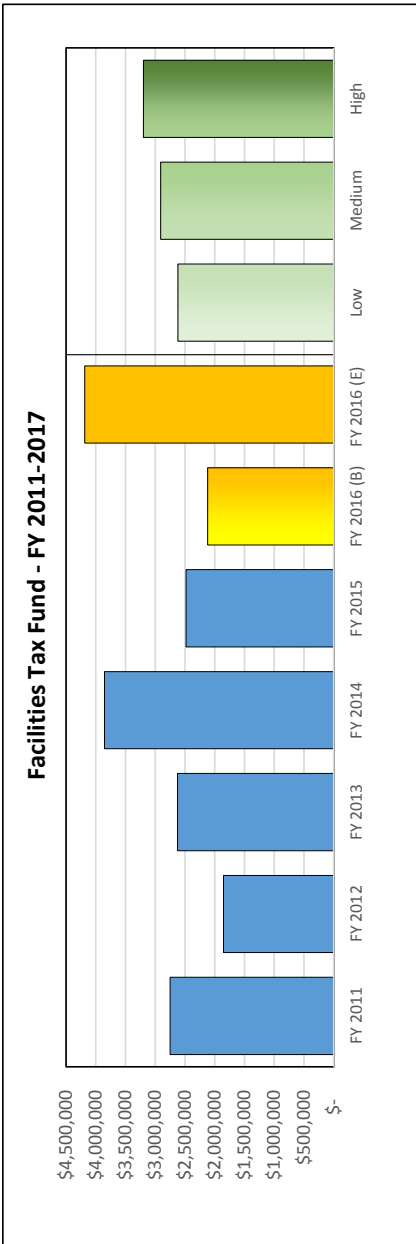
Facilities Tax Fund

Percent of All Revenues

2.2%

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

The forecast for FY 2017 is an estimate, based upon historic averages and year-to-date activity. It is heavily dependent upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual			Budget		Estimated	Forecasts (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average
July	85,964	144,273	129,034	188,335	174,169	154,261	460,763	225,000	250,000	275,000	\$ 2,987,486	-9.7%	
August	99,739	108,287	156,599	282,956	128,599	195,863	138,739	225,000	250,000	275,000			
September	372,274	264,898	171,951	172,873	155,707	151,587	405,920	225,000	250,000	275,000			
October	79,336	139,605	158,433	1,182,887	211,229	174,896	693,869	225,000	250,000	275,000			
November	107,083	309,959	282,226	234,251	160,556	205,371	561,169	225,000	250,000	275,000			
December	88,799	83,451	263,070	188,891	168,587	152,645	235,832	225,000	250,000	275,000			
January	99,214	74,070	154,265	189,243	186,851	143,669	227,208	225,000	250,000	275,000			
February	345,266	147,114	124,139	70,242	130,798	119,829	575,877	225,000	250,000	275,000			
March	309,198	106,169	192,990	216,615	227,269	132,736	302,406	225,000	250,000	275,000			
April	216,206	144,359	192,337	160,708	383,594	176,971	175,000	225,000	250,000	275,000			
May	310,488	197,549	313,792	309,052	256,477	251,432	200,000	180,000	200,000	220,000			
June	635,360	125,956	478,503	652,730	284,637	251,147	200,000	180,000	200,000	220,000			
Interest Income	1,757	8,122	7,262	6,662	13,939	10,000	9,555	10,000	10,000	10,000			
Totals	\$ 2,750,684	\$ 1,853,812	\$ 2,624,601	\$ 3,855,445	\$ 2,482,412	\$ 2,120,407	\$ 4,186,338	\$ 2,620,000	\$ 2,910,000	\$ 3,200,000			

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2017 Operating Budget

Hotel/Motel Tax Fund

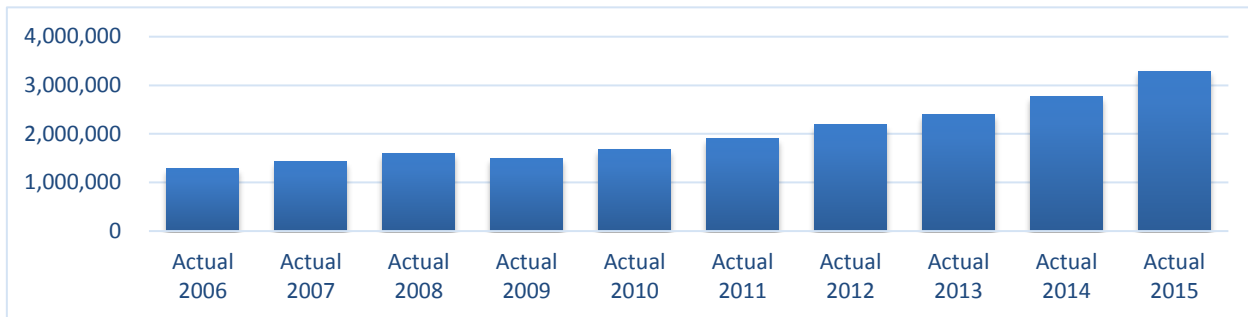
Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Fund Balance	1,124,507	1,971,048	2,749,596	2,749,596	3,232,656		
Revenues	3,242,135	3,293,338	3,283,214	3,215,235	3,410,850	127,636	3.9%
Expenditures	2,395,594	2,514,790	2,778,360	2,732,175	2,529,432	-248,928	-9.0%
Ending Balance	1,971,048	2,749,596	3,254,451	3,232,656	4,114,074		

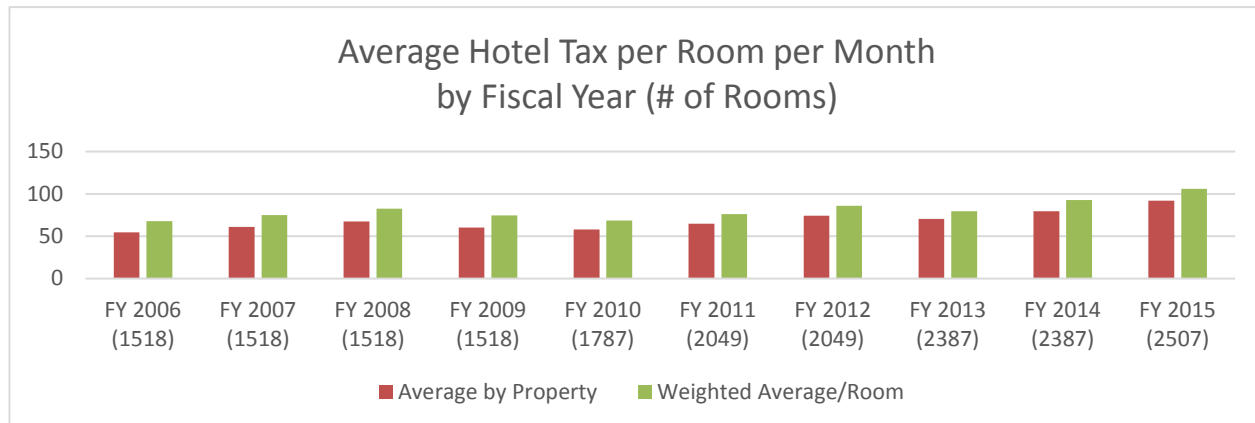
Fund Summary

A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism. The budget includes 1% of the 4% tax (based on collections in calendar year 2013) to support the Williamson County Convention and Visitors Bureau.

Even during the recession, receipts in the hotel/motel fund have largely met expectations as the chart below demonstrates.



One of the main reasons for this stability in budgeting is the continued growth in both the number of hotel rooms and the average revenue collected per room (Rev PAR), as demonstrated below.





City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

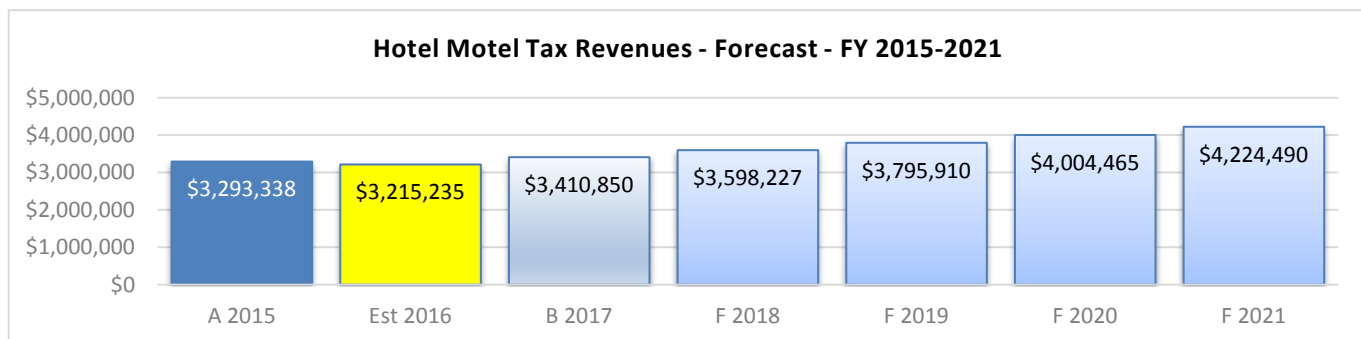
FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	1,124,507	1,971,048	2,749,596	2,749,596	3,232,656		
Revenues							
HOTEL/MOTEL TAXES	2,764,802	3,291,019	3,281,214	3,211,234	3,406,850	125,636	3.8%
GRANTS	476,000	-	-	-	-	-	0.0%
INTEREST INCOME	1,333	1,506	2,000	4,001	4,000	2,000	100.0%
CONTRIBUTIONS-OTHERS	-	813	-	-	-	-	0.0%
Total Available Funds	3,242,135	3,293,338	3,283,214	3,215,235	3,410,850	127,636	3.9%
Expenses							
CONTRACTUAL SERVICES	9,500	177,058	30,000	32,340	-	(30,000)	-100.0%
REPAIR & MAINT. SERVICES	4,785	25,053	-	5,015	-	-	0.0%
PARKS SUPPLIES	54,289	-	-	-	-	-	0.0%
COOL SPRINGS CONF. CENT.	(97,079)	(34,854)	-	(53,540)	-	-	0.0%
PERMITS	-	-	-	-	-	-	0.0%
CONTRACTED SERVICES	562,757	690,539	767,131	767,131	837,680	70,549	9.2%
APPROPRIATIONS	-	-	-	-	-	-	0.0%
TRANSFER TO DEBT SERV. FUND	1,116,929	1,114,995	1,126,678	1,126,678	1,125,086	(1,592)	-0.1%
BUILDING IMPROVEMENTS	47,353	192,550	205,000	205,000	105,000	(100,000)	-48.8%
PARKS & RECREATION FACILITIES	697,060	349,449	612,956	612,956	461,666	(151,290)	-24.7%
INFRASTRUCTURE	-	-	36,595	36,595	-	(36,595)	-100.0%
Total Expenditures	2,395,594	2,514,790	2,778,360	2,732,175	2,529,432	(248,928)	-9.0%
Ending Fund Balance	1,971,048	2,749,596	3,254,451	3,232,656	4,114,074		

Notes & Objectives

The Hotel-Motel Fund is forecast to grow significantly over the next several fiscal years as revenues on the whole are forecast to continue growing and expenses are steady. We believe that this trend will continue as the overall revenue per room continues to grow, hotels continue to be built, occupancy rates remain low and the region, driven by the high room rates within Nashville show no signs of abating. The chart below shows estimated revenues FY 2015-FY 2021.



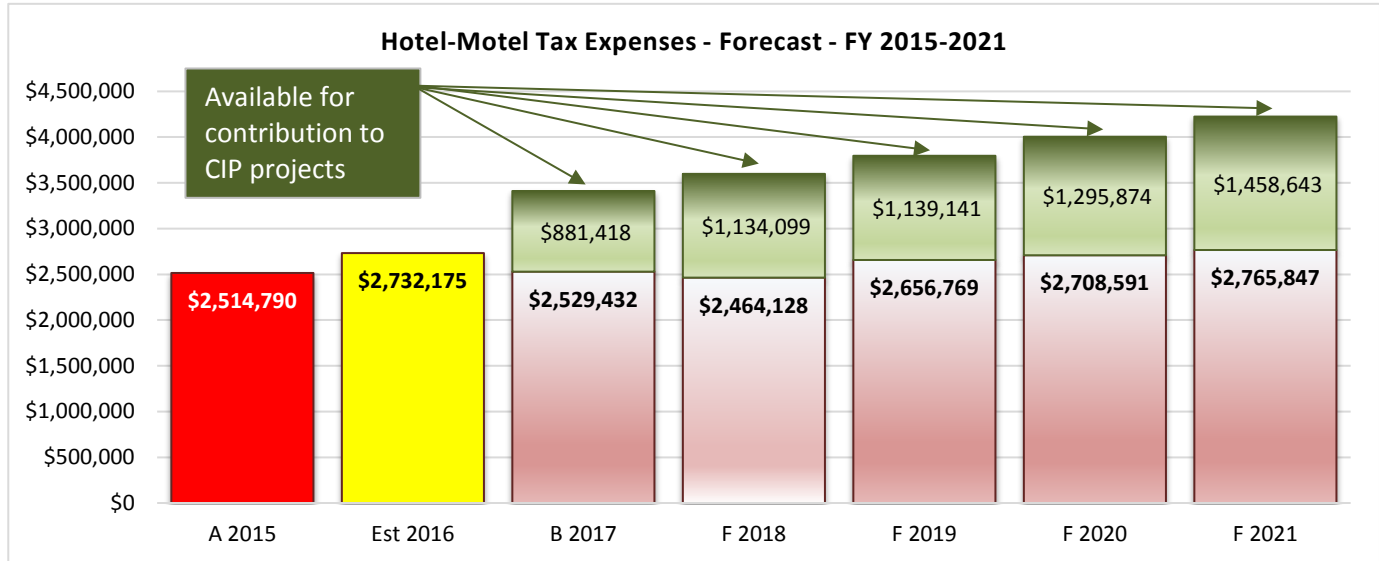


City of Franklin, Tennessee

FY 2017 Operating Budget

Budget

On the expense side, known (fixed cost) expenses in the next five years include debt service and the 1% contribution to the Williamson County Convention & Visitor's Bureau.



Given this forecast, there should be sufficient recurring revenues to continue paying for some but not necessarily all recreation and tourist capital projects proposed within the City of Franklin.



City of Franklin

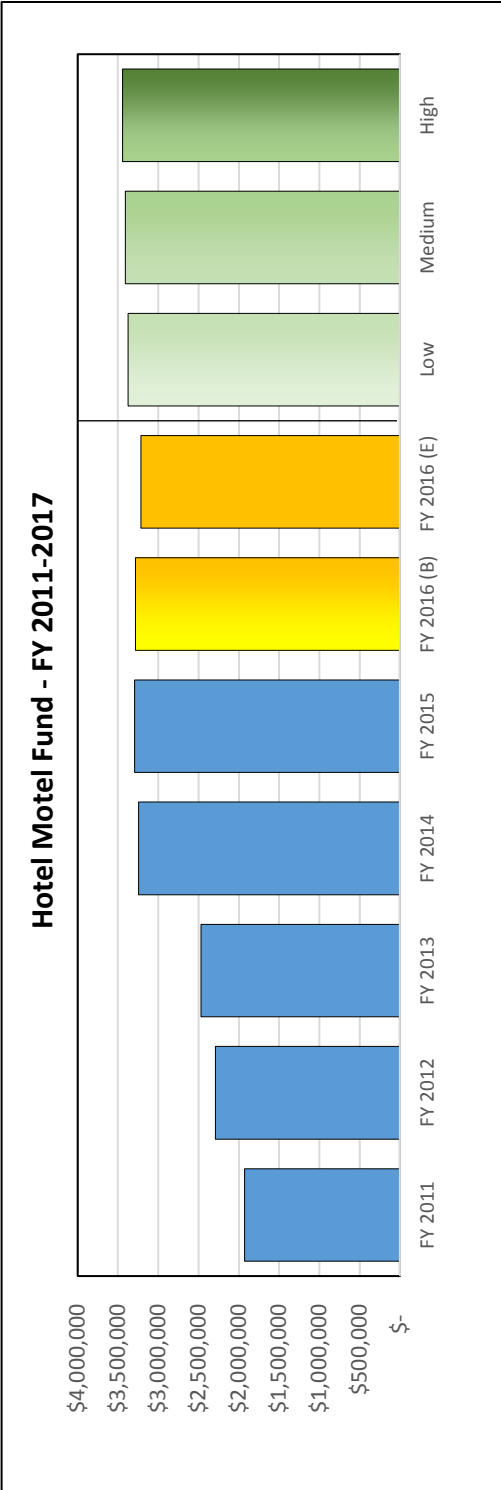
Revenue Model

Fund: Hotel Motel Fund

Percent of All Revenues

2.6%

Hotel Motel Fund: The Hotel/Motel Fund is a special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds can be used to support projects and operations related to tourism.



	Actual			Budget	Estimated	Forecasts (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)		FY 2016 (E)	Low	Medium
July	191,661	198,277	211,075	220,564	262,528	287,278	321,484	298,626	301,642	304,659	3-yr Average	\$ 3,002,074
August	175,106	176,457	175,021	202,941	273,788	298,290	255,448	310,073	313,205	316,337	5-Yr Average	\$ 2,644,608
September	147,827	170,555	195,057	219,382	310,183	328,560	306,646	341,539	344,988	348,438	10-Yr Average	\$ 2,071,721
October	171,194	180,285	223,821	242,061	294,166	310,217	322,889	322,471	325,728	328,985		5.8%
November	163,871	185,887	165,524	223,360	228,683	243,258	247,225	252,867	255,421	257,976		
December	142,334	155,984	153,893	175,183	207,948	218,945	205,170	227,593	229,892	232,191		
January	121,182	144,366	152,698	184,875	213,640	227,123	221,425	236,095	238,479	240,864		
February	123,665	149,408	185,118	214,823	231,263	221,519	221,519	230,269	232,595	234,921		
March	143,156	171,438	244,633	274,024	321,936	284,142	284,142	295,365	298,349	301,332		
April	174,216	214,540	222,217	260,989	311,958	265,441	265,441	275,926	278,713	281,500		
May	170,736	195,614	225,392	249,496	288,118	261,053	261,053	271,365	274,106	276,847		
June	180,758	206,513	249,326	297,104	346,808	335,383	298,783	310,594	313,731	316,868		
EPA GRANT (FEDERAL)	0	100,000	0	0	0	0	0	-	-	-		
PARKS GRANTS	0	22,575	0	0	0	0	0	-	-	-		
JIM WARREN PARK TREE GRANT	0	0	60,000	0	0	0	0	-	-	-		
EASTERN FLANK LOOP GRANT	0	0	0	476,000	0	0	0	-	-	-		
INTEREST INCOME	21,383	17,831	6,973	1,333	2,318	2,000	4,001	2,000	2,000	2,000		
Totals	\$ 1,927,091	\$ 2,289,730	\$ 2,470,748	\$ 3,242,135	\$ 3,293,338	\$ 3,283,214	\$ 3,215,235	\$ 3,374,782	\$ 3,408,850	\$ 3,442,919		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Debt Service Fund

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Fund Balance	84,729	195,118	709	709	1,609		
Revenues	11,106,967	12,050,577	12,929,046	12,925,046	13,225,298	296,252	2.29%
Expenditures	10,996,578	12,244,986	12,924,146	12,924,146	13,220,298	296,152	2.29%
Ending Balance	195,118	709	5,609	1,609	6,609		

Fund Summary

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



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

FY 2017 Operating Budget

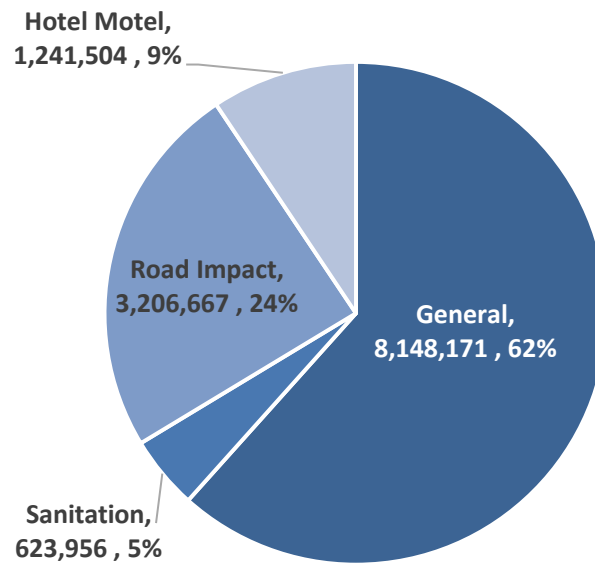
Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	84,729	195,118	709	709	1,609		
Revenues							
TOTAL LOCAL TAXES	5,357,261	6,350,472	7,426,254	7,426,254	7,503,769	983,078	15.3%
TOTAL INTERGOVERNMENTAL	832,179	838,508	825,401	825,401	904,051	-	0.0%
TOTAL USE OF MONEY & PROPE	2,205	1,514	5,000	1,000	5,000	-	0.0%
TOTAL OTHER REVENUE	4,915,322	4,860,083	4,672,391	4,672,391	4,812,478	(217,134)	-4.4%
Total Available Funds	11,106,967	12,050,577	12,929,046	12,925,046	13,225,298	296,252	2.3%
Expenses (Debt Service by Fund)							
General	5,658,149	7,159,438	8,032,094	8,032,094	8,148,171	116,077	1.4%
Sanitation	570,537	584,509	606,544	606,544	623,956	17,412	2.9%
Road Impact	3,533,589	3,267,777	3,042,412	3,042,412	3,206,667	164,255	5.4%
Hotel Motel	1,234,303	1,233,262	1,243,096	1,243,096	1,241,504	(1,592)	-0.1%
Total Expenditures	10,996,578	12,244,986	12,924,146	12,924,146	13,220,298	296,152	2.3%
Ending Fund Balance	195,118	709	5,609	1,609	6,609		

Notes & Objectives

FY 2017 is forecast to increase as additional debt service is incurred, especially within the Road Impact Fund. The increase is attributable to anticipated issue of \$15,000,000 including the Hillsboro Road project (North of Del Rio to Mack Hatcher).

Debt Service by Fund - FY 2017





City of Franklin

Revenue Model

Fund:

Debt Service Fund

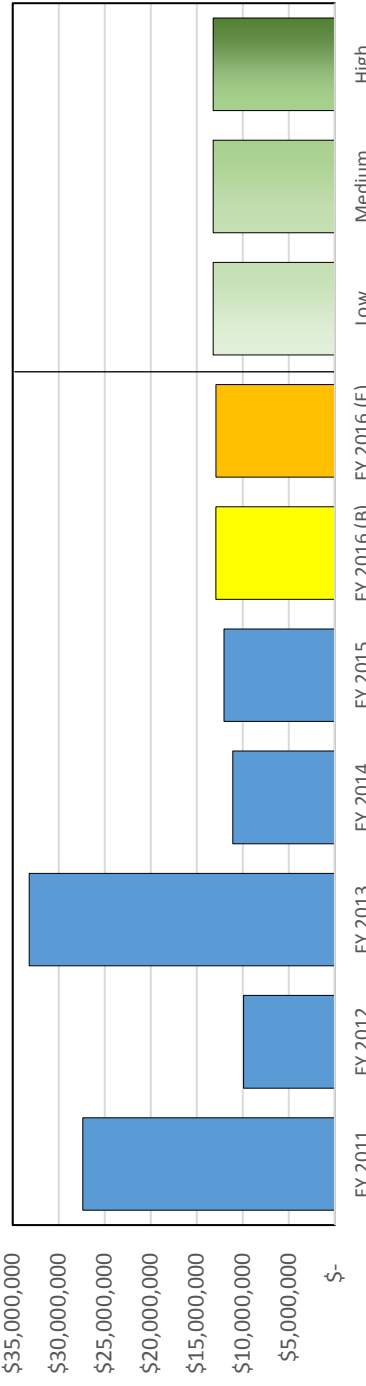
Percent of All Revenues

10.0%

Debt Service Fund: The Debt Service Fund was created in FY 2010 for the purpose of accounting for resources set aside to fund debt service (payments of long term debt principal, interest, and related costs). All funds which have debt service are accounted for within this fund - General, Road Impact, Sanitation and Hotel / Motel.

FY 2017 is forecast to increase as additional debt service is incurred, especially within the Road Impact Fund. The increase is attributable to anticipated issue of \$15,000,000 including the Hillsboro Road project (North of Del Rio to Mack Hatcher).

Debt Service Fund - FY 2011-2017



	Actual			Budget	Estimated	Forecast (FY 2016)			Averages			
	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	FY 2016 (B)		FY 2016 (E)	Low	Medium
PROPERTY TAXES COLLECTED	4,952,567	4,830,155	4,779,633	5,357,261	6,350,472	7,426,254	7,426,254	7,503,769	7,503,769	7,503,769	3-yr Average	\$ 18,081,870
REBATE ON BAB / RZEDB	872,753	904,052	904,052	832,179	838,508	825,401	825,401	904,051	904,051	904,051	5-Yr Average	\$ 17,687,793
INTEREST INCOME	3,846	14,104	4,328	2,205	1,514	1,000	1,000	5,000	5,000	5,000		-10.9%
BOND PROCEEDS	16,590,000	0	22,500,000	0	0	0	0	-	-	-		
INTEREST-BOND PROCEEDS	0	0	0	0	0	0	0	-	-	-		
TRANSFER FROM WATER	0	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000		
TRANSFER FROM SEWER	0	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000		
TRANSFER FROM SOLID WASTE	532,022	543,115	561,628	570,537	584,509	606,544	606,544	623,956	623,956	623,956		
TRANSFER FROM ROAD IMPACT	2,730,648	1,821,447	2,865,306	3,227,856	2,960,579	2,739,169	2,739,169	2,874,529	2,874,529	2,874,529		
TRANSFER FROM HOTEL/MOTEL	1,708,248	1,813,399	1,597,424	1,116,929	1,114,995	1,126,678	1,126,678	1,113,993	1,113,993	1,113,993		
Totals	\$ 27,390,084	\$ 9,926,272	\$ 33,212,371	\$ 11,106,967	\$ 12,050,577	\$ 12,929,046	\$ 12,925,046	\$ 13,225,298	\$ 13,225,298	\$ 13,225,298		\$ 13,225,298

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2017 Operating Budget

In Lieu of Parkland Fund

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Beginning Fund Balance	-	2,280,119	2,494,076	2,494,076	4,372,436	1,878,360	75.31%
Revenues	-	213,957	1,530,323	1,878,360	1,207,525	-322,798	-21.09%
Expenditures	-	-	-	-	-	0	0.00%
Ending Balance	0	2,494,076	4,024,399	4,372,436	5,579,961	1,555,562	38.65%

Fund Summary

The In Lieu of Parkland Fund was created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance.

Funds can be used only for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Organizational Chart

There is no organization chart associated with the In Lieu of Parkland Fund. It is supervised by personnel in the Parks and Finance Departments.

Staffing by Position

There are no staff formally associated with the In Lieu of Parkland Fund. It is supervised by personnel in the Parks and Finance Departments.



City of Franklin, Tennessee
FY 2017 Operating Budget

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Beginning Fund Balance	-	2,280,119	2,494,076	2,494,076	4,372,436	1,878,360	75.3%
Revenues							
In Lieu of Parkland Receipts	-	211,848	1,530,323	1,873,945	1,202,525	(327,798)	-21.4%
Interest Income		2,109	-	4,415	5,000	5,000	100.0%
Total Available Funds	-	213,957	1,530,323	1,878,360	1,207,525	(322,798)	-21.1%
Expenses (Operations)							
Capital	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Ending Fund Balance	-	2,494,076	4,024,399	4,372,436	5,579,961	1,555,562	38.7%

Notes & Objectives

The first receipts into the fund were recorded in FY 2015. There is no additional history before this fiscal year. Estimates are based upon analysis of projects currently within the development process in the City which are eligible to pay In Lieu of Parkland Fees.

This fund is available for capital projects pertaining to public parks, greenways/blue ways and open space in FY 2017 and beyond. Funds have been reserved for future use and will be recommended as a funding source for parks projects contained within the FY 2017-2026 Capital Improvements Plan.



City of Franklin

Revenue Model

Fund:

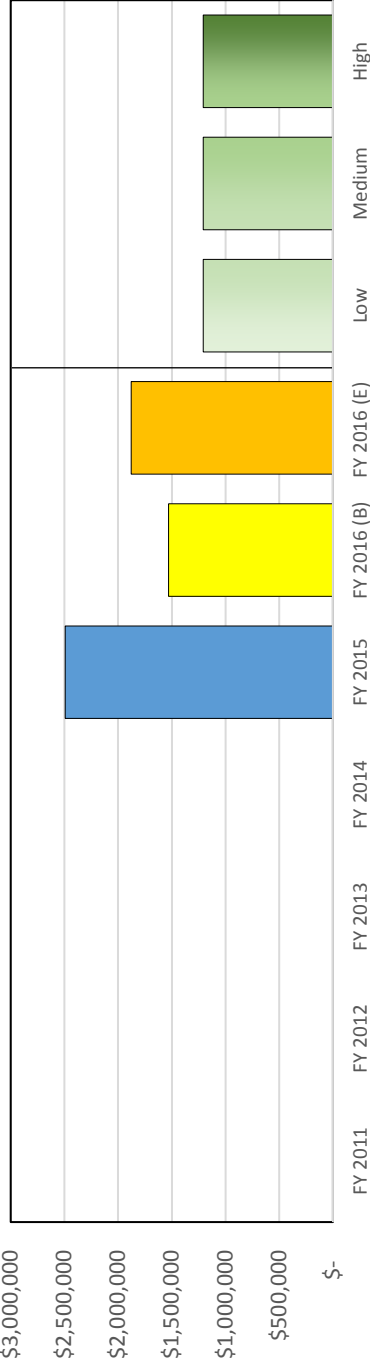
In Lieu of Parkland Fund

Percent of All Revenues

0.9%

In Lieu of Parkland Fund: The In Lieu of Parkland Fund was created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance for developers seeking alternatives to the development of greenspace within developments. Funds can be used only for the acquisition or development of public parks, greenways/blue ways, open space sites, and related facilities.

In Lieu of Parkland Fund - FY 2011-2017



	Actual			Budget		Forecast (FY 2017)			Averages			
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (B)	FY 2016 (E)	Low	Medium	High	3-yr Average	5-Yr Average
In Lieu of Parkland Receipts	0	0	0	0	211,848	1,530,323	1,873,945	1,202,525	1,202,525	1,202,525	\$ -	0.0%
Interest Income					2,109	0	4,415	5,000	5,000	5,000	\$ -	0.0%
Transfers from General Fund					2,280,119							
Totals	\$ -	\$ -	\$ -	\$ -	\$ 2,494,076	\$ 1,530,323	\$ 1,878,360	\$ 1,207,525	\$ 1,207,525	\$ 1,207,525	\$ -	0.0%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2015 & Estimates from Finance & Revenue Management Departments.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2017 Operating Budget

APPENDICIES

The Appendices section of the budget provides supplemental information for aid and reference to citizens, elected officials and staff alike necessary to evaluate the FY 2017 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

Under this section is:

- **Capital**
 - **Appendix A - Capital Summary**
 - **Appendix B - Capital Projects - CIP**
 - **Appendix C – Impacts of Capital Improvements on FY 2016 Budget**

- **Policies**
 - **Appendix D – General Fund - Fund Balance Policy**
 - **Appendix E - Debt Management Policy**
 - **Appendix F – Reserves Utilization Policy**

- **Operating Budget - Supplemental Information**
 - **Appendix G - General Fund Expenditures By Account**
 - **Appendix H - Program Enhancement Requests**
 - **Appendix I – Water & Sewer Forecasts (Operating & Capital) – 2018-2022**
 - **Appendix J - Pay Structure**

- **Reference Information**
 - **Appendix K – Financial Indicators**
 - **Appendix L - Strategic Plan - FranklinForward**
 - **Appendix M - Expenditure Classifications**
 - **Appendix N - Additional Demographic & Economic Information**
 - **Appendix O - Glossary of Terms**



City of Franklin, Tennessee
FY 2017 Operating Budget

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TENNESSEE

City of Franklin, Tennessee

FY 2017 Operating Budget

APPENDICIES: Capital

Under this section is:

- **Capital**
 - **Appendix A - Capital Summary**
 - **Appendix B - Capital Projects - CIP**
 - **Appendix C – Impacts of Capital Improvements on FY 2017 Budget**



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Appendices: Capital

Appendix A: Capital

Although major capital investment projects are not included (and are discussed in brief in Appendix B), some capital items remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants. These items are distributed throughout the various funds presented herein in two of the three primary sections in each fund: Operations and Capital. The lists on the following pages detail all capital items, listed by fund, by those assigned to the Operations section of each budget and then to the Capital section.

All told, the City of Franklin spends to spend almost \$20.3 million in capital expenditures this year. Approximately \$5.3 million is assigned to Operations and \$15 million to Capital.

Of the \$5.3 million assigned to Operations:

1. \$1.6 million in the General Fund is assigned for various equipment and improvement needs including, Body Cameras for the Police Department, various infrastructure improvements, continued minor renovations to City Hall and several software and security packages and 21 new vehicles for various departments.
2. \$2.5 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.
3. \$300,006 in the Sanitation Fund for replacement rear-load trash packer and resurfacing of surface areas at the Transfer Station.
4. \$109,355 in the Facilities Tax Fund is assigned for furnishings and & equipment for the Parks Department.
5. \$721,000 in the Water & Sewer Fund is assigned for 4 new vehicles and 2 pieces of equipment.

Of the \$15 million assigned to Capital:

1. \$2.57 million in the General Fund, the vast majority assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset by grants).
2. \$4.2 million in the Facilities Tax Fund, primarily for Fire Stations 7 & 8.
3. \$2.67 million in the Stormwater Fund for various draining improvements and equipment.
4. \$566,666 in the Hotel/Motel Fund for the completion of work at the Bicentennial Park Pavilion, the annual commitment for the acquisition of the Carter's Hill properties, and improvements to parking facilities throughout Downtown and Eastern Flank.
5. \$305,000 in the Transit Fund for replacement vehicles.
6. \$4.67 million in the Water /Sewer Fund for various improvements and projects.



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendices: Capital

Capital Expenditures						
Priority	Request	Operating	Lease	Short-Term	Long-Term	Total
Operations						
General Fund:						
Parks	Heavy Duty Truck	\$ -	\$ 46,500	\$ -	\$ -	\$ 46,500
Police	Police Cruisers (12)	\$ -	\$ 483,600	\$ -	\$ -	\$ 483,600
Police	Unmarked Units (3)	\$ -	\$ 96,000	\$ -	\$ -	\$ 96,000
Police	Body Camera Implementation- 110 Cameras	\$ 375,050	\$ -	\$ -	\$ -	\$ 375,050
Street	Pick-Up Truck	\$ -	\$ 33,050	\$ -	\$ -	\$ 33,050
Street	Utility Truck	\$ -	\$ 57,956	\$ -	\$ -	\$ 57,956
Street	Pick-Up Truck	\$ -	\$ 33,475	\$ -	\$ -	\$ 33,475
Street	Single Axle Dump Truck	\$ -	\$ 120,510	\$ -	\$ -	\$ 120,510
Street	Multi Deck Unit Tractor	\$ -	\$ 81,550	\$ -	\$ -	\$ 81,550
BNS	Vehicle	\$ -	\$ 32,000	\$ -	\$ -	\$ 32,000
IT	Data Recovery Hardware	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
IT	Data Domain	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000
IT	Kuhl Cisco License	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
IT	FireEye Email Security	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
IT	Vehicle	\$ -	\$ 32,000	\$ -	\$ -	\$ 32,000
Facilities	City Hall Renovations	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
TOTAL		\$ 405,050	\$ 1,241,641	\$ -	\$ -	\$ 1,646,691
Street Aid						
Streets	Street Resurfacing	\$ 2,300,000	\$ -			\$ 2,300,000
Streets	Physically Disabled Ramp Resurfacing	\$ 82,000	\$ -			
Streets	Sidewalks	\$ 179,600	\$ -			\$ 179,600
TOTAL		\$ 2,561,600	\$ -	\$ -	\$ -	\$ 2,561,600
Sanitation Fund:						
SES	Replace Asphalt/Concrete @ Century Court	\$ 100,006				\$ 100,006
SES	Replace Packer with 20-yard Rear-load Truck		\$ 200,000			\$ 200,000
TOTAL		\$ 100,006	\$ 200,000	\$ -	\$ -	\$ 300,006
Facilities Tax:						
Parks	Furnishings & Equipment for Eastern Flank	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Parks	Vehicle	\$ 22,522	\$ -	\$ -	\$ -	\$ 22,522
Parks	Forklift	\$ 66,833	\$ -	\$ -	\$ -	\$ 66,833
TOTAL		\$ 109,355	\$ -	\$ -	\$ -	\$ 109,355
Water & Sewer Fund						
Water & Sewer	One-Call Vehicles (4)	\$ -	\$ 96,000			\$ 96,000
Wastewater	Sanitary Sewer Vacuum Equipment	\$ -	\$ 350,000			\$ 350,000
Wastewater	CCTV Inspection Equipment	\$ -	\$ 275,000			\$ 275,000
TOTAL		\$ -	\$ 721,000	\$ -	\$ -	\$ 721,000
Total all Capital Expenditures budgeted in Operations:						\$ 5,338,652



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendices: Capital

Capital Expenditures

Priority	Request	Operating	Lease	Short-Term	Long-Term	Total
Capital						
General Fund:						
Project	City Hall Architectural Services	\$ 250,000				\$ 250,000
Finance	Additional Software Enhancements	\$ 25,000				\$ 25,000
Traffic	Various traffic flow/control improvements	\$ 2,300,000				\$ 2,300,000
TOTAL		\$ 2,575,000	\$ -	\$ -	\$ -	\$ 2,575,000
Facilities Tax:						
Fire	Stations 7 & 8 - Construction & Outfitting	\$ 3,000,000	\$ -			\$ 3,000,000
Fire	Fire Equipment	\$ 1,050,000				\$ 1,050,000
Fire	Tornado Siren	\$ 33,434				\$ 33,434
SES	Equipment	\$ 124,522				\$ 124,522
TOTAL		\$ 4,207,956	\$ -			\$ 4,207,956
Stormwater Fund:						
Engineering	Various drainage improvements	\$ 2,400,000	\$ -			\$ 2,400,000
Streets	3/4 Ton Pick-Up Truck	\$ 30,000				\$ 30,000
Streets	Street Sweeper	\$ 201,357				\$ 201,357
Streets	Skid Steer	\$ 41,000				\$ 41,000
TOTAL		\$ 2,672,357	\$ -	\$ -	\$ -	\$ 2,672,357
Hotel/Motel						
Facilities	4th Avenue Garage Vehicle Counting System	\$ 70,000	\$ -			\$ 70,000
Facilities	Parking Garage Cameras (2nd & 4th)	\$ 35,000	\$ -			\$ 35,000
Parks	Bicentennial Park Pavilion	\$ 220,030	\$ -			\$ 220,030
Parks	Carter's Hill Park Acquisition (2 of 7 year commitment)	\$ 221,636	\$ -			\$ 221,636
Parks	Fleming Parking Lot Lighting	\$ 20,000	\$ -			\$ 20,000
TOTAL		\$ 566,666	\$ -	\$ -	\$ -	\$ 566,666
Transit Fund						
Transit	Replacement vehicles	\$ 305,000	\$ -			\$ 305,000
TOTAL		\$ 305,000	\$ -	\$ -	\$ -	\$ 305,000
Water & Sewer Fund						
Water	Various capital improvements	\$ 1,652,000	\$ -			\$ 1,652,000
Wastewater	Various capital improvements	\$ 3,021,000				\$ 3,021,000
TOTAL		\$ 4,673,000	\$ -	\$ -	\$ -	\$ 4,673,000

Total all Capital Expenditures budgeted in Capital: \$ 14,999,979

Total All Capital proposed FY 2017 \$ 20,338,631



City of Franklin, Tennessee FY 2017 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS

In March 2014, the BOMA approved Resolution 2014-13 to adopt a funding plan for the FY 2014-2018 CIP. That resolution represents the most recent update to the City's Capital Investment Program (CIP). Recently, staff has proposed expanding the CIP timeframe from five (5) years to ten (10) years (FY 2017-2026). The ultimate intent of this 10-year CIP is to match available funding with needed projects and to highlight any funding shortfalls. With that in mind, staff has compiled a list of projects that are anticipated to be needed within the next ten (10) years.

In an effort to provide a logical starting point, staff has scored these projects using objective questions, which are based on the four (4) themes of the **FranklinForward** Strategic Plan. (See Appendix L for more information)

The projects in the draft FY 2017-2026 CIP are listed in the following categories:

- Facilities (Emergency Services & General Services),
- Parks and Recreation,
- Public Utilities,
- Stormwater, and
- Transportation.

The projects were then listed, both by category and combined, in the following project tiers:

- Top 25% (★★★★)
- Top 50% (★★★)
- Bottom 50% (★★)
- Bottom 25% (★)

It is important to reiterate that the tier system is simply a starting point to present the projects to the BOMA. The BOMA will ultimately select the projects to be funded. Within the framework of the CIP, the BOMA funded projects will then be referred to as 5-star (★★★★★) high priority projects. The CIP document will then be adjusted to accurately reflect the BOMA's final decisions. Staff recommends revisiting the newly created 10-year CIP on an annual basis, concurrent with the annual operations budget process.

Included below is a summary of the ten-year forecast, which will be evaluated for funding sources and prioritized by the BOMA later in the summer and early fall of 2016. It is provided for information purposes only, and is preliminary.



City of Franklin, Tennessee
FY 2017 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS

City of Franklin, Tennessee
Capital Improvement Plan FY2017-2026
 FY 17 thru FY 26

DEPARTMENT SUMMARY

Department	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Fire	80,000	4,150,000	100,000								4,330,000
Parks	2,022,517	6,550,067	7,492,305	9,844,176	1,100,786	4,119,990	1,373,286	1,789,400	1,250,000	2,650,000	38,192,527
Project & Facilities Mgmt.					400,000	400,000	11,400,000	11,400,000	500,000		24,100,000
Stormwater	2,400,000	1,010,000	1,830,000			120,000	250,000	1,650,000			7,260,000
Streets	5,391,456	7,772,856	23,623,800	23,527,328	13,285,591	19,310,240	17,601,676	19,594,400	22,422,925	20,462,800	172,993,072
Traffic Ops. Center (TOC)	545,000	830,000	475,000	395,000	285,000	310,000	150,000				2,990,000
Water Management	8,765,000	4,623,500	7,225,000	4,620,000	4,653,000	5,548,000	820,000	285,000	110,000		36,649,500
GRAND TOTAL	19,203,973	24,936,423	40,746,105	38,386,504	19,724,377	29,808,230	31,594,962	34,718,800	24,282,925	23,112,800	286,515,099



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2017 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

Previously, 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 2017 operating budget, there is \$1.8 million in the Street Aid Fund for roadway and sidewalk maintenance. This is supported entirely gasoline taxes. In its condition assessment report, the City's Street department has determined an annual amount of \$3.0 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.

As part of the ongoing Capital Improvement Process and the construction of a future Capital Improvement Budget, issuing new bonds to finance necessary capital projects will likely happen. There is a planned issuance of \$15,000,000 for Hillsboro Road north which will happen in FY 2017, and is programmed within the City's Debt Service Fund. Future debt issuance will depend wholly upon the capacity of the City to service the debt, and that is governed by the City's Debt Service Policy, which can be found in Appendix E.

The projects the City will issue new debt for (besides Hillsboro Road north) have not been determined at this time.

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 2017 budget. Proposed items for leasing are identified in Appendix A.

Capital Improvements Utilizing Federal and State Funding

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



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City of Franklin, Tennessee

FY 2017 Operating Budget

APPENDICIES: Policies

The City has adopted financial policies related to investments, General Fund reserves, debt management, utilization of reserve funds, and cash receipting. The investment policy, updated in December 2011, provides for the primary objectives, in order of priority, of investment activities of non-pension funds shall be safety, liquidity, and return. The reserve policy established an emergency and cash flow reserve of a minimum of 33% of budgeted General Fund expenditures (which is forecast to be \$21.2 million in FY 2017). As of September 2014, the reserve policy also includes a capital funding reserve for fund balance in excess of 45% of budgeted General Fund expenditures (which is forecast to be \$9.1 million in FY 2017). The debt policy provides written guidance and restrictions for the amount and type of debt the City will issue, the issuance process, and the management of the debt portfolio. In August 2012, the City adopted a policy for the utilization and replacement of committed funds. In October 2014, the City adopted a pension funding policy. The City also adopted a cash receipting policy in November 2014. Finally, the City adopted documentation of internal controls in April 2015.

The City continues to explore adopting additional best practice financial policies including budgeting, revenues, economic development, enterprise risk management, capital improvements, and reserves for funds other than the General Fund.

The policies included herein in this appendices are those which most pertain to the budget process.

Under this section is:

- **Policies**
 - **Appendix D – General Fund - Fund Balance Policy**
 - **Appendix E - Debt Management Policy**
 - **Appendix F – Utilization of Reserves Policy**



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

CITY OF FRANKLIN

T E N N E S S E E

General Fund Fund Balance Policy

Adopted by Board of Mayor & Aldermen, May 12, 2009

Addendum Adopted by Board of Mayor & Aldermen, August 28, 2012

Policy Update Adopted by Board of Mayor & Aldermen, September 23, 2014



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

City of Franklin General Fund Fund Balance Policy

Objectives for Establishing the Fund Balance Policy

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

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

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

- **The Reserve Fund** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all non-spendable and restricted components of fund balance are included within the Reserve Fund).*



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

- **The Designated Fund** consists of funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all committed, and some assigned components of fund balance are included within the Designated Fund).*
- **The Undesignated/Unreserved Fund** consists of three accounts: the Capital Funding Account, the Financial Stabilization Account, and the Surplus Account.
 - The Capital Funding Account as set forth in this policy will consist of amounts in excess of 45% of General Fund budgeted expenditures.
 - **The Financial Stabilization Account** as set forth in this policy will consist of 33% of General Fund budgeted expenditures.
 - **The Supplemental Reserve Account** should be used for new programs or positions desired outside of the current and established budget or for one-time capital investments upon approval by the Board of Mayor and Alderman. There is no minimum percentage requirement for this account. All additional net revenues, after establishing that all other components of the General Fund Balance are sufficient, may flow into this account.

(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, some assigned and all unassigned components of fund balance are included within the Undesignated/Unreserved Fund).

General Fund Replenishment Priorities (Priority order):

1. Appropriate funds deposited into the Reserve Fund Account to meet all third party mandated requirements.
2. Funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes.
3. Thirty-three [33%] percent of the General Fund budgeted expenditures should be maintained in the Financial Stabilization Fund Account of the Undesignated/Unreserved Fund.
4. Funds in excess of forty-five [45%] percent of General Fund budgeted expenditures would be maintained in the *Capital Funding Account of the Undesignated/Unreserved Fund*.
5. All remaining funds other than those identified in 1 through 4 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

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

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

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

Financial Stabilization Fund Subaccounts

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

A. Contingency Subaccount

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

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

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

B. Emergency Subaccount

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

extinguished from the Financial Stabilization Fund Account.

Use of Financial Stabilization Fund Account

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

Restoration of the Financial Stabilization Account and Subaccounts

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

Transfer of Additional Financial Stabilization Fund Account Funds

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

Use of the Capital Funding Account

The Capital Funding Account should only be used to provide additional capital funding for projects included in the City's Capital Investment Plan (CIP). These funds would typically be transferred from the General Fund to a capital projects fund where project payments would be made.

Restoration of the Capital Funding Account

The Capital Funding Account would exist only as funds are available and not subject to formal restoration.



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

Fund Balance Policy Adoption

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



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix E – Debt Management Policy

The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing seven years, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy attached on the ensuing pages is the most recent version reviewed and revised by the Board of Mayor and Alderman in March 2016.

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
Revised 2016

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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 and the property tax base:

Total Budget Resources

- Net Direct Debt divided by Operating Revenues $\leq 3.00X$
As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.
- Total Governmental Funds Debt Service as a percent of Expenditures $\leq 25\%$
As defined by Standard & Poor's U.S. Local Governments General Obligation Ratings: Methodology and Assumptions dated September 12, 2013.

Property Tax Base

- Net Direct Debt as a percent of Full Value (Market or Taxable Value) $\leq 1.75\%$
As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.

As part of the City's effort to manage these metrics and the impact such have on the City's credit rating, the City, along with its Financial Advisor, will calculate the indicative ratings per Moody's and S&P's applicable local government criteria.

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.

The City's Financial Advisor shall not be permitted to bid on the City's competitive bond 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.

The City's Financial Advisor shall not be permitted to serve as the underwriter on the City's negotiated bond sale.

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.

The City's Financial Advisor shall not be permitted to purchase the City's debt through a private placement.

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.
- Perform annual credit/scorecard calculations using the applicable local government criteria as provided by Moody's and Standard & Poor's.
- Perform bi-annual review of the City's credit/scorecard calculations in comparison to peer cities.
- 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. Specifically, underwriters shall clearly identify itself in writing as an underwriter and not a financial advisor from the earliest stages of its relationship with the City. The underwriter must clarify its primary role as a purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the City.

Bond Counsel

The City shall enter into an engagement letter agreement with the legal counsel representing the City in a debt transaction. 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.

Disclosure by Financing Team Members

All financing team members, and their associated costs to perform such services, either on an on-time or continued basis, will be required to provide full and complete disclosure to the City and its governing body. Any and all Financing Team Members shall also disclose 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 the Electronic Municipal Market Access facility of the Municipal Securities Rulemaking Board. The City will also notify the MSRB 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.



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix F – Reserve Utilization Policy

General Fund Fund Balance Policy Addendum Order of Use of Funds

Stabilization Funds

Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. The City’s governing body has the authority to establish a Financial Stabilization Account that will be a **Committed Fund Balance**.

A Financial Stabilization Account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.) or financial stability.

For FY 2017 the City of Franklin projects to have \$21,168,790 in its stabilization account as follows:

Urgent Event	Percent of Total 33%	Amount
Contingency	5%	\$ 3,207,392
Emergency	5%	\$ 3,207,392
Cash Flow Stabilization	14%	\$ 8,980,699
Debt Service	3%	\$ 1,924,435
Property/Liability/Health	4%	\$ 2,565,914
Other Post Employment Benefits	<u>2%</u>	<u>\$ 1,282,957</u>
	33%	\$21,168,790

Authority to Commit Funds

The Board of Mayor and Aldermen has the authority to set aside funds for a specific purpose. Any funds set aside as Committed Fund Balance requires the passage of a resolution by a simple majority vote. The passage of a resolution must take place prior to June 30th of the applicable fiscal year. If the actual amount of the commitment is not available by June 30th, the resolution must state the process or formula necessary to calculate the actual amount as soon as information is available.

Default Order of Use of Funds

By default, when both restricted (by outside parties) and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it. When **committed (by the Board)**, assigned (usually by management) and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

Potential Use of Funds Resolution

The recognition of an urgent event must be established by the Board of Mayor and Aldermen or their designee (e.g. City Administrator). If established by the Board’s designee, the specific urgent event must be reported to the governing body at their next meeting.

Potential urgent events are:



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendix F – Reserve Utilization Policy

1. Disaster (flood, tornado, etc.) that funds must be expended prior to any potential reimbursement.
2. Health claims or other specific expenditures included within the stabilization fund exceeding a specified threshold. This would allow the stabilization funds in the General Fund to be used in cases of the specific expenditures exceed 10% of budgeted amount, or a specific amount such as \$100,000.

If due to an urgent event, funds are needed from the stabilization fund in excess of funds currently budgeted:

1. Anticipated funds in excess of budgeted funds will be temporarily deducted from the Stabilization fund.
2. After actual expenditures used are determined, a budget amendment will be submitted to the City's governing body to amend the budget for the excess funds used if unassigned funds are available.
3. In the event that unassigned funds are not available, the Board will replenish the Financial Stabilization Account balance to the established minimum level within four years in equal increments unless otherwise provided.

Date last reviewed: June 15, 2012

Updated numbers: May 2016



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City of Franklin, Tennessee
FY 2017 Operating Budget

APPENDICIES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
 - **Appendix G - General Fund Expenditures By Account**
 - **Appendix H - Program Enhancement Requests**
 - **Appendix I – Water & Sewer Forecasts (Operating & Capital) – FY 2018-2022**
 - **Appendix J - Pay Structure**



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Appendix G: Budget by Accounts - General Fund

		<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
							\$	%
Personnel								
81110	REGULAR PAY	24,987,071	26,047,671	30,382,503	28,713,790	31,646,732	1,264,229	4.16%
81120	OVERTIME PAY	951,409	1,317,872	946,367	995,493	993,848	47,481	5.02%
81130	COURT OVERTIME PAY	87,020	110,068	103,097	118,239	121,000	17,903	17.37%
81150	TEMPORARY WORK BY NON-CITY EMPLOYEES	142,013	94,842	71,060	49,760	51,060	(20,000)	-28.15%
81160	CENSUS WORKERS	81,904					-	0.00%
81180	FIRE HOLIDAY PAY	289,921	273,906	317,314	317,314	317,988	674	0.21%
81199	VACANCY ADJUSTMENT			(1,022,619)		(1,043,390)	(20,771)	2.03%
XWAGE	TOTAL WAGES	26,539,338	27,844,359	30,797,722	30,194,596	32,087,238	1,289,516	4.19%
81210	MAYOR & ALDERMEN	104,087	129,160	129,267	129,267	129,267	-	0.00%
81220	CITY JUDGE	26,160	23,277	25,054	25,054	25,054	-	0.00%
81230	PLANNING COMMISSION & BOZA	10,676	9,650	14,708	14,708	14,708	-	0.00%
81250	JUDICIAL COMMISSION-WARRANTS	3,200	3,200	3,200	3,256	3,256	56	1.75%
XOFF	TOTAL OFFICIALS FEES	144,123	165,287	172,229	172,285	172,285	56	0.03%
81410	FICA (EMPLOYER'S SHARE)	1,932,714	2,166,960	2,244,770	2,215,036	2,294,390	49,620	2.21%
81420	MEDICAL PREMIUMS	5,408,165	6,180,804	7,546,171	7,075,522	8,283,169	736,998	9.77%
81430	GROUP INSURANCE PREMIUMS	497,828	517,798	545,640	579,243	546,991	1,351	0.25%
81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(1,435,074)	(1,644,166)	(1,620,377)	(1,624,900)	(1,787,972)	(167,595)	10.34%
81450	RETIREMENT CONTRIBUTIONS	3,202,447	2,089,183	2,243,496	2,276,230	2,915,391	671,895	29.95%
81455	DEFERRED COMP MATCH	122,475	177,909	174,501	211,273	234,616	60,115	34.45%
81460	UNEMPLOYMENT CLAIMS	12,424	8,953	16,000	5,500	16,351	351	2.19%
81470	WORKERS COMPENSATION PREMIUMS	221,572	264,497	272,304	261,063	288,113	15,809	5.81%
81475	WORKERS COMPENSATION CLAIMS	269,899	200,318	10,037	7,329	10,300	263	2.62%
81480	TOOL ALLOWANCE	6,107	3,176	6,000	6,000	7,000	1,000	16.67%
81481	CLOTHING ALLOWANCE	15,569	16,310	24,000	15,800	23,650	(350)	-1.46%
81482	CAR ALLOWANCE	19,754	18,923	19,100	16,824	19,100	-	0.00%
81490	MOVING EXPENSES		7,230				-	0.00%
XBEN	TOTAL BENEFITS	10,273,880	10,007,895	11,481,642	11,044,920	12,851,099	1,369,457	11.93%
XPER	TOTAL PERSONNEL	36,957,341	38,017,541	42,451,594	41,411,801	45,110,622	2,659,028	6.26%
Operations								
82110	MAILING & OUTBOUND SHIPPING SERVICES	43,575	39,534	46,917	42,730	45,777	(1,140)	-2.43%
82120	FREIGHT FOR INBOUND PURCHASED ITEMS	15,817	17,896	14,000	14,803	16,940	2,940	21.00%
82130	VEHICLE LICENSES & TITLES	3,408	3,163	2,816	1,908	3,167	351	12.46%
82140	VEHICLE TOW-IN SERVICES	6,138	9,369	6,981	13,465	13,645	6,664	95.46%
XTRC	TOTAL TRANSPORTATION CHARGES	68,938	69,962	70,714	72,906	79,529	8,815	12.47%
82210	PRINTING & COPYING SERVICES, OUTSOURCED	38,746	27,431	52,491	36,354	43,477	(9,014)	-17.17%
82230	ARCHIVING/RECORDS MANAGEMENT SERVICES	11,841	9,501	21,110	18,800	19,600	(1,510)	-7.15%
82240	TRANSCRIPTION FEES	18,875	18,090	22,000	11,233	18,265	(3,735)	-16.98%
82245	FINGERPRINTING FEES		60	60	60	160	100	166.67%
82250	TESTING & PHYSICALS	136,100	161,592	159,656	177,180	178,734	19,078	11.95%
82255	INVESTIGATIVE POLYGRAPHS	300	2,700		2,400	1,030	1,030	#DIV/0!
82260	UNIFORM RENTAL & SERVICES	30,741	32,064	28,780	32,680	28,701	(79)	-0.27%
82270	LANDFILL & BIOSOLIDS MANAGEMENT SERVICES	746		3,191	2,570	2,545	(646)	-20.24%
82280	LAB FEES		9,130	500	500	500	-	0.00%
82299	OTHER OPERATING SERVICES	8,477	8,873	8,235	7,385	7,130	(1,105)	-13.42%
XOPSV	TOTAL OPERATING SERVICES	245,826	269,441	296,023	289,162	300,142	4,119	1.39%
82310	LEGAL NOTICES	40,006	39,225	46,170	51,708	45,932	(238)	-0.52%
82320	CITY ELECTIONS	39,173		42,000	43,342		(42,000)	-100.00%
82330	CITIZENS ACADEMIES	17,848	10,951	19,890	15,825	19,953	63	0.32%
82340	LEADERSHIP RETREATS			8,510	8,510	8,520	10	0.12%
82350	DUES FOR MEMBERSHIPS	76,075	92,216	85,526	82,400	92,614	7,088	8.29%
82355	PROFESSIONAL STANDARDS / ACCREDITATION	7,235	21,725	16,549	25,770	17,360	811	4.90%
82360	PUBLIC RELATIONS & EDUCATION (CITY SPONSORI	73,153	61,851	88,160	111,742	101,036	12,876	14.61%
82370	PROMOTIONS & SPECIAL EVENTS (NOT CITY SPON	5,343	8,355	14,980	13,480	21,090	6,110	40.79%
82371	EMERGENCY RELIEF			106	1,065		(106)	-100.00%
82372	UNITED WAY CAMPAIGN	222		530	150	546	16	3.02%



City of Franklin, Tennessee

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Appendix G: Budget by Accounts - General Fund

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
						\$	%
82373 RECRUITMENT			25	25,082	13,325	13,300	53200.00%
82385 SPECIAL CENSUS	34,662				100,000	100,000	100.00%
82390 PUBLICATIONS, NON-TRAINING	42,440	37,709	40,261	40,892	36,771	(3,490)	-8.67%
XNSP TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	336,157	272,032	362,707	419,966	457,147	94,440	26.04%
82410 ELECTRIC SERVICE	1,422,466	1,437,503	1,524,658	1,219,614	1,271,575	(253,083)	-16.60%
82415 ELECTRIC SERVICE-STREETLIGHTS	-	-	-	-	175,560	175,560	0.00%
82420 WATER & SEWER SERVICE	104,835	134,593	125,420	131,370	114,815	(10,605)	-8.46%
82430 STORMWATER SERVICE	29,771	26,156	31,581	21,494	22,765	(8,816)	-27.92%
82435 SOLID WASTE SERVICE	51,152	42,742	54,048	46,766	49,110	(4,938)	-9.14%
82440 NATURAL GAS SERVICE	65,989	71,358	62,562	41,755	53,270	(9,292)	-14.85%
82450 TELEPHONE SERVICE	90,015	93,347	96,342	67,348	70,212	(26,130)	-27.12%
82451 800 MHZ ACCESS LINE SERVICE	35,835	39,769	56,450	40,725	44,508	(11,942)	-21.16%
82455 CELLULAR TELEPHONE SERVICE	147,817	162,258	172,064	170,677	176,430	4,366	2.54%
82470 INTERNET & RELATED SERVICES	46,691	50,671	38,075	45,948	38,421	346	0.91%
82480 9-1-1 CHARGES	86,492	83,727	85,000	87,370	87,370	2,370	2.79%
82481 CDPD CHARGES	65,953	74,854	60,000	82,200	82,200	22,200	37.00%
82483 CONNECTION CHARGES				300	2,000	2,000	0.00%
XUTIL TOTAL UTILITIES	2,147,016	2,216,978	2,306,200	1,955,567	2,188,236	(117,964)	-5.12%
82510 COMPUTER SERVICES	1,259,045	1,662,115	1,483,530	1,594,387	1,596,513	112,983	7.62%
82520 LEGAL SERVICES	178,539	54,399	64,915	62,932	63,980	(935)	-1.44%
82530 AUDIT SERVICES	24,250	24,500	47,500	47,500	48,000	500	1.05%
82540 ENGINEERING SERVICES	53,517	87,429	580,150	480,150	630,200	50,050	8.63%
82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES	-	45,276	-	-	-	-	0.00%
82560 CONSULTANT SERVICES	219,509	304,072	646,367	512,018	450,550	(195,817)	-30.30%
82599 OTHER CONTRACTUAL SERVICES	74,541	156,621	183,653	157,935	200,693	17,040	9.28%
XCTS TOTAL CONTRACTUAL SERVICES	1,809,401	2,334,412	3,006,115	2,854,922	2,989,936	(16,179)	-0.54%
82610 VEHICLE REPAIR & MAINTENANCE SERVICES	780,105	688,355	640,980	685,219	693,530	52,550	8.20%
82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES	382,106	485,460	503,970	417,086	474,165	(29,805)	-5.91%
82640 PAVING & REPAIR SERVICES	79,966	54,271	5,000	5,000	114,750	109,750	2195.00%
82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES	27,140	12,411	13,500	13,500	14,400	900	6.67%
82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES	18,170	2,106	5,500	5,000	5,700	200	3.64%
82643 SIGN MAINTENANCE SERVICES	4,637	900	7,400	7,400	10,030	2,630	35.54%
82647 SIDEWALK REPAIR	-	-	-	-	-	-	0.00%
82649 FIBER OPTIC SERVICE	10,724	52,210	-	-	-	-	0.00%
82650 PARK & FIELD MAINTENANCE SERVICES	37,945	32,321	15,450	28,000	30,000	14,550	94.17%
82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICE	6,421	20,971	12,000	22,955	16,180	4,180	34.83%
82652 LANDSCAPING SERVICES	15,049	16,600	19,824	19,355	22,160	2,336	11.78%
82653 IRRIGATION SERVICES	10,484	3,303	6,055	8,585	6,950	895	14.78%
82654 GROUNDS MAINTENANCE SERVICES	3,140	1,108	7,253	3,000	13,336	6,083	83.87%
82655 TREE SERVICES	6,095	3,200	12,000	8,000	7,500	(4,500)	-37.50%
82660 BUILDING REPAIR & MAINTENANCE SERVICES	510,576	750,177	625,780	369,201	403,041	(222,739)	-35.59%
82699 OTHER REPAIR & MAINTENANCE SERVICES	32,591	12,693	7,000	9,500	9,255	2,255	32.21%
XRMSV TOTAL REPAIR & MAINTENANCE SERVICES	1,925,149	2,136,086	1,881,712	1,601,801	1,820,997	(60,715)	-3.23%
82710 RETIREMENT SERVICES	7,650			5,500		-	0.00%
82720 TUITION ASSISTANCE PROGRAM	102,877	82,682	110,000	110,000	110,000	-	0.00%
82730 EMPLOYEE ASSISTANCE PROGRAM	14,638	15,092	20,000	20,000	18,000	(2,000)	-10.00%
82740 EMPLOYEE WELLNESS PROGRAM	14,414	12,477	24,000	22,000	26,000	2,000	8.33%
82750 EMPLOYEE RECOGNITION/RECEPTIONS	31,500	21,714	39,187	34,657	39,896	709	1.81%
82760 SAFETY PROGRAMS	48,236	36,335	52,000	42,000	52,060	60	0.12%
82780 TRAINING, OUTSIDE	213,721	188,959	321,762	276,505	320,998	(764)	-0.24%
82790 TRAINING, IN-HOUSE	20,671	44,891	73,150	69,480	67,398	(5,752)	-7.86%
XEPG TOTAL EMPLOYEE PROGRAMS	453,707	402,150	640,099	580,142	634,352	(5,747)	-0.90%
82810 REGISTRATIONS	86,540	106,039	141,265	134,978	155,437	14,172	10.03%
82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSC)	19,388	16,503	24,297	22,665	24,117	(180)	-0.74%
82830 AIR TRAVEL	23,955	25,382	64,057	44,376	65,627	1,570	2.45%
82840 LODGING	67,439	70,063	110,244	99,847	116,494	6,250	5.67%
82850 MEALS (OUTSIDE WILLIAMSON COUNTY)	14,547	12,952	45,541	36,719	46,192	651	1.43%
82890 OTHER TRAVEL EXPENSES	4,471	1,867	2,795	3,027	18,854	16,059	574.56%
XPDT TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	216,340	232,806	388,199	341,612	426,721	38,522	9.92%



City of Franklin, Tennessee

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Appendix G: Budget by Accounts - General Fund

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
						\$	%
83110 OFFICE SUPPLIES	96,286	111,220	116,685	114,429	113,556	(3,129)	-2.68%
83120 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	2,898	2,002	10,130	9,970	8,060	(2,070)	-20.43%
83130 EMPLOYEE BENEVOLENCE ITEMS	3,498	2,773	4,720	7,963	4,715	(5)	-0.11%
83140 MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	62,648	76,668	59,390	66,354	68,348	8,958	15.08%
XOFS TOTAL OFFICE SUPPLIES	165,330	192,663	190,925	198,716	194,679	3,754	1.97%
83210 TRAINING SUPPLIES	32,108	19,961	43,761	39,965	42,131	(1,630)	-3.72%
83220 CHEMICALS & LAB SUPPLIES	443	710	1,000	1,000	1,000	-	0.00%
83230 PARKS SUPPLIES	(14,608)	(3,824)	-	-	-	-	0.00%
83240 MEDICAL SUPPLIES	35,611	36,583	26,932	31,192	26,903	(29)	-0.11%
83250 SAFETY SUPPLIES	29,849	38,381	39,353	38,643	36,960	(2,393)	-6.08%
83260 UNIFORMS PURCHASED	148,059	215,876	191,840	165,395	203,833	11,993	6.25%
83265 UNIFORMS, SPECIALIZED	151,923	146,596	99,100	107,250	147,353	48,253	48.69%
83270 CONSUMABLE TOOLS	16,121	21,404	21,960	21,610	21,970	10	0.05%
83280 FIREARMS & RELATED SUPPLIES	45,526	39,055	40,800	40,800	41,412	612	1.50%
83281 AMMUNITION	108,922	(30,640)	76,500	76,500	77,648	1,148	1.50%
83282 EVIDENCE SUPPLIES	7,163	7,694	3,142	3,250	3,174	32	1.02%
83290 SOLID WASTE CONTAINERS	846	1,744	2,000	4,000	4,000	2,000	100.00%
83299 OTHER OPERATING SUPPLIES	125,345	102,707	87,127	82,701	127,280	40,153	46.09%
XOPS TOTAL OPERATING SUPPLIES	687,308	596,247	633,515	612,306	733,664	100,149	15.81%
83310 GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSC)	653,029	499,319	594,741	445,480	425,007	(169,734)	-28.54%
83315 FUEL HEDGING COSTS	(10,790)	178,732	-	250,000	-	-	0.00%
83320 MILEAGE (INSIDE WILLIAMSON COUNTY)	9,760	1,103	2,020	2,074	2,770	750	37.13%
XFUEL TOTAL FUEL & MILEAGE	651,999	679,154	596,761	697,554	427,777	(168,984)	-28.32%
83510 FURNITURE, FIXTURES (<\$25,000)	62,169	94,833	83,460	58,117	118,620	35,160	42.13%
83520 VEHICLES (<\$25,000)	36,597	89,881	-	10,805	10,000	10,000	0.00%
83530 MACHINERY & EQUIPMENT (<\$25,000)	480,603	605,364	657,398	534,098	388,848	(268,550)	-40.85%
83540 COMPUTER HARDWARE (<\$25,000)	574,962	317,145	715,680	702,831	848,294	132,614	18.53%
83550 COMPUTER SOFTWARE (<\$25,000)	231,168	136,277	108,980	94,865	177,683	68,703	63.04%
XMEU TOTAL MACHINERY & EQUIPMENT (<\$25,000)	1,385,499	1,243,500	1,565,518	1,400,716	1,543,445	(22,073)	-1.41%
83610 VEHICLE PARTS & SUPPLIES	330,771	392,998	424,700	560,471	573,775	149,075	35.10%
83611 REIMBURSEMENT FOR FLEET MAINT	(882,754)	(940,425)	(990,000)	(1,195,323)	(1,200,000)	(210,000)	21.21%
83620 EQUIPMENT PARTS & SUPPLIES	399,601	428,031	432,475	576,209	541,035	108,560	25.10%
83630 FIRE HYDRANT SUPPLIES	3,451	168	5,000	5,000	5,000	-	0.00%
83640 PAVING & REPAIR SUPPLIES	39,404	56,824	110,800	110,800	118,030	7,230	6.53%
83641 TRAFFIC SIGNAL PARTS & SUPPLIES	253,559	80,343	123,850	123,850	126,337	2,487	2.01%
83642 STREETLIGHT PARTS & SUPPLIES	66,134	31,324	38,800	38,800	40,140	1,340	3.45%
83643 SIGN SUPPLIES	(4,626)	36,125	31,480	31,980	33,355	1,875	5.96%
83649 FIBER OPTIC SUPPLIES	343	15,881	130,000	137,000	300,000	170,000	130.77%
83650 PARK & FIELD MAINTENANCE SUPPLIES	81,387	71,626	70,000	70,000	78,000	8,000	11.43%
83651 PARK & FIELD ELECTRICAL SUPPLIES	6,953	1,640	8,760	9,960	14,030	5,270	60.16%
83652 LANDSCAPING SUPPLIES	70,997	85,753	110,050	112,050	121,880	11,830	10.75%
83653 IRRIGATION SUPPLIES	1,000	35,643	9,800	23,750	21,200	11,400	116.33%
83654 GROUNDS MAINTENANCE SUPPLIES	554	3,793	5,654	8,475	8,330	2,676	47.33%
83655 TREE SUPPLIES	177	11,285	6,200	6,200	6,510	310	5.00%
83656 GRAFFITI REMOVAL SUPPLIES	-	294	200	200	200	-	0.00%
83660 BUILDING MAINTENANCE SUPPLIES	185,080	171,679	235,725	231,785	233,050	(2,675)	-1.13%
83690 DOG PARK SUPPLIES	-	-	1,500	1,500	1,545	45	3.00%
83699 OTHER REPAIR & MAINTENANCE PARTS & SUPPLI	14,719	140,352	12,212	3,990	9,253	(2,959)	-24.23%
XRMS TOTAL REPAIR & MAINTENANCE SUPPLIES	566,750	623,334	767,206	856,697	1,031,670	264,464	34.47%
84110 K-9 OPERATIONS	11,038	8,569	15,300	10,000	15,530	230	1.50%
84111 CID OPERATIONS	19,258	7,801	11,220	11,220	11,388	168	1.50%
84112 CID VICE OPERATIONS	226	359	-	593	-	-	0.00%
84113 SRT OPERATIONS	14,424	14,264	12,750	14,000	12,941	191	1.50%
84117 INCIDENT COMMAND UNIT	1,567	3,920	2,040	-	2,071	31	1.52%
84118 SEX OFFENDER REGISTRY COSTS	882	496	408	400	414	6	1.47%
84119 LICENSE SEIZURE COSTS	2,790	4,036	-	-	-	-	0.00%
84121 CENTURY COURT FIRING RANGE OPERATIONS	20,034	9,750	10,200	10,200	10,353	153	1.50%
84122 CIRT OPERATIONS	15,970	9,659	17,500	5,000	17,763	263	1.50%



City of Franklin, Tennessee

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Appendix G: Budget by Accounts - General Fund

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						\$	%
84123 DIVE TEAM OPERATIONS	4,595	2,147	2,000	1,000	2,030	30	1.50%
84124 EXTRADITION EXPENSES	1,056	940	1,020	1,000	1,035	15	1.47%
84125 MOUNTED PATROL OPERATIONS	1,402	246	-	-	-	-	0.00%
84210 CENTURY COURT TRAINING CENTER OPERATIONS	1,656	410	10,000	3,000	10,000	-	0.00%
84550 STUDIO PRODUCTION	4,847	165	4,100	4,100	4,200	100	2.44%
84620 TREE BANK COSTS	16,638	40,465	156,049	-	75,000	(81,049)	-51.94%
84920 2ND AVE PARKING GARAGE OPERATIONS	-	17,425	18,365	250	250	(18,115)	-98.64%
84930 4TH AVE PARKING GARAGE OPERATIONS	-	-	515	400	500	(15)	-2.91%
84950 GRANT PROGRAMS	63,376	140,657	1,724,636	1,493,081	248,443	(1,476,193)	-85.59%
84951 ARRA#1 - JUSTICE ASSISTANCE	-	12,607	-	-	-	-	0.00%
XOPU TOTAL OPERATIONAL UNITS	179,759	273,912	1,986,103	1,554,244	411,918	(1,574,185)	-79.26%
85110 PROPERTY INSURANCE	89,477	102,408	102,717	188,550	179,347	76,630	74.60%
85112 INLAND MARINE INSURANCE	74,740	74,245	82,937	12,472	16,670	(66,267)	-79.90%
85113 AUTO PHYSICAL DAMAGE	21,632	19,683	21,142	19,630	21,442	300	1.42%
85115 LIABILITY INSURANCE	158,773	368,653	377,064	367,895	429,527	52,463	13.91%
85116 E&O LIABILITY INSURANCE	97,331	44,478	313		147	(166)	-53.04%
85117 VEHICLE LIABILITY INSURANCE	180,708	168,805	185,154	170,806	205,930	20,776	11.22%
85118 LAW ENFORCEMENT LIABILITY INSURANCE	150,683		895			(895)	-100.00%
85119 UMBRELLA LIABILITY			32,380	32,849	34,655	2,275	7.03%
85120 PROPERTY DAMAGE COSTS	(18,369)	12,095	2,076	79,430	52,351	50,275	2421.72%
85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES		(3,987)		(1,285)		-	0.00%
85125 LIABILITY CLAIMS/DEDUCTIBLES	13,899	25,850	12,105	20,605	12,710	605	5.00%
85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLES	29,529	16,769	11,045	5,804	5,507	(5,538)	-50.14%
85128 LAW ENFORCEMENT LIABILITY CLAIMS/DEDUCTIB	4,264	36,837	3,972	3,972	4,171	199	5.01%
85140 SURETY/NOTARY BONDS	287	903	1,100	1,213	1,214	114	10.36%
XPLC TOTAL PROPERTY & LIABILITY COSTS	802,954	866,739	832,900	901,941	963,671	130,771	15.70%
85210 BUILDING & OFFICE RENTAL	-	5,276	-	-	-	-	0.00%
85220 PROPERTY TAX-RENTAL PROPERTY	-	-	450	350	460	10	2.22%
85240 EQUIPMENT RENTAL & LEASES	17,779	21,965	33,895	35,095	38,080	4,185	12.35%
85250 STORAGE RENTAL	5,677	6,042	5,253	5,001	5,253	-	0.00%
85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)	160	-	-	-	-	-	0.00%
85270 POST OFFICE BOX RENTAL	-	-	-	500	500	500	0.00%
XRENT TOTAL RENTALS	23,616	33,283	39,598	40,946	44,293	4,695	11.86%
85310 PERMITS	907	5,084	5,540	12,600	10,100	4,560	82.31%
85320 STATE FEES	11,412	14,079	20,175	19,718	23,850	3,675	18.22%
85325 FEDERAL FEES	2,500	103,952	270	74,806	275	5	1.85%
85330 UTILITY DISTRICT FEES	125,570	143,978	54,300	54,300	36,000	(18,300)	-33.70%
85340 RECORDING & FILING FEES	1,212	1,205	6,280	5,840	5,840	(440)	-7.01%
XPERM TOTAL PERMITS	141,601	268,298	86,565	167,264	76,065	(10,500)	-12.13%
85510 BANKING FEES	33,196	34,600	39,000	37,080	38,500	(500)	-1.28%
85520 INVESTMENT FEES	35,112	30,000	30,000	30,000	30,000	-	0.00%
85525 FINANCIAL ADVISOR FEES	16,224	16,000	16,500	16,000	16,000	(500)	-3.03%
85530 E-COMMERCE FEES	1,001	3,049	3,790	5,945	6,150	2,360	62.27%
85540 BILLING SERVICES	188,128	190,612	245,000	245,000	240,000	(5,000)	-2.04%
85550 CASH SHORT/OVER	120	-	100	-	-	(100)	-100.00%
85555 PROPERTY TAX BILLING SERVICES	113,232	115,616	121,700	117,484	122,000	300	0.25%
85560 PRIOR YEAR TAX WRITE-OFFS	897	-	-	-	-	-	0.00%
85570 BAD DEBT EXPENSE (NET OF RECOVERIES)	7,937	5,990	7,400	7,400	7,750	350	4.73%
85580 LATE CHARGES	109	63	-	-	-	-	0.00%
85590 BOND COMPLIANCE	-	-	500	500	500	-	0.00%
XFLF TOTAL FINANCIAL FEES	395,956	395,930	463,990	459,409	460,900	(3,090)	-0.67%
85990 MISCELLANEOUS	408,665	3,549	5,660	1,125	7,728	2,068	36.54%
XOBE TOTAL OTHER BUSINESS EXPENSES	408,665	3,549	5,660	1,125	7,728	2,068	36.54%
86600 LEASE/LOAN PRINCIPAL	1,046,540	1,697,589	2,132,606	1,949,165	2,331,148	198,542	9.31%
86700 LEASE/LOAN INTEREST	50,540	46,705	49,610	44,953	49,835	225	0.45%
86800 LEASE FEES	-	-	-	536,713	462,474	462,474	100.00%
XDSV TOTAL DEBT SERVICE	1,097,080	1,744,294	2,182,216	2,530,831	2,843,457	661,241	30.30%



City of Franklin, Tennessee
FY 2017 Operating Budget

Appendix G: Budget by Accounts - General Fund

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
						\$	%
87110 CONTRACTED SERVICES	128,283	105,583	147,271	154,698	161,082	13,811	9.38%
87120 APPROPRIATIONS TO GOVERNMENTS	186,134	272,585	192,839	192,839	209,800	16,961	8.80%
87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS	168,242	168,242	183,242	183,242	198,242	15,000	8.19%
XAPP TOTAL APPROPRIATIONS	482,659	546,410	523,352	530,779	569,124	45,772	8.75%
87510 REIMB OF INTERFUND SERVICES	(2,355,000)	(2,575,478)	(2,597,247)	(2,597,249)	(2,707,180)	(109,933)	4.23%
XREIMB TOTAL INTERFUND SERVICES REIMBURSEMENT	(2,355,000)	(2,575,478)	(2,597,247)	(2,597,249)	(2,707,180)	(109,933)	4.23%
88020 TRANSFER TO STREET AID & TRANSPORTATION	739,965					-	0.00%
88030 TRANSFER TO SANITATION	1,208,148	500,000				-	0.00%
88040 TRANSFER TO ROAD IMPACT	60,933					-	0.00%
88085 TRANSFER TO IN LIEU OF PARKLAND FUND		2,280,119				-	0.00%
88090 TRANSFER TO TRANSIT FUND	843,182	683,110	543,569	543,569	963,956	420,387	77.34%
XTRAN TOTAL TRANSFERS	2,852,228	3,463,229	543,569	543,569	963,956	420,387	77.34%
XOP TOTAL OPERATIONS	14,688,938	16,288,930	16,772,400	16,014,926	16,462,227	(310,173)	-1.85%
Capital							
89110 LAND ACQUIRED	111,511					-	0.00%
XLAND TOTAL LAND	111,511	-	-	-	-	-	0.00%
89220 BUILDING DESIGN & CONSTRUCTION				36,559	250,000	250,000	100.00%
89230 BUILDING IMPROVEMENTS	2,400		46,350			(46,350)	-100.00%
XBLDG TOTAL BUILDINGS	2,400	-	46,350	36,559	250,000	203,650	439.37%
89310 PARKS & RECREATION FACILITIES	62,338		26,000	26,000		(26,000)	-100.00%
XIMPR TOTAL IMPROVEMENTS	62,338	-	26,000	26,000	-	(26,000)	-100.00%
89460 SIDEWALKS	29,255	26,470				-	0.00%
89470 TRAFFIC SIGNALS	15,791	235,315				-	0.00%
XINFR TOTAL INFRASTRUCTURE	45,046	261,785	-	-	-	-	0.00%
89520 VEHICLES (>\$25,000)		119,866	18,500			(18,500)	-100.00%
89530 MACHINERY & EQUIPMENT (>\$25,000)	246,544	(48,989)	2,216,850	403,857	2,300,000	83,150	3.75%
89531 MACHINERY & EQUIPMENT (>25,000) NON-GRAN	1,200					-	0.00%
89540 COMPUTER HARDWARE (>\$25,000)	41,675					-	0.00%
89550 COMPUTER SOFTWARE (>\$25,000)	937,177	95,138	84,500	59,500	25,000	(59,500)	-70.41%
XMEO TOTAL MACHINERY & EQUIPMENT (>\$25,000)	1,226,596	166,015	2,319,850	463,357	2,325,000	5,150	0.22%
XCAP TOTAL CAPITAL	1,447,891	427,800	2,392,200	525,916	2,575,000	182,800	7.64%
XTOT TOTAL EXPENDITURES	53,094,170	54,734,271	61,616,194	57,952,643	64,147,849	2,531,655	4.11%



City of Franklin, Tennessee
FY 2017 Operating Budget

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City of Franklin, Tennessee
FY 2017 Operating Budget

Appendix H : Program Enhancement Requests **Final**

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Parks						
1	Parks Programming Specialist - Full Time	\$ 39,414	\$ 11,824	\$ 37,461	\$ 88,699	\$ 88,699
2	Parks Programming Specialist - Part-Time	\$ 26,119	\$ -	\$ 5,844	\$ 31,963	\$ -
3	Parks Programming Specialist - Seasonal	\$ 26,647		\$ 6,790	\$ 33,437	\$ -
4	Administrative Assistant	\$ 38,069	\$ 11,421	\$ 3,293	\$ 52,783	\$ 52,783
5	SUV Vehicle	\$ -	\$ -	\$ 31,138	\$ 31,138	\$ -
6	Heavy Duty Truck	\$ -	\$ -	\$ 46,500	\$ 46,500	\$ 16,198
7	Eastern Flank Furnishings	\$ -	\$ -	\$ 38,100	\$ 38,100	\$ 20,000
8	Bobcat	\$ -	\$ -	\$ 54,950	\$ 54,950	\$ -
9	Forklift	\$ -	\$ -	\$ 24,311	\$ 24,311	\$ 24,311
10	Harlinsdale Farm Park Gate Closures	\$ -	\$ -	\$ 56,863	\$ 56,863	\$ -
11	Fleming Parking Lot Lighting	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 20,000
12	FSSD & COF Property Master Plan	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000
Total		\$ 130,249	\$ 23,245	\$ 380,250	\$ 533,744	\$ 256,991
<i>(+/- 4.75 FTE)</i>						<i>(+1 FTE)</i>

Fire						
1	4 New Hires for Station 7	\$ 176,804	\$ 53,041	\$ 26,493	\$ 256,339	\$ -
2	Fiscal Analyst	\$ 20,967	\$ -	\$ 1,500	\$ 22,467	\$ 22,467
3*	Priority Dispatch / Emergency Fire Dispatch Software	\$ -	\$ -	\$ 90,005	\$ 90,005	\$ -
4	Three Additional Battalion Chief Positions	\$ 241,470	\$ 72,441	\$ 20,656	\$ 334,567	\$ -
5*	Stipend for AOS and Training Captain	\$ 10,630	\$ 3,189	\$ -	\$ 13,819	\$ -
6*	Target Solutions Software	\$ -	\$ -	\$ 13,315	\$ 13,315	\$ -
7	Apparatus Vehicle Camera System	\$ -	\$ -	\$ 24,500	\$ 24,500	\$ -
8	Three SWAT Medics	\$ 5,520	\$ -	\$ -	\$ 5,520	\$ -
9	Add Three (3) Fire Safety Officers	\$ 170,115	\$ 51,035	\$ 23,574	\$ 244,724	\$ -
10	Reclassification of Assistant Fire Marshal	\$ 8,558	\$ -	\$ -	\$ 8,558	\$ -
11	MedVaults	\$ -	\$ -	\$ 22,000	\$ 22,000	\$ -
12	Rope Rescue Equipment	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -
13	Large Highway Vehicle Stabilization Kit	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -
14	MDT's for Deputy Chiefs	\$ -	\$ -	\$ 17,990	\$ 17,990	\$ -
F1	Engine for Station 7 (FAC TAX)	\$ -	\$ -	\$ 569,000	\$ 569,000	\$ -
F2	Additional Battalion Chief Vehicle and Equipment (FAC TAX)	\$ -	\$ -	\$ 79,450	\$ 79,450	\$ -
F3	Technical Rescue Equipment (FAX TAX)	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
F4	Training Center Addition (FAC TAX)	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -
F5	Two Tornado Sirens (FAC TAX)	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
Total		\$ 634,064	\$ 179,706	\$ 1,163,483	\$ 1,977,254	\$ 127,467
<i>(+10 FTE)</i>						<i>(+/- 0 FTE)</i>

Police						
1	Marked Patrol Units	\$ -	\$ -	\$ 1,209,000	\$ 1,209,000	\$ 168,454
2	Unmarked Units	\$ -	\$ -	\$ 480,000	\$ 480,000	\$ 33,440
3	Vehicle Maintenance	\$ -	\$ -	\$ 87,800	\$ 87,800	\$ -
4	Rifle Plates (Body Armor)	\$ -	\$ -	\$ 39,000	\$ 39,000	\$ 39,000
5	Crime Analyst	\$ 60,981	\$ 18,294	\$ -	\$ 79,275	\$ 79,275
6*	Police Identifying Vests	\$ -	\$ -	\$ 13,000	\$ 13,000	\$ -
7	Traffic Sergeant	\$ 54,205	\$ 16,262	\$ -	\$ 70,467	\$ -
8	Window Security Film	\$ -	\$ -	\$ 14,700	\$ 14,700	\$ -
9	Records Phone Recorder	\$ -	\$ -	\$ 9,700	\$ 9,700	\$ -
10	Automated External Defibrillators	\$ -	\$ -	\$ 7,900	\$ 7,900	\$ 7,900
11	Radars	\$ -	\$ -	\$ 3,600	\$ 3,600	\$ -

*Funded within FY 2016 Budget



City of Franklin, Tennessee
FY 2017 Operating Budget

Appendix H : Program Enhancement Requests						Final
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Total		\$ 115,186	\$ 34,556	\$ 1,864,700	\$ 2,014,442	\$ 328,069
		(+2 FTE)				(+1 FTE)
Streets - Maintenance						
1	Road Inspector (P/T)	\$ 33,000	\$ -	\$ -	\$ 33,000	\$ 33,000
2	Multi Deck Unit (Carothers)	\$ -	\$ -	\$ 81,550	\$ 81,550	\$ 27,591
3	Property Fence	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
4	Single Axle Dump	\$ -	\$ -	\$ 120,510	\$ 120,510	\$ 41,978
5	Pick-Up Truck	\$ -	\$ -	\$ 33,050	\$ 33,050	\$ 11,512
6	Utility Truck	\$ -	\$ -	\$ 57,956	\$ 57,956	\$ 20,188
7	Office Trailer	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ -
8	Utilities - Compost Facility	\$ -	\$ -	\$ 26,200	\$ 26,200	\$ -
9	SUV	\$ -	\$ -	\$ 39,750	\$ 39,750	\$ -
10*	Reclassification	\$ 4,228	\$ -	\$ -	\$ 4,228	\$ -
Total		\$ 37,228	\$ -	\$ 434,016	\$ 471,244	\$ 134,269
		(+5 FTE)				(+5 FTE)
Streets - Fleet						
1	Administrative Assistant	\$ 11,679	\$ 11,421	\$ -	\$ 23,100	\$ -
2	PM Technician	\$ 34,983	\$ 10,495	\$ -	\$ 45,478	\$ -
3	Equipment	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 6,700
Total		\$ 46,662	\$ 21,916	\$ 25,000	\$ 93,578	\$ 6,700
		(+1.5 FTE)				
Streets - Traffic						
1*	Sign Production Specialist (Reclassification)	\$ 4,800	\$ -	\$ -	\$ 4,800	\$ -
2	Reclassification Traffic Maintenance Supervisor	\$ 6,100	\$ -	\$ -	\$ 6,100	\$ -
3	Pick-Up Truck	\$ -	\$ -	\$ 33,475	\$ 33,475	\$ 11,660
4	High Mast Lighting Retrofit	\$ -	\$ -	\$ 175,560	\$ 175,560	\$ 175,560
Total		\$ 10,900	\$ -	\$ 209,035	\$ 219,935	\$ 175,560
Engineering						
1	Staff Engineer II	\$ 63,526	\$ 19,058	\$ 6,330	\$ 88,914	\$ 88,914
Total		\$ 63,526	\$ 19,058	\$ 6,330	\$ 88,914	\$ 88,914
		(+1 FTE)				(+1 FTE)
TOC						
1	Downtown Circulation & Parking Study	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
2	TOC Operator	\$ 44,914	\$ 13,474	\$ 4,180	\$ 62,568	\$ -
Total		\$ 44,914	\$ 13,474	\$ 254,180	\$ 312,568	\$ 250,000
		(+1 FTE)				
Building & Neighborhood Services						
1	Vehicle Replacement x2 (Mid-size SUV)	\$ -	\$ -	\$ 45,150	\$ 45,150	\$ 7,864
2	Technology Fee Enhancements	\$ -	\$ -	\$ 78,600	\$ 78,600	\$ 78,600
3	Housing Reserve Fund Replenishment	\$ -	\$ -	\$ 55,729	\$ 55,729	\$ -
Total		\$ -	\$ -	\$ 179,479	\$ 179,479	\$ 86,464



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix H : Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Final Funded
Planning & Sustainability						
1	Preservation Planner	\$ (3,488)	\$ -	\$ -	\$ (3,488)	\$ (3,488)
2	Reclassification: Principal Planner	\$ 4,159	\$ -	\$ -	\$ 4,159	\$ 4,159
3	Adobe InDesign Licenses			\$ 1,080	\$ 1,080	
4	3D MODELING: PLW MODELWORKS			\$ 50,000	\$ 50,000	
5	Mobile Workshop			\$ 15,750	\$ 15,750	\$ 15,750
6	Professional Development			\$ 20,000	\$ 20,000	
Total		\$ 671	\$ -	\$ 86,830	\$ 87,501	\$ 16,421

(+/- 0 FTE)

Administration (Administration & Communications)

1 (Admin.)	Kitchen Remodel	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ -
2 (Admin.)	Administration Office Furniture	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
1 (Comm.)	Public Relations & Education	\$ -	\$ -	\$ 6,200	\$ 6,200	\$ -
2 (Comm.)	Professional Development	\$ -	\$ -	\$ 2,100	\$ 2,100	\$ -
3 (Comm.)	HD Enhancements for Franklin TV	\$ -	\$ -	\$ 125,672	\$ 125,672	\$ 125,672
Total		\$ -	\$ -	\$ 151,972	\$ 151,972	\$ 125,672

Project & Facilities Management

1	4th Ave Garage Vehicle Counting Control System	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ 70,000
2	City Hall Architectural Services	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
3	PD Community Room Tables and Chairs	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
4	PD Signage	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
5	PD Parking Deck	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
6	Planning Dept. Upgrades for Staff and Developers	\$ -	\$ -	\$ 48,000	\$ 48,000	\$ -
7	Public Works Additional Parking/Storage	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ -
8	Finance Department Remodel and Upgrades	\$ -	\$ -	\$ 51,000	\$ 39,000	\$ 30,000
9	Human Resources Remodel	\$ -	\$ -	\$ 53,000	\$ 25,000	\$ -
10	Parking Garage Cameras 2nd and 4th avenues	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000
11	405 Hillsboro Building Removal	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
12	WWRP Admin. Floor Replacements at Offices	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
13	Public Works Facility FRP Board (First Floor)	\$ -	\$ -	\$ 9,500	\$ 9,500	\$ -
14	4th Avenue Garage Propane Generator	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ -
15	Public Works Sound Panels and A/V	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Total		\$ -	\$ -	\$ 1,184,500	\$ 1,144,500	\$ 505,000

Purchasing

1	Quarterly Updates to Spend Analysis	\$ -	\$ -	\$ 4,500	\$ 4,500	\$ -
2	Satisfaction Surveys of Departments and Vendors	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -
3	Software for Tracking Certificates of Insurance	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
4	Part-Time Purchasing Specialist	\$ 21,420	\$ -	\$ 6,375	\$ 27,795	\$ -
Total		\$ 21,420	\$ -	\$ 12,875	\$ 34,295	\$ 1,000

(+5 FTE)

Information Technology

1	GPS/GIS Technician	\$ 40,000	\$ 12,000		\$ 52,000	\$ -
2	Reorganization	\$ 15,000			\$ 15,000	\$ 15,000



City of Franklin, Tennessee
FY 2017 Operating Budget

Appendix H : Program Enhancement Requests						Final
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
3	DR Hardware			\$ 75,000	\$ 75,000	\$ 25,375
4	Data Domain			\$ 65,000	\$ 65,000	\$ 21,992
5	Vehicles (x2)			\$ 64,000	\$ 64,000	\$ 11,147
6	Kuhl Cisco License			\$ 50,000	\$ 50,000	\$ 16,917
7	FireEye Email Security			\$ 35,000	\$ 35,000	\$ 11,842
8	FireEye End Point Protection			\$ 85,000	\$ 85,000	\$ -
9	FireEye Central Management			\$ 16,000	\$ 16,000	\$ -
10	ISP Internet Circuit			\$ 16,595	\$ 16,595	\$ 16,595
11*	Video Security			\$ 90,600	\$ 90,600	\$ -
Total		\$ 55,000	\$ 12,000	\$ 497,195	\$ 564,195	\$ 118,868
(+1 FTE)						

Finance						
1	Copier Replacement		\$ -	\$ 16,000	\$ 16,000	\$ 16,000
2	Temporary Assistance for Short-Term Projects	\$ 25,000		\$ -	\$ 25,000	\$ -
3	Additional Personnel - Finance Analyst	\$ 48,182	\$ 14,455	\$ 800	\$ 63,437	\$ -
Total		\$ 73,182	\$ 14,455	\$ 16,800	\$ 104,437	\$ 16,000
(+1 FTE)						

Appropriations						
1	91X	\$ -	\$ -	\$ 13,608	\$ 13,608	\$ 13,608
2	Masonic Hall	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
3	I-65 Corridor Study	\$ -	\$ -	\$ 12,500	\$ 12,500	\$ 12,500
Total		\$ -	\$ -	\$ 41,108	\$ 41,108	\$ 41,108

Other						
1	Special Census			\$ 100,000	\$ 100,000	\$ 100,000
Total		\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000

Total G/F Departments		\$ 1,233,002	\$ 318,410	\$ 6,607,753	\$ 8,159,165	\$ 2,378,502
(+23.25 FTE)						(+3.5 FTE)

Sanitation and Environmental Services						
1	Re-distribute Labor Funds to Temporary Labor	\$ (24,132)	\$ (36,182)	\$ -	\$ (60,314)	\$ (60,314)
2	Cameras for Municipal Services Complex			\$ 15,000	\$ 15,000	\$ 15,000
3	CIP - BOPAE Drop-off Facility			\$ 752,500	\$ 752,500	\$ -
4	Replace 134.REL with 20-yard rear load (REL) truck			\$ 200,022	\$ 200,022	\$ 66,667
5	Replace 145.REL with 20-yard rear load (REL) truck			\$ 200,022	\$ 200,022	\$ -
6	Asphalt Replacement with Concrete			\$ 226,543	\$ 226,543	\$ -
7	Asphalt Replacement with Asphalt			\$ 100,006	\$ 100,006	\$ 100,006
8	Pressure Wash Building - inside & outside			\$ 28,000	\$ 28,000	\$ -
9	Add SES Crew Supervisor	\$ 39,374	\$ 11,812	\$ -	\$ 51,186	\$ -
10	Add Temporary Labor	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ -
11	Replace Wheel Loader			\$ 250,000	\$ 250,000	\$ -
12	Replace office copier			\$ 20,000	\$ 20,000	\$ -
13	Rollout Container Cart Blaster			\$ 5,250	\$ 5,250	\$ -
14	Add Yard Tractor (FAC TAX)			\$ 124,522	\$ 124,522	\$ 124,522
15	Replace 172.SL with FEL and Curotto Can attachment			\$ 245,022	\$ 245,022	\$ -

*Funded within FY 2016 Budget



City of Franklin, Tennessee
FY 2017 Operating Budget

Appendix H : Program Enhancement Requests						Final
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
16	Furniture for Supervisor's Office			\$ 8,500	\$ 8,500	\$ -
Total		\$ 25,242	\$ (24,370)	\$ 2,175,387	\$ 2,176,259	\$ 245,881
						(-5 FTE)
Stormwater - Streets						
1	Stormwater Inspector	\$ 48,000	\$ 14,400	\$ 375	\$ 62,775	\$ 62,775
2	Equipment Operator	\$ 38,000	\$ 11,400	\$ 375	\$ 49,775	\$ -
3	Skid Steer	\$ -	\$ -	\$ 41,600	\$ 41,600	\$ 41,600
4	Street Sweeper	\$ -	\$ -	\$ 207,732	\$ 207,732	\$ 69,244
5	Self Contained Leaf Vacuum	\$ -	\$ -	\$ 188,710	\$ 188,710	\$ -
Total		\$ 86,000	\$ 25,800	\$ 438,792	\$ 550,592	\$ 110,844
						(+2 FTE)
Stormwater - Engineering						
1	Stormwater Program Data Tracker and Viewer	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 6,000
Total		\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 6,000
Transit						
1	Extended Service	\$ -	\$ -	\$ 322,895	\$ 322,895	\$ 322,895
Total		\$ -	\$ -	\$ 322,895	\$ 322,895	\$ 322,895
Water/Sewer Enterprise						
1	Equipment Operator	\$ 38,069	\$ 11,421	\$ 800	\$ 50,290	\$ 50,290
2	Utilities Engineer	\$ 60,981	\$ 18,294	\$ 3,530	\$ 82,805	\$ 82,805
3	Utility Locate Contract Fees	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
4	Utility Locate Technician	\$ 70,720	\$ 21,216	\$ 81,133	\$ 173,069	\$ 126,402
5	Utility Locate Technician	\$ 70,720	\$ 21,216	\$ 81,133	\$ 173,069	\$ 126,402
6	Sanitary Sewer Vacuum Equipment	\$ -	\$ -	\$ 350,000	\$ 350,000	\$ 116,667
7	CCTV Inspection Equipment	\$ -	\$ -	\$ 275,000	\$ 275,000	\$ 91,667
8*	Reclassification	\$ 6,724	\$ -	\$ -	\$ 6,724	\$ -
Total		\$ 247,214	\$ 72,147	\$ 816,596	\$ 1,135,957	\$ 619,232
						(+6 FTE)
Total All Departments		\$ 1,591,458	\$ 391,987	\$ 10,367,423	\$ 12,350,868	\$ 3,683,354
						(+/- 32.25 FTE)
Funding Sources						
		Compensation	Benefits	Expenses	Total	
General		\$ 1,233,002	\$ 318,410	\$ 5,704,303	\$ 7,255,715	\$ 2,081,669
Facilities		\$ -	\$ -	\$ 1,027,972	\$ 1,027,972	\$ 296,355
Hotel/Motel		\$ -	\$ -	\$ -	\$ -	\$ 125,000
Sanitation		\$ 25,242	\$ (24,370)	\$ 2,050,865	\$ 2,051,737	\$ 121,359
Stormwater		\$ 86,000	\$ 25,800	\$ 444,792	\$ 556,592	\$ 116,844
Transit		\$ -	\$ -	\$ 322,895	\$ 322,895	\$ 322,895
Water/Sewer		\$ 247,214	\$ 72,147	\$ 816,596	\$ 1,135,957	\$ 619,232
All Program Enhancements		\$ 1,591,458	\$ 391,987	\$ 10,367,423	\$ 12,350,868	\$ 3,683,354
						(+/- 32.25 FTE)

*Funded within FY 2016 Budget



City of Franklin, Tennessee

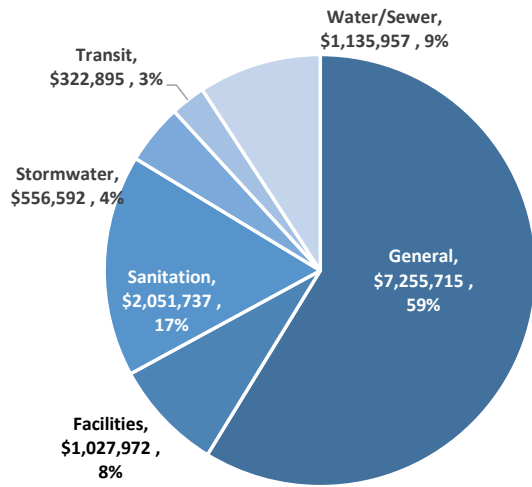
FY 2017 Operating Budget

Appendix H : Program Enhancement Requests

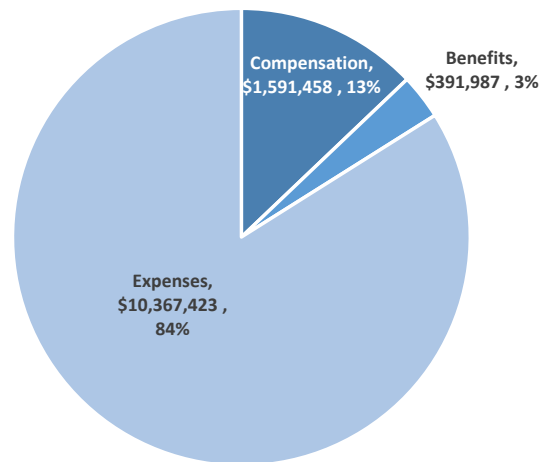
Final

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Breakouts:						
Expenses (All Funds)						
	Operations			\$ 1,990,304		
	Vehicles			\$ 2,158,541		
	Equipment			\$ 3,270,606		
	Infrastructure			\$ 2,947,972		
Total Expenses				\$ 10,367,423		

Funding Requests by Fund



Funding Requests by Category



*Funded within FY 2016 Budget



Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

Section Summary

The Water & Wastewater Fund provides for a five-year forecast of future revenues and planned personnel, operating and capital expenses. This is done to ensure:

- The operations are able to keep up with ever-growing demand within and outside of the City of Franklin;
- Sufficient revenues are raised to ensure that the Water & Wastewater enterprise remains revenue neutral to taxpayers; and,
- Proper capital planning can be achieved.

The City of Franklin regularly has contracted out to industry experts to assist in the evaluation and planning of short-term and long-term rate structures and impact fees for the Water & Wastewater Fund. The last rate study was presented in July 2014 to the Board of Mayor and Aldermen. Through those cost of service studies, the BOMA has adopted a second five-year plan to annually raise rates for both water & wastewater services, 3.5% and 6.75%, respectively. The rate increase for wastewater services will likely decrease to 5.5% annually based on a cost of service study performed in FY 2016. This information will be presented to the Board in April 2016. These annual rate increase is designed to achieve two things:

- Ensure sufficient revenue is earned to handle all operations and capital needs (including all planned rate-funded capital, plant process improvements, and distribution and collection systems renewal); and,

Section Goals & Strategic Initiatives

The Water & Wastewater Fund for the City of Franklin, Tennessee has two major new projects which it must plan, build and pay for in the planning horizon of this document; namely, process improvements for both the Water Treatment Plant and the Wastewater Treatment Plant. Guided by the City's new Integrated Water Resource Plan (IWRP), capital needs and resource management are carefully and thoughtfully proposed not just over the planning horizon of this document, but for future generations of Franklin residents.

While it is important to plan for the future, it is always important to remember that forecasts cannot calculate or anticipate all potential changes and needs of future residents. What is known is clear; as Franklin continues to grow and the demands of the community change, costs will not be stagnant. Costs will also gravitate upwards due to inflation pressures and fixed cost increases which are inevitable over time. The challenge is, and will be, to balance the Water and Wastewater needs of the citizens of Franklin with the ratepayers ability to pay.

The ensuing pages provide staffing forecasts, budget requests and anticipated revenue collections from FY 2018-FY 2022.



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

Position	Pay Grade	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		F-T	F-T	F-T	F-T	F-T

Future needs for staffing of the Water and Wastewater Services for the City of Franklin are forecast to remain essentially unchanged, except for the addition of one Equipment Operator in Water Distribution, beginning in FY 2018.

Water Section - Projected Personnel

Utility Billing

Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
TOTALS		3	3	3	3	3

Water Distribution

Service Division Superintendent	I	1	1	1	1	1
Water Distribution Assistant Superintendent	G	1	1	1	1	1
Utilities Crew Chief	E	3	3	3	3	3
Backflow Inspector	E	2	2	2	3	3
Administrative Assistant	D	1	1	1	1	1
Inventory Specialist	D	1	1	1	1	1
One-Call Technicians	TBD	2	2	2	2	2
Equipment Operator	D	3	3	3	3	3
Utility Service Worker	C	4	4	4	4	4
TOTALS		18	18	18	19	19

Water Treatment Plant

Water Treatment Superintendent	H	1	1	1	1	1
Water Treatment Assistant Superintendent	G	1	1	1	1	1
Water Operator Sr	E	5	5	5	5	5
Water Operator 2	TBD	2	2	2	2	0
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	3	3	3	3	5
TOTALS		13	13	13	13	13

Water Section Totals

34 34 34 35 35

WASTEWATER SECTION - Projected Personnel

Utility Administration

Director	L	1	1	1	1	1
Assistant Director of Operations	J	1	1	1	1	1
Assistant Director of Administration and Policy	J	1	1	1	1	1
GIS Specialist	E	1	1	1	1	1
Administrative Assistant	D	1	1	1	1	1
Administrative Secretary	B	0	0	0	0	0
Utility Inspector	F	3	3	3	3	3
Senior Utility Inspector	G	1	1	1	1	1
Office Manager	F	1	1	1	1	1
Utilities Engineer II	H	2	2	2	2	2
Grounds Worker	B	2	2	2	2	2
TOTALS		14	14	14	14	14

Wastewater Collection

Wastewater Collection Assistant Superintendent	G	1	1	1	1	1
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City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

Position	Pay Grade	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		F-T	F-T	F-T	F-T	F-T

Future needs for staffing of the Water and Wastewater Services for the City of Franklin are forecast to remain essentially unchanged, except for the addition of one Equipment Operator in Water Distribution, beginning in FY 2018.

Construction Supervisor	TBD	1	1	1	1	1
TV Truck Sewer Inspector	D	2	2	2	2	2
Maintenance Technician	E	4	4	4	4	4
Utilities Crew Chief	E	3	3	3	3	3
Equipment Operator	D	3	3	3	3	3
Sewer Equipment Technician	D	4	4	4	4	4
One-C all Technicians	TBD	2	2	2	2	2
Utility Service Worker	C	7	7	7	7	7
TOTALS		27	27	27	27	27

Water Reclamation

Water Reclamation Superintendent	I	1	1	1	1	1
Assistant Water Reclamation Superintendent	G	1	1	1	1	1
Pretreatment Coordinator	F	1	1	1	1	1
Wastewater Operator Sr	E	5	5	5	5	5
Maintenance Technician	E	1	1	1	1	1
Equipment Operator	D	2	2	2	2	2
Wastewater Operator	D	8	8	8	8	8
TOTALS		19	19	19	19	19

WASTEWATER SECTION TOTALS

60 60 60 60 60

Total All Employees, Water & Wastewater

94 94 94 95 95



City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Water					
Revenues					
Interest Income	\$ 10,000	\$ 12,500	\$ 15,000	\$ 17,500	\$ 20,000
Rental Income	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Sale of Surplus Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	\$ 34,000	\$ 36,500	\$ 39,000	\$ 41,500	\$ 44,000
Customer Service	\$ 10,157,310	\$ 10,612,816	\$ 10,925,072	\$ 11,243,573	\$ 11,468,445
Penalties	\$ 266,000	\$ 266,000	\$ 266,000	\$ 266,000	\$ 266,000
Service Charges	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Inspection Fees	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000
Other Service Revenue	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
Customer Service	\$ 10,759,310	\$ 11,214,816	\$ 11,527,072	\$ 11,845,573	\$ 12,070,445
Contributions from Developer					
Installation Fee	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Capital Contributions	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Available Funds	\$ 10,893,310	\$ 11,351,316	\$ 11,666,072	\$ 11,987,073	\$ 12,214,445
Expenses					
Personnel	\$ 2,340,117	\$ 2,434,916	\$ 2,536,630	\$ 2,645,897	\$ 2,763,420
Operations	\$ 7,048,084	\$ 7,294,270	\$ 7,513,656	\$ 7,815,767	\$ 8,105,018
Capital	\$ 1,505,749	\$ 1,711,037	\$ 1,716,588	\$ 1,722,417	\$ 1,803,538
Total Water	\$ 10,893,950	\$ 11,440,223	\$ 11,766,874	\$ 12,184,081	\$ 12,671,976
Surplus/(Deficit)	\$ (640)	\$ (88,907)	\$ (100,802)	\$ (197,007)	\$ (457,531)

*More detail on Forecast years can be found in the Appendices Section.

Water Forecast

The five-year forecast for Water Services maintains current service levels and rate increases. The forecast shows the generation of an annual surplus of between \$250,000 to \$350,000 through FY 2021. This amount will fund costs of the projects identified through the Integrated Water Resource Plan. The FY 2018 through FY 2022 revenues are based on revenue requirements projected during the cost of service analyses and include debt service associated with the priority water distribution projects as approved by the BOMA (starting in 2018) and debt service associated with the Water Treatment Plant Upgrade (starting in 2017). Detail on rate funded capital can be found in the Appendices section.



City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Wastewater					
Revenues					
Interest Income	\$ 80,000	\$ 90,000	\$ 100,000	\$ 110,000	\$ 120,000
Rental Income	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Sale of Surplus Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	\$ 81,800	\$ 91,800	\$ 101,800	\$ 111,800	\$ 121,800
Customer Service	\$ 16,182,285	\$ 17,274,589	\$ 17,620,081	\$ 17,972,483	\$ 18,331,933
Inspection Fees	\$ 75,298	\$ 75,298	\$ 75,298	\$ 75,298	\$ 75,298
Other Service Revenue	\$ 66,115	\$ 66,115	\$ 66,115	\$ 66,115	\$ 66,115
Customer Service	\$ 16,323,698	\$ 17,416,002	\$ 17,761,494	\$ 18,113,896	\$ 18,473,346
Contributions from Developer					
Contributions Other					
Installation Fee	\$ 160,170	\$ 160,170	\$ 160,170	\$ 160,170	\$ 160,170
Capital Contributions	\$ 160,170	\$ 160,170	\$ 160,170	\$ 160,170	\$ 160,170
Available Funds	\$ 16,565,668	\$ 17,667,972	\$ 18,023,464	\$ 18,385,866	\$ 18,755,316
Expenses					
Personnel	\$ 4,111,702	\$ 4,269,118	\$ 4,437,436	\$ 4,617,641	\$ 4,810,814
Operations	\$ 6,261,824	\$ 6,389,261	\$ 6,254,398	\$ 6,376,290	\$ 6,514,339
Capital	\$ 4,170,675	\$ 4,452,856	\$ 4,747,072	\$ 5,074,153	\$ 5,264,948
Total Wastewater	\$ 14,544,201	\$ 15,111,235	\$ 15,438,906	\$ 16,068,084	\$ 16,590,101
Surplus/(Deficit)	\$ 2,021,467	\$ 2,556,737	\$ 2,584,558	\$ 2,317,782	\$ 2,165,215

**More detail on Forecast years can be found in the Appendices Section.*

Wastewater Forecast

The five-year forecast for Wastewater Services maintains current service levels and rate increases. The forecast shows the generation of at least \$2.7 million annually in surplus. This amount will fund costs of the projects identified through the Integrated Water Resource Plan. The FY 2018 through FY 2022 revenues are based on revenue requirements projected during the cost of service analyses and include debt service associated with the priority water distribution projects as approved by the BOMA (starting in 2018) and debt service associated with the Wastewater Treatment Plant Upgrade (starting in 2017). Detail on rate funded capital can be found in the Appendices section.



City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Reclaimed Water					
Revenues					
Interest Income	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Use of Money & Property	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Customer Service	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Penalties	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Inspection Fees	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Other Service Revenue	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Customer Service	\$ 202,000	\$ 202,000	\$ 202,000	\$ 202,000	\$ 202,000
Instalation Fee	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Capital Contributions	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Available Funds	\$ 204,500	\$ 204,500	\$ 204,500	\$ 204,500	\$ 204,500
Expenses					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	\$ 206,075	\$ 209,075	\$ 212,075	\$ 148,100	\$ 150,100
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total Reclaimed Water	\$ 206,075	\$ 209,075	\$ 212,075	\$ 148,100	\$ 150,100
Surplus/(Deficit)	\$ (1,575)	\$ (4,575)	\$ (7,575)	\$ 56,400	\$ 54,400

**More detail on Forecast years can be found in the Appendicies Section.*

Reclaimed Water Forecast

The five-year forecast for Reclaimed Water Services maintains current service levels and rates. The forecast shows small deficits in FY 2018 through FY 2020, but surpluses in FY 2021 and FY 2022.



City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Divisions					
Water Distribution	2,028,347	2,094,221	2,146,818	2,220,945	2,300,519
Water Treatment/Plant	5,656,325	5,870,455	6,094,204	6,328,094	6,572,678
Utility Billing	175,609	182,823	190,572	198,904	207,876
Water General	3,033,669	3,292,724	3,335,280	3,436,137	3,590,904
Total Water	10,893,950	11,440,223	11,766,874	12,184,081	12,671,976
Expense by Category					
Personnel					
Salaries & Wages	1,574,233	1,603,097	1,632,539	1,662,570	1,693,201
Employee Benefits	765,885	831,818	904,091	983,327	1,070,218
Total Personnel	2,340,117	2,434,916	2,536,630	2,645,897	2,763,420
Operations					
Transportation Services	3,050	3,050	3,050	3,050	3,050
Operating Services	26,600	26,600	26,600	26,600	26,600
Notices, Subscriptions, etc.	9,750	9,750	9,750	9,750	9,750
Utilities	238,386	245,219	252,254	259,499	266,960
Contractual Services	164,125	159,125	134,125	164,125	169,125
Repair & Maintenance Services	96,000	96,000	96,000	96,000	96,000
Employee programs	7,650	7,650	7,650	7,650	7,650
Professional Development/Travel	8,900	8,900	8,900	8,900	8,900
Office Supplies	4,500	4,500	4,500	4,500	4,500
Operating Supplies	338,350	347,365	356,650	366,214	376,065
Fuel & Mileage	31,515	34,392	36,411	38,561	40,851
Supplies for Resale	4,049,510	4,211,491	4,379,950	4,555,148	4,737,354
Machinery & Equipment (<\$25,000)	79,161	81,623	84,206	86,920	89,769
Repair & Maintenance Supplies	244,300	244,300	244,300	244,300	244,300
Operational Units	1,278,025	1,341,927	1,409,023	1,479,474	1,553,448
Property & Liability Costs	84,887	89,131	93,588	98,267	103,181
Rentals	2,000	2,000	2,000	2,000	2,000
Financial Fees	16,800	16,800	16,800	16,800	16,800
Permits	38,100	38,100	38,100	38,100	38,100
Debt Service and Lease Payments	326,474	326,348	309,799	309,909	310,616
Total Operations	7,048,084	7,294,270	7,513,656	7,815,767	8,105,018
Buildings	2,431	2,553	2,680	2,814	2,955
Improvements	1,300,000	1,500,000	1,500,000	1,500,000	1,575,000
Machinery & Equipment (>\$25,000)	203,318	208,484	213,908	219,603	225,584
Capital	1,505,749	1,711,037	1,716,588	1,722,417	1,803,538
Total Water Forecast	10,893,950	11,440,223	11,766,874	12,184,081	12,671,976



City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Divisions					
Wastewater Collection	2,808,652	2,902,758	2,768,530	2,875,335	2,989,392
Wastewater Plant	4,496,677	4,662,763	4,836,508	5,018,413	5,209,027
Utility Administration	1,100,650	1,161,624	1,180,414	1,221,931	1,266,050
Wastewater General	6,077,248	6,365,300	6,611,937	6,908,286	7,090,743
Total Water	14,483,228	15,092,445	15,397,389	16,023,965	16,555,211
Expense by Category					
Personnel					
Salaries & Wages	2,825,640	2,878,013	2,931,433	2,985,922	3,041,500
Employee Benefits	1,286,063	1,391,106	1,506,003	1,631,719	1,769,314
Total Personnel	4,111,702	4,269,118	4,437,436	4,617,641	4,810,814
Operations					
Transportation Services	3,500	3,500	3,500	3,500	3,500
Operating Services	432,853	450,458	468,193	486,065	504,080
Notices, Subscriptions, etc.	16,800	16,800	16,800	16,800	16,800
Utilities	1,542,423	1,588,985	1,636,937	1,686,331	1,737,202
Contractual Services	353,000	348,250	331,500	333,750	334,000
Repair & Maintenance Services	238,000	238,000	238,000	238,000	238,000
Employee programs	4,750	4,750	4,750	4,750	4,750
Professional Development/Travel	20,700	20,700	20,700	20,700	20,700
Office Supplies	7,150	7,150	7,150	7,150	7,150
Operating Supplies	299,714	307,089	314,687	322,512	330,572
Fuel & Mileage	124,064	128,956	134,052	139,363	144,898
Supplies for Resale	2	3	4	5	6
Machinery & Equipment (<\$25,000)	132,029	138,029	144,329	150,944	157,589
Repair & Maintenance Supplies	151,000	151,000	151,000	151,000	151,000
Operational Units	1,136,023	1,192,825	1,252,466	1,315,089	1,380,843
Property & Liability Costs	159,405	167,374	175,742	184,528	193,753
Rentals	3,500	3,500	3,500	3,500	3,500
Financial Fees	45,000	45,000	45,000	45,000	45,000
Permits	17,000	17,000	17,000	17,000	17,000
Debt Service and Lease Payments	1,574,913	1,559,895	1,289,092	1,250,307	1,224,002
Total Operations	6,261,826	6,389,264	6,254,402	6,376,295	6,514,345
Buildings	1,823	1,914	2,010	2,111	2,216
Improvements	3,100,000	3,350,000	3,589,073	3,858,254	4,000,000
Machinery & Equipment (>\$25,000)	1,068,852	1,100,942	1,155,989	1,213,789	1,262,732
Capital	4,170,675	4,452,856	4,747,072	5,074,153	5,264,948
Total Wastewater	14,544,203	15,111,238	15,438,910	16,068,089	16,590,107



City of Franklin, Tennessee
FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Personnel					
Salaries & Wages					
Employee Benefits					
Total Personnel	-	-	-	-	-
Operations					
Transportation Services	250	250	250	250	250
Operating Services	-	-	-	-	-
Notices, Subscriptions, etc.	100	100	100	100	100
Utilities	50	50	50	50	50
Contractual Services	-	-	-	-	-
Repair & Maintenance Services	12,000	12,000	12,000	12,000	12,000
Employee programs	-	-	-	-	-
Professional Development/Travel	-	-	-	-	-
Office Supplies	-	-	-	-	-
Operating Supplies	110,200	113,200	116,200	118,200	120,200
Fuel & Mileage	-	-	-	-	-
Supplies for Resale	-	-	-	-	-
Machinery & Equipment (<\$25,000)	2,000	2,000	2,000	2,000	2,000
Repair & Maintenance Supplies	15,500	15,500	15,500	15,500	15,500
Operational Units	-	-	-	-	-
Property & Liability Costs	-	-	-	-	-
Rentals	-	-	-	-	-
Financial Fees	-	-	-	-	-
Permits	-	-	-	-	-
Debt Service and Lease Payments	65,975	65,975	65,975	-	-
Total Operations	206,075	209,075	212,075	148,100	150,100
Capital	-	-	-	-	-
Total Reclaimed Water	206,075	209,075	212,075	148,100	150,100



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
WASTEWATER SECTION CIPS	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Spencer Creek Sanitary Sewer Replacement	\$ 1,290,000	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,770,000
Sewer Interceptor Point Repair Projects	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
James and Avondale Infrastructure Improvements	\$ 436,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 436,000
Forrest Crossing No1 forcemain rehab	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
West End Circle Infrastructure Improvements	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Thompson Alley Infrastructure Improvements	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Frazier Drive Sanitary Sewer Rehabilitation	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Adams Street Infrastructure Improvements	\$ -	\$ 810,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 810,000
Evans Street Sewer Improvements	\$ -	\$ 452,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 452,500
Holiday Court Lift Station Rehabilitation	\$ -	\$ 260,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
West Main Infrastructure Improvements	\$ -	\$ 250,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,250,000
Franklin Road Improvements & Streetscape	\$ -	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,000
New Hope Academy Sewer Line Replacement	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
W Church Street Infrastructure Improvements	\$ -	\$ 25,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000



City of Franklin, Tennessee

FY 2016-2017 Biennial Operating Budget

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Berry Circle Sanitary Sewer Line	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Mallory/N Royal Oaks & Liberty Intersection Imp.	\$ -	\$ -	\$ 112,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 112,600
S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ 642,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 642,960
Gist Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
East McEwen Drive Improvements - Phase 4	\$ -	\$ -	\$ -	\$ 179,850	\$ 179,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 359,700
Beta Drive Extension	\$ -	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Eastview Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 20,000	\$ 212,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 232,500
South Prong Sanitary Sewer Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 217,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 217,500
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 1,165,000	\$ -	\$ -	\$ -	\$ -	\$ 1,285,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 179,280	\$ -	\$ -	\$ -	\$ -	\$ 179,280
Sanitary Sewer Rehab Btwn Strahl & W. Fowlkes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Buckworth Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Long Lane/Old Peytonsville Rd Connector at I-65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 73,500	\$ -	\$ -	\$ 97,500
McCarrthers Parkway Widening (Falcon Creek to SR-96)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 360,000	\$ 720,000



City of Franklin, Tennessee

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Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Jordan Road Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,400	\$ -	\$ 26,400
WASTEWATER TOTAL	\$ 3,021,000	\$ 2,930,500	\$ 3,012,600	\$ 2,128,810	\$ 1,954,850	\$ 1,394,280	\$ 24,000	\$ 73,500	\$ 386,400	\$ 360,000	\$ 15,285,940
WATER SECTION CIPs	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
James and Avondale Infrastructure Improvements	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Old Carters Creek Pike Water Line	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 480,000
Bobby Drive Water Line Replacement	\$ 430,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 855,000
West End Circle Infrastructure Improvements	\$ 127,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 127,000
16" Water Line Long Lane Connector	\$ 60,000	\$ 25,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,085,000
Thompson Alley Infrastructure Improvements	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Adams Street Infrastructure Improvements	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,000
Franklin Road Improvements & Streetscape	\$ -	\$ 155,650	\$ 155,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 311,300
West Main Infrastructure Improvements	\$ -	\$ 150,000	\$ 1,500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,650,000
Water Line from Fourth Ave S to Berry Circle	\$ -	\$ 93,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,000
Church Street Infrastructure Improvements	\$ -	\$ 25,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
U.S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ 294,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 294,690



City of Franklin, Tennessee
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Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Gist Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Old Hillsboro Rd Water Line	\$ -	\$ -	\$ -	\$ 80,000	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 375,000
Murfreesboro Rd Water line Replacement	\$ -	\$ -	\$ -	\$ 67,500	\$ 675,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 742,500
Eastview Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 30,000	\$ 303,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 333,000
Lee Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ 15,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215,000
Beta Drive Extension	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000
Glass Lane Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000
Lewisburg Pike Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Alicia Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 585,000	\$ -	\$ -	\$ -	\$ -	\$ 665,000
Buckworth Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 313,500	\$ -	\$ -	\$ -	\$ -	\$ 313,500
Grassland Tank Demolition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ 270,000
Highway 96W Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 258,000	\$ -	\$ -	\$ -	\$ -	\$ 258,000



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Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Manley Lane dead end removal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 445,000	\$ -	\$ -	\$ -	\$ 495,000
Liberty Pike water line replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 355,000	\$ -	\$ -	\$ -	\$ 355,000
Long Lane/Old Peytonsville Rd Connector at I-65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,500	\$ -	\$ -	\$ -	\$ 49,500
Scruggs Avenue Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 175,000	\$ -	\$ -	\$ 195,000
Morning Side Drive	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ 110,000
Carothers Parkway Widening (Falcon Creek to SR-96)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,000	\$ 165,000	\$ 330,000
Westview Apt Water Line Replacement (510 96W)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ 110,000
WATER TOTAL	\$ 1,652,000	\$ 1,383,650	\$ 2,930,650	\$ 1,648,190	\$ 2,183,000	\$ 1,566,500	\$ 869,500	\$ 285,000	\$ 275,000	\$ 165,000	\$ 12,958,490



City of Franklin, Tennessee
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Appendix J: Pay Scale - All Positions

as of August 2014

The following table provides the most current pay scale for all City of Franklin employees. (last updated August 2014). Amounts shown below are for annual salaries. New positions added since August 2014 not included on this schedule. Passed by BOMA under Resolution 2013-54.

CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
1007	CITY ADMINISTRATOR	ADM	P	\$ 143,778	\$ 169,151	\$ 202,981
	NONE	NONE	O	\$ 127,803	\$ 150,356	\$ 180,427
1045	ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLANNING	N	\$ 113,603	\$ 133,650	\$ 160,380
1037	ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	N			
1812	CHIEF OF POLICE	POLICE	M	\$ 100,980	\$ 118,800	\$ 142,560
1042	CIP EXECUTIVE/CITY ENGINEER	ADM-CIP	M			
1033	CITY ATTORNEY	LEGAL	M			
1201	DIRECTOR OF ENGINEERING	ENG	L	\$ 89,760	\$ 105,600	\$ 126,720
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	L			
1406	FIRE CHIEF	FIRE	L			
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	\$ 93,867	\$ 112,640
1106	BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	K			
1313	COMPTROLLER	FINANCE	K			
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			
2400	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	IT	K			
2408	APPLICATIONS PROJECT LEADER	IT	J	\$ 70,921	\$ 83,437	\$ 100,124
1203	ASSISTANT DIRECTOR OF ENGINEERING	ENG	J			
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	J			
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	BATTALION CHIEF-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	\$ 74,166	\$ 88,999
1913	ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	I			
1118	BUILDING OFFICIAL	BNS	I			
1041	COMMUNICATIONS MANAGER	ADM-COMM	I			
1711	PLANNING SUPERVISOR	PLANNING	I			
1613	EMPLOYEE RELATIONS MANAGER I	HR	I			
1419	EMS OFFICER	FIRE	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	\$ 65,925	\$ 79,110
1013	BUSINESS PROCESS IMPROVEMENT MGR & CITY COURT CLERK	FINANCE	H			



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Appendix J: Pay Scale - All Positions

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CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
1516	FACILITIES SUPERINTENDENT	PARKS	H			
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			
1874	POLICE SERGEANT - PIO	POLICE	H			
1017	ASSISTANT CITY RECORDER - RECORDS	ADM	G	\$ 49,810	\$ 58,600	\$ 70,320
1012	ASSISTANT CITY RECORDER REVENUE MGMT	REV-MGT	G			
1111	BUILDING INSPECTOR IV	BNS	G			
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			
1612	SAFETY COORDINATOR	HR	G			
2013	SENIOR ROAD INSPECTOR	STREET	G			
2405	SR. GIS SPECIALIST	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	\$ 52,089	\$ 62,507
1507	ATHLETIC FOREMAN	PARKS	F			
1101	BUILDING ASSOCIATE	BNS	F			
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			



City of Franklin, Tennessee

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				Min	Mid	Max
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			
1508	RECREATION FOREMAN	PARKS	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	\$ 46,301	\$ 55,561
1521	ARBORIST	PARKS	E			
1883	ASSISTANT COMMUNICATIONS SUPERVISOR	POLICE	E			
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			
	ENGINEERING ASSOCIATE	ENG	E			
1031	EXECUTIVE ASSISTANT	ADM	E			
1301	FINANCIAL TECHNICIAN II	FINANCE	E			
1407	FIREFIGHTER	FIRE	E			
2404	GIS SPECIALIST	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			



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CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
0016	ADMINISTRATIVE ASSISTANT	VARIOUS	D	\$ 34,983	\$ 41,156	\$ 49,387
1610	BENEFITS TECHNICIAN	HR	D			
1102	BUILDING INSPECTOR I	BNS	D			
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)			
1870T	POLICE OFFICER TRAINEE	POLICE	D (Tr)			
0022	BILLING/COLLECTIONS TECH	REV-MGT	C	\$ 31,096	\$ 36,583	\$ 43,900
1011	DEPUTY COURT CLERK	COURT	C			
1021	DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	C			
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	\$ 32,518	\$ 39,022
1509	ATHLETIC WORKER	PARKS	B			
0023P	CASHIER (PT)	REV-MGT	B			
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			
1523P	TREE WORKER (PT)	PARKS	B			
1043P	VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	B			
0003	SCHOOL PATROL	POLICE	A	\$ 24,569	\$ 28,905	\$ 34,686



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2017 Operating Budget

APPENDICIES: Reference

Under this section is:

- **Reference Information**
 - **Appendix K – Financial Indicators**
 - **Appendix L - Strategic Plan**
 - **Appendix M - Expenditure Classifications**
 - **Appendix N - Additional Demographic & Economic Information**
 - **Appendix O - Glossary of Terms**



City of Franklin, Tennessee
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What are the financial indicators?

A series of metrics which evaluate the City's fiscal health and performance over time (10 years). Revenues, expenditures, cost drivers, indebtedness, fund balances and capital investment will all be examined.

What is the goal of these indicators?

By identifying and responding to financial trends, we help facilitate stability within local government, as well as the cost-effective delivery of desired services, thus minimizing impact on taxpayers.

Where do they come from?

Financial analysts, city administrators and economists from professional organizations - International City/County Management Association, (ICMA), the Government Finance Officers Association (GFOA), Standard & Poor's, as well as data from the State of Tennessee and the City of Franklin, and the U.S. Census Bureau.

How many are there?

Initially, there are thirteen (13) total indicators. They include:

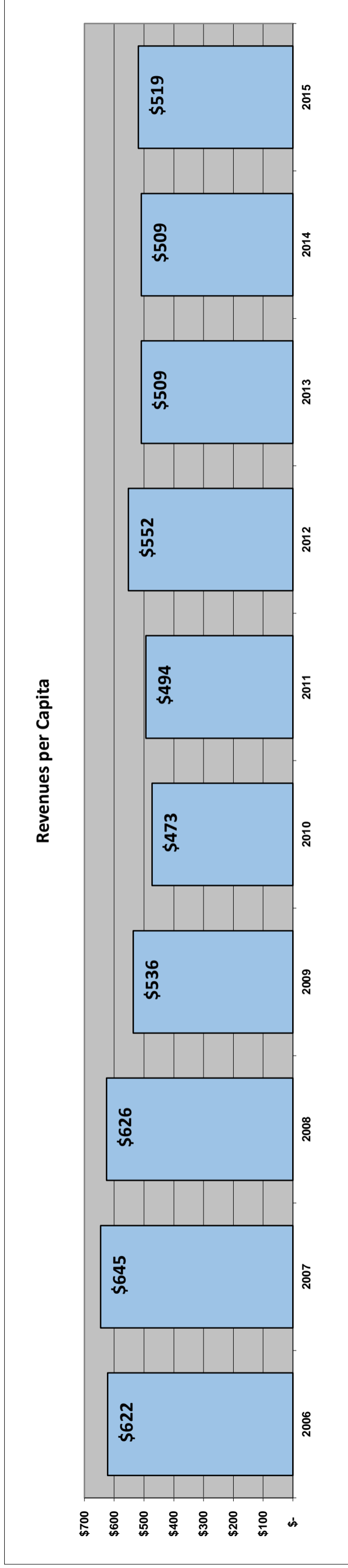
- Revenues per Capita
- Intergovernmental Revenues
- Revenues Related to Economic Growth (Elastic Revenues)
- Uncollected Property Taxes
- Expenditures per Capita
- Fringe Benefits
- Enterprise Operating Position
- Fund Balances
- Long-Term Debt - Debt Service (per Budget, Capita)
- Pension Obligations
- Unfunded Liabilities
- Capital Outlay

Are they final?

No. These are in draft form until we complete the budget process. The first four are presented herein.

Revenues per Capita

Warning Trend: Decreasing net operating revenues per capita (constant dollars)



Formula:

Net Operating Revenues (in constant dollars) / Population

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Operating Revenues (Governmental Funds)	\$ 59,710,361	\$ 63,501,167	\$ 71,499,595	\$ 62,728,734	\$ 56,419,973	\$ 66,273,959	\$ 75,325,336	\$ 71,018,807	\$ 76,577,600	\$ 79,603,497
Consumer Price Index (CPI)	194.30	199.10	203.13	208.01	212.05	214.73	218.31	223.20	226.76	231.01
CPI in Decimal form	1.94	1.99	2.03	2.08	2.12	2.15	2.18	2.23	2.27	2.31
Net Operating Revenues (in Constant Dollars)	\$ 30,731,014	\$ 31,894,107	\$ 35,198,588	\$ 30,157,030	\$ 26,606,794	\$ 30,863,425	\$ 34,504,474	\$ 31,818,034	\$ 33,770,330	\$ 34,458,747
Certified Population	49,412	49,412	56,219	56,219	56,219	62,487	62,487	62,487	66,370	66,370
Revenues per Capita	\$ 622	\$ 645	\$ 626	\$ 536	\$ 473	\$ 494	\$ 552	\$ 509	\$ 509	\$ 519

Notes:

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report. City of Franklin, TN, Franklin TN.

Revenues per Capita:

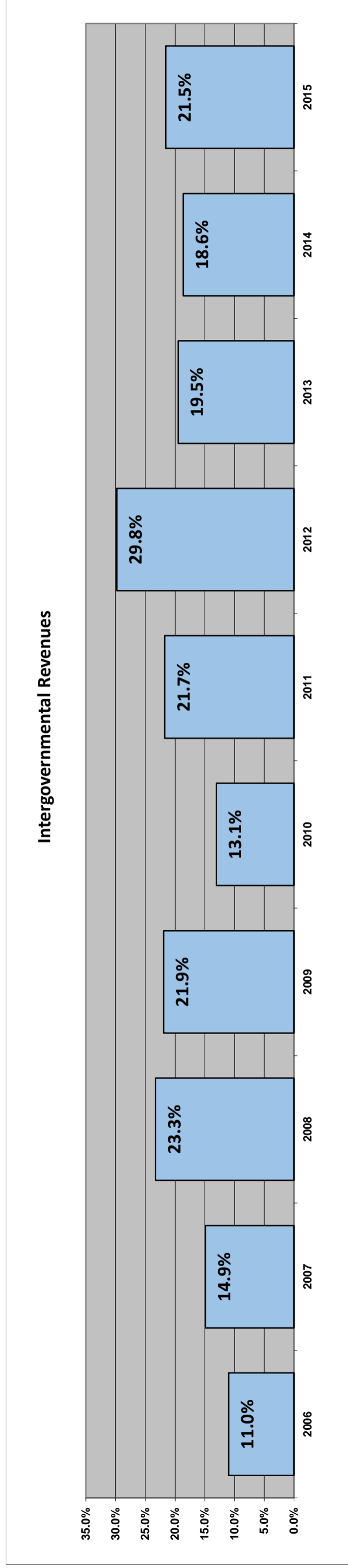
This indicator examines the amount of net operating revenues produced for the City of Franklin per capita in constant dollars. And the indicator shows that on the whole, the City has been trading water over the last decade. A predictable decline in revenues during the recession has only mildly rebounded, but not nearly to the same levels per capita as pre-recession.

The concern moving forward is although gross revenues will continue to rise, so too will Franklin's population, and there is not necessarily a precise correlation between the two. Increasing populations require more resources to maintain the same level of high quality services which have made

Franklin Trend	
favorable	
marginal	x
unfavorable	
uncertain	

Intergovernmental Revenues

Warning Trend: Increasing amount of intergovernmental operating revenues as a percentage of gross operating revenues



Formula:

Intergovernmental Operating Revenues / Gross Operating Revenues

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Intergovernmental Revenues	\$ 7,039,176	\$ 10,246,007	\$ 17,980,903	\$ 15,100,893	\$ 8,155,250	\$ 16,698,318	\$ 25,631,707	\$ 15,973,111	\$ 16,290,803	\$ 19,789,750
Gross Operating Revenues	\$ 64,030,656	\$ 68,940,330	\$ 77,280,828	\$ 68,824,420	\$ 62,464,916	\$ 76,879,525	\$ 86,033,637	\$ 81,964,587	\$ 87,574,179	\$ 91,848,483
Intergovernmental Operating Revenues as a % of Gross Operating Revenues	11.0%	14.9%	23.3%	21.9%	13.1%	21.7%	29.8%	19.5%	18.6%	21.5%

Notes:

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report. City of Franklin, TN, Franklin TN.

Intergovernmental Revenues:

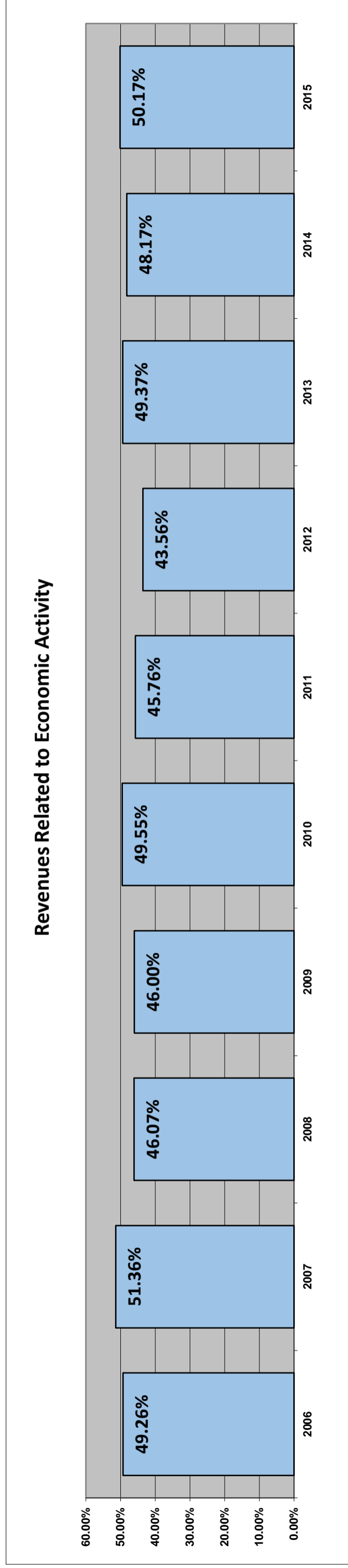
The City of Franklin relies on intergovernmental revenues for a significant portion of its overall revenue portfolio. These revenues are predominantly in the form of aid from the State of Tennessee. In FY 2015, 92% of all intergovernmental revenues came to the City from the State, (25% in the form of State Sales Taxes, 19% in the form of State Business Taxes, 16% from State Income Taxes, 12% in the form of Capital Project reimbursements 10% in the form of the Gasoline Tax, 5% in the form of all other funds and 4% for debt service contributions. The remaining 8% came from the federal government for CDBG and Transit activities.

Taking away reimbursements for capital projects and debt service, the City of Franklin is still reliant on the State of Tennessee and the Federal Government for just under 1/5 of all operating revenues annually. Primary funding for road resurfacing and affordable housing efforts for the City comes from the State. Although an important funding source, this indicator shows that the amounts received from other governments are not as

Franklin Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

Revenues Related to Economic Activity

Warning Trend: Decreasing revenues related to economic activity as a percentage of net operating revenues



Formula:

Revenues Related to Economic Activity / Net Operating Revenues

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Local Sales Tax	\$ 22,005,703	\$ 23,885,264	\$ 23,185,434	\$ 21,152,554	\$ 20,969,821	\$ 22,720,666	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994
State Sales Tax	\$ 3,149,627	\$ 3,578,356	\$ 3,588,358	\$ 3,687,950	\$ 3,600,721	\$ 3,767,317	\$ 4,242,695	\$ 4,324,811	\$ 4,496,081	\$ 5,033,141
Business Tax	\$ 2,363,300	\$ 2,777,563	\$ 2,927,635	\$ 2,939,829	\$ 2,619,428	\$ 2,518,958	\$ 2,754,341	\$ 3,151,224	\$ 3,048,468	\$ 3,749,746
Building Permits & Licenses	\$ 1,893,095	\$ 2,375,558	\$ 3,240,869	\$ 1,077,335	\$ 766,173	\$ 1,318,725	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,208,560
Total Revenues Related to Economic Activity	\$ 29,411,725	\$ 32,616,741	\$ 32,942,296	\$ 28,857,667	\$ 27,956,144	\$ 30,325,667	\$ 32,814,615	\$ 35,064,504	\$ 36,888,065	\$ 39,935,441
Net Operating Revenues	\$ 59,710,361	\$ 63,501,167	\$ 71,499,595	\$ 62,728,734	\$ 56,419,973	\$ 66,273,959	\$ 75,325,336	\$ 71,018,807	\$ 76,577,600	\$ 79,603,497
Revenues Related to Economic Growth	49.26%	51.36%	46.07%	46.00%	49.55%	45.76%	43.56%	49.37%	48.17%	50.17%

Notes:

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report & FY 2017 Revenue Model. City of Franklin, TN, Franklin TN.

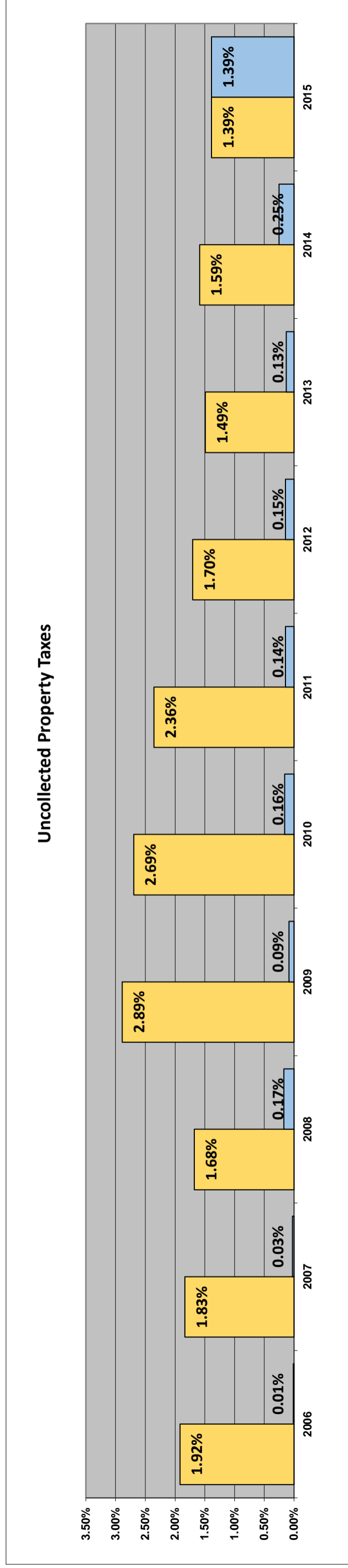
Revenues Related to Economic Activity

Revenues related to economic activity include construction related revenues such as building permit fees and licenses resulting from new construction and commerce related revenues such as the sales and business taxes. This indicator is important to monitor for several reasons. First, a decrease in building permit fees may be a leading indicator of smaller future adds to the property tax rolls, which affects another primary revenue stream. Second, this chart demonstrates that nearly one out every two dollars the City collects annually comes directly from economic activity. While this is good when the economy is strong, it illustrates again the delicate balance the City faces when economic times are not as favorable.

Franklin Trend	
favorable	
marginal	x
unfavorable	
uncertain	

Uncollected Property Taxes

Warning Trend: Increasing amount of uncollected property taxes as a percentage of net property tax levy.



Formula:

Uncollected Property Taxes / Property Tax Levy

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Property Tax Levy	\$ 9,118,460	\$ 9,611,622	\$ 10,214,031	\$ 10,739,928	\$ 11,468,281	\$ 11,785,700	\$ 11,718,525	\$ 11,902,186	\$ 12,342,702	\$ 13,742,347
Property Tax Collections Within One Year	\$ 8,943,537	\$ 9,435,282	\$ 10,042,817	\$ 10,429,879	\$ 11,159,219	\$ 11,507,981	\$ 11,519,012	\$ 11,724,940	\$ 12,146,687	\$ 13,551,648
Uncollected Property Taxes After One Year	\$ 174,923	\$ 176,340	\$ 171,214	\$ 310,049	\$ 309,062	\$ 277,719	\$ 199,513	\$ 177,246	\$ 196,015	\$ 190,699
Uncollected Property Taxes Collected within One Year as a % of Tax Levy	1.92%	1.83%	1.68%	2.89%	2.69%	2.36%	1.70%	1.49%	1.59%	1.39%
Total Property Tax Collections	\$ 9,117,222	\$ 9,609,019	\$ 10,196,694	\$ 10,730,772	\$ 11,450,402	\$ 11,768,998	\$ 11,701,478	\$ 11,886,970	\$ 12,311,843	\$ 13,551,648
Uncollected Property Taxes	\$ 1,238	\$ 2,603	\$ 17,337	\$ 9,156	\$ 17,879	\$ 16,702	\$ 17,047	\$ 15,216	\$ 30,859	\$ 190,699
Uncollected Property Taxes as a % of Tax Levy	0.01%	0.03%	0.17%	0.09%	0.16%	0.14%	0.15%	0.13%	0.25%	1.39%

Notes:

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report. City of Franklin, TN, Franklin TN.

Uncollected Property Taxes:

An increase in uncollected property taxes may indicate an inability by property owners to pay their taxes due to economic conditions. Additionally, as uncollected property taxes rise, liquidity decreases, resulting in less cash on hand for the City to invest. Bond rating organizations generally consider uncollected taxes in excess of five percent as a warning trend. Franklin has exceptionally strong collection rates, regardless of economic circumstances during the last decade.

Franklin Trend	
favorable	x
marginal	
unfavorable	
uncertain	



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City of Franklin, Tennessee FY 2017 Operating Budget

Appendix L – **FranklinForward**. Strategic Plan

FranklinForward

Vision for 2033

Objectives for Developing a Strategic Plan

<https://performance.franklinton.gov>

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.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendices: Appendix L – **FranklinForward**. Strategic Plan

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

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

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



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendices: Appendix L – **FranklinForward**. Strategic Plan

- Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.
- Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.
 - Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)
 - Baseline: The current number of days to respond and resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
 - Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

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

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



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Appendices: Appendix L – **FranklinForward**. Strategic Plan

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 =



City of Franklin, Tennessee

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Appendices: Appendix L – **FranklinForward** Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.



An Effective and Fiscally Sound City Government Providing High Quality Service

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

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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

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



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendices: Appendix L – **FranklinForward**. Strategic Plan

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

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

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

- Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.
 - Goal: To attract talented workers, the City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.
 - Baseline: 2012 average salary is 92.1% of target market index.
 - Goal: To actively recruit and retain a workforce representative of the community.
 - Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.
- Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.
 - Goal: To have a safe and healthy workplace.
 - Baseline: 21 Franklin employees had accidents in FY 2013.
 - Baseline: Number of lost work days by employees in FY2013. [Need data.]
 - Goal: To have effective training and development objectives within every employee's work plan
 - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
 - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
 - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]



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Appendices: Appendix L – **FranklinForward**. Strategic Plan



Quality Life Experiences

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

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

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

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

- Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.
 - Goal: To have 90% or better of citizens who consider Franklin's quality of life to be excellent/good.
 - Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.
 - Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.
 - Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.
 - Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.



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Appendices: Appendix L – **FranklinForward**. Strategic Plan

- Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).
- Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.
 - Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.
 - Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

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

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

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

- To reduce citizen perception of traffic congestion in Franklin
 - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
 - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.
 - Goal: To increase the Walkability Index Score for Franklin.
 - Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in [walkfriendly.org](http://www.walkfriendly.org).
<http://www.walkfriendly.org/communities/community.cfm?ID=70> and <http://www.walkscore.com/TN/Franklin>
 - Goal: To become a more bicycle friendly community.



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Appendices: Appendix L – **FranklinForward**. Strategic Plan

- 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.



City of Franklin, Tennessee FY 2017 Operating Budget

Appendices: Appendix L – **FranklinForward**. Strategic Plan

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



Sustainable Growth and Economic Prosperity

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

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

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

- Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.
 - Baseline: Citizen Perception reported through community survey.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendices: Appendix L – **FranklinForward**. Strategic Plan

- 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]



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendices: Appendix L – **FranklinForward**. Strategic Plan

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

- Encourage job growth and retention within the city.
 - Goal: To increase the number of jobs in the city over the previous year.
 - Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].
 - Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.
 - Baseline: Franklin’s unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).
- Encourage expansion and retention of business opportunities in the City of Franklin.
 - Goal: To increase the net number of business licenses within the city over the previous year.
 - Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
 - Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).
 - Goal: To increase the number of small businesses over the previous year.
 - Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)
 - Goal: To increase the number of businesses with more than 100 employees over the previous year.
 - Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).
 - Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.
 - Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).
 - Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.
 - Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendix M – Chart of Account Definitions

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. The following classifications are an abbreviated list of the City's complete Chart of Accounts. Further detail is available from the City's Finance Office. These categories provide definitions of the classifications used within departmental and divisional budgets within each fund.

The classifications budgeted under Personnel are:

81100 SALARIES & WAGES

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

81200 OFFICIALS FEES

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

81400 EMPLOYEE BENEFITS

Amounts paid by the City on behalf of employees; these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, although not paid directly to employees, are part of the cost of personal services.

The classifications budgeted under Operations are:

82100 TRANSPORTATION CHARGES

Charges for transport services needed for City operations

82200 OPERATING SERVICES

Services necessary for the ongoing operations of the City.

82300 NOTICES, SUBSCRIPTIONS, PUBLICITY

Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.

82400 UTILITIES

Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.

82500 CONTRACTUAL SERVICES

Amounts paid for services rendered by organizations or personnel not on the payroll of the City. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.



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Appendix M – Chart of Account Definitions

- 82600 REPAIR & MAINTENANCE SERVICES**
Expenditures for repair and Maintenance services not provided directly by City personnel.
- 82700 EMPLOYEE PROGRAMS**
Primarily administered by Human Resources, these are programs established for employee development.
- 82800 PROFESSIONAL DEVELOPMENT / TRAVEL**
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.
- 83100 OFFICE SUPPLIES**
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.
- 83200 OPERATING SUPPLIES**
Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.
- 83300 FUEL & MILEAGE (NON-TRAVEL)**
Costs of operating vehicles on duty.
- 83400 SUPPLIES PURCHASED FOR RESALE**
Supplies purchased for use in providing City services.
- 83500 EQUIPMENT (<\$25,000)**
Equipment used with an item cost under \$25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.
- 83600 REPAIR & MAINTENANCE PARTS & SUPPLIES**
Expenditures for supplies for repair and maintenance services provided directly by City personnel.
- 84000 OPERATIONAL UNITS**
Costs incurred by departments for specific operational units or activities.
- 85100 PROPERTY & LIABILITY COSTS**
Property and liability costs.
- 85200 RENTALS**
Costs for renting or leasing land, buildings, equipment, and vehicles.



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendix M – Chart of Account Definitions

- 85300 PERMITS & FEES**
Costs incurred by City for necessary permits and fees.
- 85500 FINANCIAL FEES**
Costs incurred related to financial operations.
- 85900 OTHER BUSINESS EXPENSES**
Business-related expenditures not classified elsewhere.
- 86000 DEBT SERVICE**
Costs incurred by City for outstanding debt.
- 87000 APPROPRIATIONS**
Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.
- 87500 REIMBURSEMENT FOR INTERFUND SERVICES**
Amounts received by the General Fund from the Sanitation, Stormwater, and Water/Sewer funds for administrative services provided to these funds. The amounts are recorded in the General Fund as reductions of expenditures in Revenue Management, Administration, Capital Investment Planning, Facilities & Project Management, Human Resources, Law, Communications, Finance, Purchasing, and Engineering.
- 88000 TRANSFERS TO OTHER FUNDS**
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.

The expenditure classifications budgeted under Capital are:

- 89100 LAND**
This includes cost for land and easements acquired for Capital projects.
- 89200 BUILDINGS**
Includes costs for buildings acquired, building design & construction and various building improvements greater than \$25,000 that adds new capacity to a existing building or extends the estimated useful life of an existing building.
- 89300 IMPROVEMENTS**
Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)
- 89400 INFRASTRUCTURE**



City of Franklin, Tennessee **FY 2017 Operating Budget**

Appendix M – Chart of Account Definitions

Includes costs of improving drainage, streets, adding, improving, and replacing curb and gutter, adding or improving gateway enhancement and streetscape, improving bridges and tunnels, adding or improving sidewalks, acquiring and installing traffic signals and installing or improving streetlights.

89500

EQUIPMENT (>\$25,000)

Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.



City of Franklin, Tennessee

FY 2017 Operating Budget

Appendix N – Additional Demographic & Economic Information

The following tables provide additional detail about the City's finance, economic standing and overall demographics. Information is taken from the 2015 Comprehensive Annual Financial Report (CAFR).

City of Franklin, Tennessee

Revenue Capacity Information - Local Sales Tax Collections

FISCAL YEAR	Estimate of Taxable Sales to Local Sales Tax	Local Sales Tax Rate (City & Williamson County)	Total Local Sales Tax Collected	Less: County 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
2015	\$ 2,598,787,340	2.25%	\$ 58,472,715	\$ (29,236,358)	\$ (292,364)	\$ 28,943,994	50.35%
2014	2,447,114,882	2.25%	55,060,085	(27,530,042)	(275,300)	27,254,742	47.88%
2013	2,334,072,548	2.25%	52,516,632	(26,258,316)	(262,583)	25,995,733	49.35%
2012	2,172,607,228	2.25%	48,883,663	(24,441,831)	(244,418)	24,197,413	47.48%
2011	2,040,014,905	2.25%	45,900,335	(22,950,168)	(229,502)	22,720,666	44.81%
2010	1,882,812,211	2.25%	42,363,275	(21,181,637)	(211,816)	20,969,821	45.41%
2009	1,899,219,214	2.25%	42,732,432	(21,366,216)	(213,662)	21,152,554	42.25%
2008	2,081,744,916	2.25%	46,839,261	(23,419,630)	(234,196)	23,185,434	42.31%
2007	2,144,580,382	2.25%	48,253,059	(24,126,529)	(241,265)	23,885,264	45.08%
2006	1,975,820,696	2.25%	44,455,966	(22,227,983)	(222,280)	22,005,703	46.65%

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.

Source: City of Franklin, Tennessee. *2015 Comprehensive Annual Financial Report. Page 93.*



City of Franklin, Tennessee

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Appendix N – Additional Demographic & Economic Information

City of Franklin, Tennessee		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	Assessment				
FISCAL YEAR												
2015	\$ 1,628,904,915	\$ 1,586,857,868	\$ 163,708,520	\$ 53,322	\$ 60,066,953	\$ 471,130	\$ 3,440,062,708	\$ 11,413,859,405	30.14%	0.4065		
2014	1,572,195,410	1,549,098,572	156,642,888	69,209	55,553,796	-	3,333,559,875	11,065,624,425	30.13%	0.3765		
2013	1,523,744,360	1,487,649,998	148,889,463	1,275,280	56,228,260	-	3,217,787,361	10,442,405,019	30.81%	0.3765		
2012	1,492,455,650	1,477,904,852	152,009,171	915,060	54,282,799	471,130	3,178,038,662	10,298,785,436	30.86%	0.3765		
2011	1,396,203,808	1,171,557,561	148,428,180	531,997	52,470,801	-	2,769,192,347	9,963,638,570	27.79%	0.4340		
2010	1,371,758,898	1,140,259,084	129,518,412	572,304	47,032,940	192,390	2,689,334,028	10,225,661,696	26.30%	0.4340		
2009	1,322,570,226	1,029,940,678	121,389,801	-	42,896,113	192,390	2,516,989,208	9,637,668,952	26.12%	0.4340		
2008	1,227,826,775	1,000,170,840	125,258,855	-	46,132,783	192,390	2,399,581,643	7,948,798,841	30.19%	0.4340		
2007	1,130,759,300	967,302,320	116,376,596	-	45,208,630	221,540	2,259,868,386	7,433,188,531	30.40%	0.4340		
2006	838,883,725	719,932,760	98,346,952	-	38,205,538	685,190	1,696,054,165	6,162,312,297	27.52%	0.5500		

Source: Tax Aggregate Report of Tennessee

Note: Property of the City is reappraised periodically. Tax rates are per \$100 of assessed value.

Source: City of Franklin, Tennessee. 2015 Comprehensive Annual Financial Report. Page 94.



City of Franklin, Tennessee

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Appendix N – Additional Demographic & Economic Information

City of Franklin, Tennessee

Revenue Capacity Information - Principal Property Taxpayers, Current Year and Nine Years Ago

Taxpayer	2006		2015	
	Assessed Valuation	Percent of Total Valuation	Assessed Valuation	Percent of Total Valuation
Real and Personal Property Tax				
Spectrum Properties			\$ 112,482,900	3.27%
CBL Associates (Galleria Mall)	\$ 36,411,360	2.15%	66,458,400	1.93%
Highwoods			57,704,500	1.68%
Boyle Investments	13,610,360	0.80%	50,583,400	1.47%
Trammell Crow Investments			37,403,500	1.09%
Lionstone Investments			29,792,480	0.87%
NWI/Duke Weeks			29,329,700	0.85%
SVT			27,582,600	0.80%
Berkshire Communities			24,208,600	0.70%
Venterra Realty			21,843,500	0.63%
Williams W. Fred Trust	16,366,760	0.96%		
Landings F C LP	15,861,235	0.94%		
Wyndchase LLC	14,784,000	0.87%		
Williamson County Farmers Coop	12,138,030	0.72%		
Franklin Cool Springs Corp	9,883,675	0.58%		
Alara Franklin Corp	9,600,000	0.57%		
Thoroughbred Village LLC	9,221,160	0.54%		
Noble Investments	8,792,520	0.52%		
Totals	\$ 146,669,100	8.65%	\$ 457,389,580	13.30%

* Total assessed valuation in 2006 (tax year 2005) was \$1,696,054,165.

** Total assessed valuation in 2015 (tax year 2014) is \$3,440,062,708.

Source: City of Franklin, Tennessee. 2015 Comprehensive Annual Financial Report. Page 96.



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Appendix N – Additional Demographic & Economic Information

City of Franklin, Tennessee

Demographic and Economic Information - Principal Employers, Current Year and Nine Years Ago

Employer	2006			2015		
	Employees *	Rank	Percentage of Total City Employment	Employees **	Rank	Percentage of Total City Employment
Community Health Systems				3,092	1	8.26%
Nissan North America				1,850	2	4.94%
Williamson Medical Center	905	3	1.88%	1,400	3	3.74%
Parallon Business Solutions				1,100	4	2.94%
Verizon Wireless				1,001	5	2.67%
Lee Company	493	4	1.02%	910	6	2.43%
Optum				801	7	2.14%
Ford Motor Credit				800	8	2.14%
Healthways				717	9	1.92%
Mars Petcare				659	10	1.76%
Cool Spring Galleria	3,500	1	7.27%			
Primus	1,500	2	3.12%			
Progeny Marketing Innovations	450	5	0.94%			
Plastech Engineered Products	360	6	0.75%			
Civil Constructors, Inc.	350	7	0.73%			
APCOM Inc.	300	8	0.62%			
MedSolutions	265	9	0.55%			
Lasko Metal Products	250	10	0.52%			
Southern Land	220	11	0.46%			
Telco, Inc.	210	12	0.44%			
Total	8,803		18.29%	12,330		32.93%

* City's 2006 Comprehensive Annual Financial Report. Prior to 2013, the CAFR represented Franklin employers by county statistics.

** Williamson County Office of Economic Development, Williamson County Local Industry Employers 2015.

*** Williamson County Office of Economic Development does not report Williamson County Government, Williamson County Schools, and Cool Springs Galleria Mall in its Local Industry Employers 2015

Source: City of Franklin, Tennessee. 2015 Comprehensive Annual Financial Report. Page 104.



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FY 2017 Operating Budget

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

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

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

ASSESSED VALUE: A value established for real and personal property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced.

BOND: A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

BOND PROCEEDS: Resources derived from issuance of bonds for specific purposes.

BOND RATING: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. The City of Franklin has an Aaa rating from Moody's and Standard & Poor's.

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

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

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

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

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

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the Board of Mayor and Aldermen each year.

CAPITAL INVESTMENT FUND: Used to account for acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions. Although included in the City's annual financial report, this fund is not budgeted.



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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



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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.

GFOA: Government Finance Officers Association.

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.

IN LIEU OF PARKLAND FUND: A Special Revenue fund created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance in which funds collected from developments can be used for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.

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



City of Franklin, Tennessee

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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.



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Appendix O – Glossary

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.



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