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*City of Franklin, Tennessee*

**FY 2021 Approved Budget**

**June 2020**



HISTORIC  
FRANKLIN  
TENNESSEE



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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# City of Franklin, Tennessee

**Annual Operating &  
Capital Equipment Budget  
July 1, 2020 - June 30, 2021**

# 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.

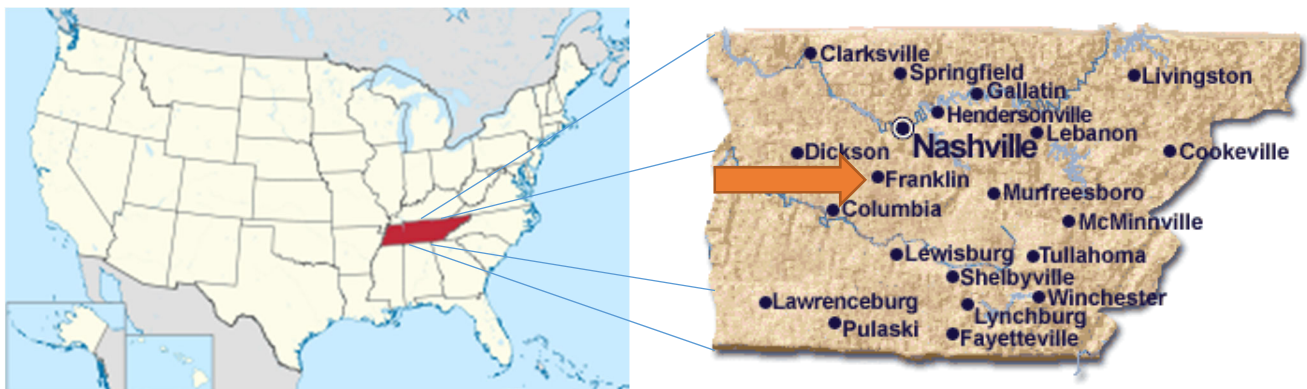
Franklin was the site of one of the bloodiest battles of the Civil War on November 30, 1864, when 20,000 Confederate soldiers made a series of charges over two miles of open ground. More than 8,000 northern and southern soldiers fell in little more than five hours.



The City of Franklin covers approximately an area of 42 square miles, and serves a population of 70,909 according to the City's 2017 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 19<sup>th</sup> 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**

**Scott Speedy**

### **Eric Stuckey, City Administrator**

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

**Mark Hilty, Assistant City Administrator of Public Works**

**Kristine Brock, Assistant City Administrator of Finance and Administration**

Lanaii Benne, Asst. City Recorder

Tom Marsh, Bldg & Neighborhood Services Director

Shauna Billingsley, City Attorney

Jason Potts, Interim IT Director

Lisa Clayton, Parks Director

Milissa Reiersen, Communications Manager

Deborah Faulkner, Police Chief

Lawrence Sullivan, Revenue & Licensing Manager/City Court Clerk

Rocky Garzarek, Fire Chief

Kevin Townsel, Human Resources Director

Steve Grubb, Streets Director

Jack Tucker, Sanitation & Environmental Services Director

Michelle Hatcher, Water Management Director

Michael Walters Young, Budget & Strategic Innovation Manager

Paul Holzen, Engineering Director/City Engineer

Brian Wilcox, Purchasing Manager

Emily Hunter, Planning & Sustainability Director

Brad Wilson, Project & Facilities Manager

Mike Lowe, Comptroller



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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, 2018. 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*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
 Budget Presentation  
 Award*

PRESENTED TO

**City of Franklin  
 Tennessee**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director

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# City of Franklin, Tennessee

## FY 2021 Operating Budget

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# City of Franklin, Tennessee

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# *City of Franklin, Tennessee*

## FY 2021 Operating Budget

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# BUDGET MESSAGE

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Under this section is:

- **Letter of Transmittal**
- **Budget Ordinance – Ordinance 2020-14**
- **Property Tax Ordinance – Ordinance 2020-15**
- **Water & Wastewater Resolution – Resolution 2020-70**



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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May 11, 2020

Mayor Moore, Aldermen, and Citizens of Franklin,

Our community, our state, our country and our world are in the midst of unprecedented times. For the first time in our lifetimes, we are faced with a global pandemic paired with a significant worldwide economic downturn. At the time of this recommended budget submittal, the depth and duration of the economic downturn are unknown. In the face of these uncertain times, the City of Franklin will continue to move forward maintaining service levels, investing in our future, and enhancing our community's competitive position.

The challenges ahead will be significant and the uncertainty we face is real. However, we have a highly capable City team supported by strong, long-term financial plans and policies that will provide financial capacity to weather these difficult times. Our best efforts will be required to meet the demands that lay ahead. The City must continue to deliver high quality services, enhance existing infrastructure, and prepare for growth in terms of services, infrastructure, and community impact. Our actions take place in the face of a national and worldwide health crisis and economic downturn, the likes of which we have not seen in generations. During these difficult times, our citizens rely even more on our support and our ability to maintain a high level of basic services. The City of Franklin cannot wait for national and state solutions. Instead, we must craft a budget and action plan that is both fiscally prudent and consistent in maintaining our commitment to community service.

Our city is honored to be the community so many are choosing as the place to invest, build a business, raise a family, spend a vacation, and most of all, the place they proudly call "home." Through the leadership of the Board of Mayor and Aldermen, the commitment of our talented staff team, and an engaged citizenry, Franklin continues to focus 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

### Budget Overview

The 2020-21 (FY21) General Fund budget is \$70,221,303, which represents a decrease of 10.2% (or \$8 million reduction) compared to the current \$78.2 million budget for 2019-20 (FY20). The FY21 budget for all funds is \$154,318,230, which represents a decrease of 10.5% (\$18.1 million reduction) compared to FY20.

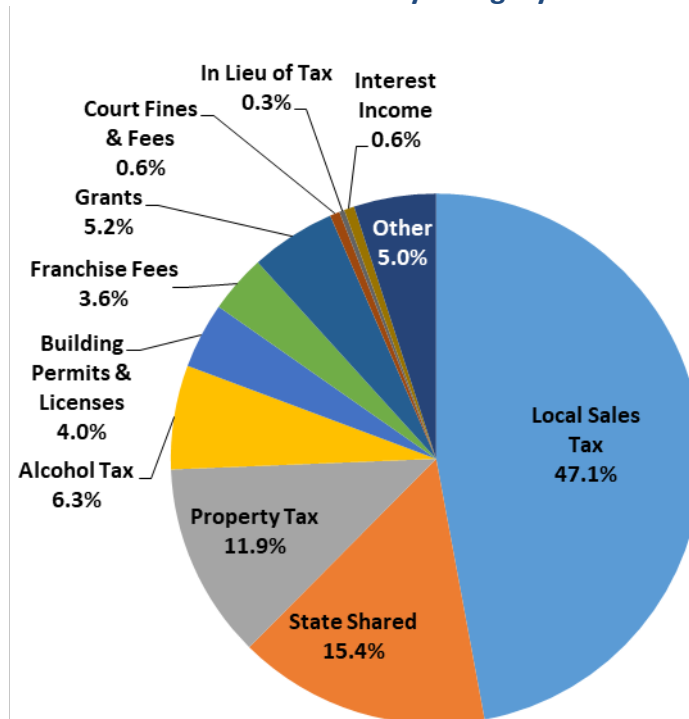
## Highlights of the 2020-21 Budget

- The budget is balanced, with a planned use of reserves to maintain services.
- The budget fully complies with the Board of Mayor and Aldermen’s debt and fund reserve policies.
- Essential service levels are maintained.
- Despite significant budget reductions, there are no layoffs of existing staff. City team member salaries are frozen at this time, with no market or merit increases.
- The City will fully absorb the cost of benefit increases, including health insurance premiums, keeping employees “whole” in FY21.
- The City property tax remains unchanged at \$0.4176 per \$100 of assessed valuation. The Invest Franklin dedicated funding for infrastructure/transportation investment and support of City operations remains in place. The City of Franklin continues to maintain one of the lowest municipal property tax rates in the State of Tennessee.
- This budget will likely be updated later in the year as more information is available regarding the revenue impact of the pandemic and economic downturn.

## General Fund Overview and Issues

**Revenues.** In total, General Fund revenues for FY21 are projected at \$70.2 million, down 10.2% from the FY20 budget of \$78.2 million. The following is a summary of revenue by category.

**General Fund Revenue by Category – FY21**



Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 47.1% of total General Fund revenue. The FY21 sales tax budget of \$33 million represents a projected decrease of 11%, or \$4.1 million, compared to the FY20 budget of \$37.1 million. Beginning in April 2021, the City of Franklin will begin to receive the municipal portion (50%) of the additional half-cent sales tax approved by Williamson County voters in 2018. The City of Franklin had pledged its portion of this new portion of local sales tax to public schools for the first three years, which ends on April 1, 2021.

Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue (also referred to as state-shared revenue), accounts for 15.4% of total General Fund revenue and is projected to be \$10.8 million, a decrease of 15% compared to the FY20 budget of \$12.7 million. This decrease is reflective of an expected downturn in state sales tax receipts and business taxes collected by the State of Tennessee.

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 11.9% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY21 is \$8.3 million, compared to \$7.7 million budgeted in FY20. The General Fund portion of property tax revenue is the result of the total property tax of \$22.3 million minus \$2.4 million due to the City's Industrial Development Board, less \$10.7 million transferred to the Debt Service Fund for general obligation debt service, and a transfer of \$800,000 to the Street Aid and Transportation Fund. The City's property tax rate remains at \$0.4176 per \$100 of assessed valuation, which is one of the lowest property tax rates among cities across the State of Tennessee and across the country.

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 FY21 budget year, these various alcohol taxes are projected to generate \$4.45 million, accounting for 6.3% of General Fund revenue. The projected FY21 revenue is approximately 1% below the FY20 budget.

Building Permits and Licenses. While we have yet to see slowing in local construction activity, the proposed budget incorporates an assumption that the pace of development will slow in the coming year. The budget for building permit and license fees revenue is projected to remain at \$2.8 million for FY21, a reduction of 7.3% compared to FY20. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 4% of the General Fund revenue.

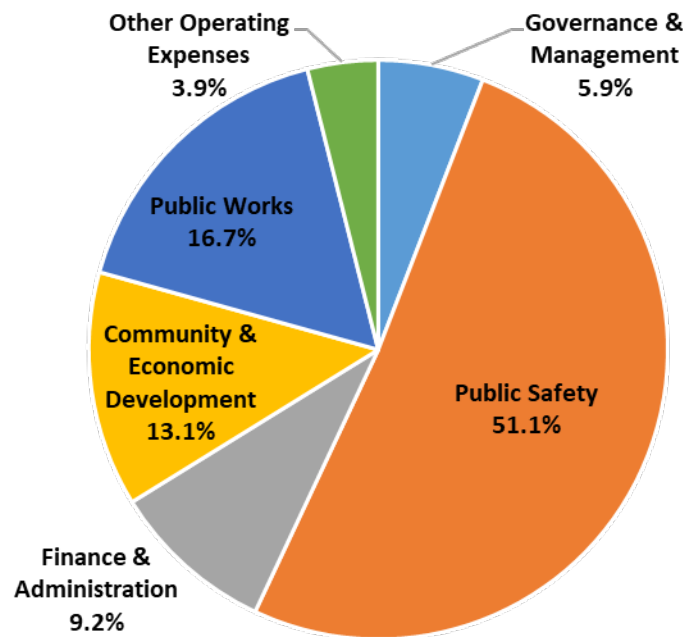
Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 3.6% of General Fund revenue. For FY21, \$2.5 million is projected in franchise fees, a modest 1.2% increase compared to FY20.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant revenue is projected at \$1 million in FY21, which

includes grant funding for traffic signal optimization through the City’s Traffic Operations Center. Court fines/fees are projected down 9.9% in FY21 compared to the prior year. Interest income is projected to decrease by 35% in the FY21 budget. All other revenues in these categories are projected to be relatively stable compared to prior years.

**Expenditures.** As described above, the total available resources within the General Fund is \$70.2 million for FY21. The following chart displays a summary of expenditure activities within the proposed budget by service area. Public safety functions account for more than half (51.1%) the total General Fund budget.

**General Fund Expenditures by Major Service Area – FY21**



Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 76.5% of the City’s General Fund budget. Overall, employment-related costs are projected at \$53.76 million, 0.8% lower than the current budget of \$54.2 million.

In an effort to control staffing costs, the City has continued to closely monitor vacant positions. This change in staffing levels has required departments to adjust roles and responsibilities of existing staff to compensate for positions that are being held vacant. The proposed budget identifies 27 full-time and 11 part-time positions across the organization that will be held vacant during the upcoming fiscal year.

The proposed budget contains no salary increases for City employees (neither a market/cost-of-living nor merit adjustment is included). This action is consistent with that of other employers across the region, state, and nation. Recently, some public and private organizations have laid off employees, cut wages, and/or implemented unpaid

furloughs to respond to these difficult economic times. Since mid-March, over 33 million Americans have filed for unemployment. The City has been able to hold the employee contribution to health insurance at current levels. The basic structure of employee benefits is unchanged from the previous year. City administration will reexamine our financial position at mid-year to determine if a salary adjustment (cost-of-living or merit) would be appropriate at that time.

Position Vacancies. Again, this year, the 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, the City can apply budget dollars to other non-personnel components of the budget. The City's actual vacancy experience over the past several years has been approximately 6%. While conservative compared to recent experience, the 3.5% turnover factor employed in the budget will continue to be monitored closely.

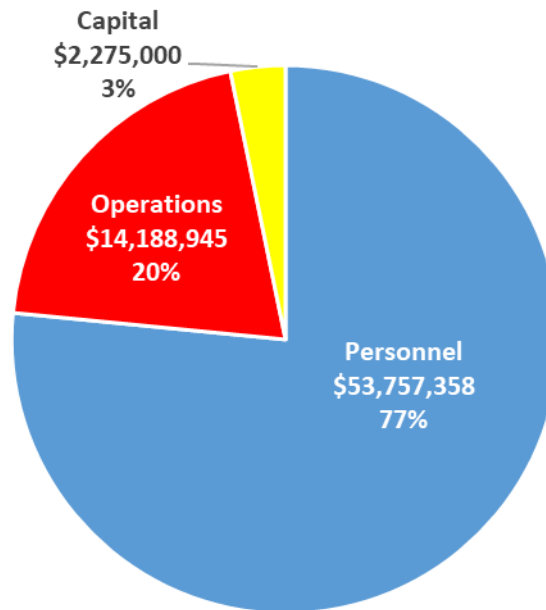
Pension Expense. As of January 1, 2017, the City of Franklin closed its City employee pension program and entered into an agreement with Tennessee Consolidated Retirement System (TCRS) for the ongoing administration of the pension system. While TCRS administers and manages the "closed" City pension program, the City is still responsible for its oversight and for determining the appropriate annual contribution based on the advice of its actuary. City employees hired after December 31, 2016, enter into the TCRS system upon hire and are full participants in the system. The City contribution to TCRS for enrollees is 6.05% of salary. Based on projections, an 8.7% increase in the City's pension contribution is included in the FY21 budget. Overall, pension expenses for FY21 are projected at approximately 12.8% of total payroll.

Employee Benefits. Recognizing the likelihood that there will be no wage increases in FY21, the proposed budget includes the City absorbing the full impact of a projected 6.3% increase in healthcare premiums. In FY19, the City began offering team members the option to use a high-deductible health insurance plan paired with a health savings account. Premiums for the high-deductible plan will also remain flat in FY21.

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 20.2% of General Fund expenditures. The FY21 budget amount for operational expenses is \$14.2 million, a decrease of 26.9% compared to FY20.

Transfers to Other Funds. There is a transfer of \$250,000 from the General Fund to the Street Aid and Transportation Fund in FY21. This transfer funds the "sidewalk gap" projects approved as a part of the Invest Franklin initiative. The FY21 transfer to the Transit Fund is \$903,034, a decrease of 10% compared to FY20. There is no budgeted subsidy planned for the Sanitation and Environmental Services Fund. The subsidy to this fund has moved from a \$4.5 million General Fund subsidy in FY2008 to no budgeted transfer in the past three fiscal years.

## General Fund Expenditures by Major Category – FY21



**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 of more than \$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 FY21 General Fund budget, capital expenditures are projected at \$2.3 million, a decrease of 50.5%. The FY21 capital expenditures are for high-priority equipment replacement. To assist in funding these capital equipment replacements, the FY21 budget will utilize \$0.015 of the property tax rate previously identified for capital investment funding. This funding represents approximately \$786,000.

**Outside Agency Funding.** The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY21 budget funds these organizations at \$451,450, a decrease of \$29,445 compared to the FY20 budget. Except for the City's ongoing contribution of \$56,185 for its share of the regional commuter bus service and the City's contractual obligation to support the Williamson County animal control function at \$121,858, all other outside agencies will have their City funding reduced by 10%. This reduction is consistent with the City's overall 10.2% reduction in the General Fund budget.

**Cash Reserves and Bond Rating.** Two key measures of a city's financial health are its reserves and its bond rating. The City of Franklin has adopted a reserve policy that identifies a minimum 33% General Fund reserve as an important benchmark. The City of Franklin is projected to end the current fiscal year (FY20) with a General Fund reserve of \$40.5 million. This includes the additional use of \$5.3 million of General Fund reserves in



FY20 to sustain operations as impacted by the COVID-19 pandemic and the economic downturn. With a planned use of \$2.8 million of General Fund reserves in FY21, the General Fund reserves are projected at \$37.8 million at the end of FY21. While this is a reduction in reserves, the reserve level of \$37.8 million represents 53.8% of annual revenue and expenditures at the end of FY21.

Despite the current economic challenges, the City is maintaining significant reserves to comply with BOMA policy and to protect against future economic downturns. The BOMA-adopted debt policy and fund reserve policy provide a needed framework for maintaining the City's Triple-A bond rating by both Moody's Investors Services and Standard & Poor's. In the last year, the City's Triple-A ratings from both rating agencies were reaffirmed. Bond ratings generally reflect the overall financial strength of the governmental entity, the strength of overall management of the organization, 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 local streets. The FY21 budget for this fund is \$3.6 million, which is 4.8% less than FY20. Included in this budget is approximately \$786,314 from the City's property tax revenue to fund additional neighborhood street resurfacing. Funding of \$250,000 per year is provided for "sidewalk gap" construction as a part of the Invest Franklin program. Sidewalk projects funded through this initiative are designed to better connect neighborhoods throughout the community. FY21 marks the fourth year of the five-year commitment made by the Board in the Invest Franklin program.

**Sanitation and Environmental Services Fund.** The FY21 budget for the City's Sanitation and Environmental Services Fund is \$9.6 million, a reduction of 11.4% compared to FY20. During FY20, the Sanitation and Environmental Service (SES) team moved residential recycling from blue bags to roll-out containers effective January 2020. For the past three fiscal year budgets (FY19-FY21) there has not been a General Fund subsidy to the Sanitation Fund.

**Road Impact Fund.** Revenue collections within the Road Impact Fund continue to be solid in recent years thanks to strong development activity. Due to concerns regarding the impact of a regional and national economic downturn, revenue in this fund is projected at \$4.5 million for FY21, a reduction of 54.5% compared to FY20. The FY21 budget includes \$5.7 million in expenditures. The budget anticipates \$2.7 million in expenditures in the form of a transfer to the Debt Service Fund. This transfer pays the principal and interest on arterial road projects the City has undertaken to account for trip generation due to new businesses and residential development. The fund also includes direct contributions to approved projects within the Invest Franklin Capital Investment Program plus payments/offsets associated with existing agreements with developers who have provided right-of-way and/or have built elements of the City's arterial road network. In 2017, the Board of Mayor and Aldermen expanded the road impact fee to include collector roads.

**City 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 FY21 budget includes \$1.5 million for the construction of the new fire station in southeast Franklin (Fire Station 7). Fire Station 7 construction was approved as part of the Invest Franklin Capital Investment Program and includes a partnership with Williamson County to incorporate an ambulance bay and living quarters for Williamson County paramedics. This is the only project included in the FY21 City Facilities Tax Fund budget, a reduction of 84.1% compared to FY20. The facilities tax rates have not been updated since 2007.

**County Facilities Tax Fund.** This fund was created in FY18 to account for facilities taxes collected by Williamson County on behalf of cities. Prior to the creation of the County Facilities Tax Fund, these funds were incorporated in the City's Capital Projects Fund. The Board has targeted these funds to address infrastructure needs associated with schools and other public facilities. In 2017, funding from the County Facilities Tax was used to support the Enrichment Center (\$500,000). In 2018, the County Facilities Fund supported \$100,000 to redesign the Long Lane/Goose Creek Interchange (improving access to the Williamson County Ag Center), \$300,000 for design and easement acquisition for the Henpeck Lane Sewer Extension (providing sanitary sewer service to Oak View Elementary and Legacy Middle School), and \$500,000 within the Hillsboro Road Phase II project (providing enhanced pedestrian access and traffic management to/from Franklin High School). The City's remaining portion of the construction of the Henpeck sewer extension (\$1.285 million) will be expended in FY20. The FY21 budget includes \$125,000 to fund sidewalks in partnership with the Franklin Special School District on the Freedom Middle School and Poplar Grove campus that also connect pedestrian facilities on New Highway 96 West and Del Rio Pike. Overall, the FY21 budget is 90.3% lower than the FY20 budget.

**Stormwater Fund.** Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The Stormwater Fund budget is \$3.9 million for FY21. The budget includes \$1.2 million for capital improvement projects. The rates for these services remain unchanged in the budget and have not been reassessed in 16 years. During FY20, staff brought to the Board further analysis of the stormwater fee structure. However, given the economic downturn, an adjustment in the Stormwater utility fee structure was not included in the recommended FY21 budget. In 2017, the City obtained Qualified Local Program status, which allows the City to act on behalf of the State in making regulatory determinations. This capability has enhanced the City's responsiveness and efficiency in working with development.

**Drug Fund.** The Drug Fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are also used to support drug investigations and related law enforcement initiatives. The FY21 budget includes expenditures of \$117,500, a 12.9% decrease compared to FY20.

**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. With strong regional tourism, revenue growth in the Hotel/Motel Fund has been robust in recent years. However, travel and tourism has come to a near complete stop due to the COVID-19 pandemic. This has resulted in substantial decrease in revenue in the City's Hotel/Motel Fund. Revenue projected in the FY21 Hotel/Motel Tax Fund budget is \$2 million, a reduction of more than 50% compared to FY20 projected revenue. The FY21 expenditure budget provides for \$3.8 million in expenditures for existing debt service and project funding commitments.

**Parkland Dedication Fund.** Several years ago, the City created a system through which residential development would contribute either park land/facilities or make a financial contribution for the expansion of park land/facilities to ensure park services and amenities can appropriately meet the needs of new neighborhoods. Currently, the Parkland Dedication Fund includes a fund balance of \$8.5 million. In recent years, the Board of Mayor and Aldermen has made amendments to the Parkland Dedication Ordinance with goals to create incentives for developers of residential property to incorporate amenities within their developments and to better align the fee-in-lieu-of structure with the true cost of purchasing and developing new parks. Capacity within the Parkland Dedication Fund has been identified to fund priority initiatives within the Invest Franklin Capital Investment Program. In the FY21 budget, the Parkland Dedication Fund includes \$1.36 million as a transfer to the Capital Project Fund to support project funding, a decrease of 6.2% compared to the FY20 budget.

**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 General Fund transfer to the Transit Fund for FY21 is \$903,034, a decrease of 10% compared to the FY20 budget. In total, the Transit Fund budget is \$3.25 million. This growth is due to increases in grants and fares resulting from revamped fixed-route service designed to link residents to employment opportunities and with a pick-up frequency of 30 minutes at all stops along the routes.

**Community Development Block Grant Fund.** The City segregates funds received through the Federally funded Community Development Block Grant (CDBG) program to specifically benefit low- and moderate-income families and neighborhoods. For FY21, funding is recommended to be \$513,000, which is an increase of \$199,000 compared to the FY20 budget. There will be a one-time boost of \$213,000 in funding coming through the CDBG Fund COVID-19 response-related expenditures. The City is working to allocate these funds to local nonprofits that have been on the frontlines of the COVID-10 response in terms of providing food, housing, and medical support. The ongoing funding of the CDBG program is projected at \$300,000 within the FY21 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. The FY21 budget for the Debt Service Fund is \$15.5 million, which is flat compared to FY20. The debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY21 budget includes \$10.7 million of property tax for

payment of general obligation debt service. The Debt Service Fund also 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 water treatment, water reclamation (wastewater treatment), and reclaimed water utility systems. The operations of the water management utilities are entirely funded through rate-payer revenue. The FY21 budget consists of \$13.6 million for water, \$20.7 million for water reclamation, and \$740,425 for reclaimed water. In total, the combined FY21 Water Management budget is \$35.1 million.

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. The FY21 budget includes the Board-approved year three rate adjustments of 2.9% for water and 3% for wastewater, which would go into effect on January 1, 2021. These rate changes are consistent with the five-year plan that was updated in 2018. Through an independent cost-of-service study, the City projects the costs necessary to operate the utilities and allocates costs into the rate structure, serving as the foundation of the five-year rate structure.

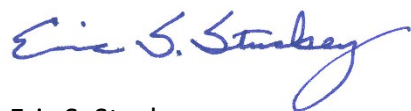
### **Summary**

Despite unprecedented economic challenges, the City of Franklin is in excellent financial condition. Our reserves are at strong levels, our debt obligations are relatively low and manageable, and our tax rates are among the lowest in the state. The City leadership team has taken decisive action since the first of the year to control costs and live within our means. Continued strong financial management and strategic investment will position the City of Franklin to succeed and thrive as the regional and national economy emerges from the shadow of the COVID-19 pandemic.

Many throughout the City organization contributed countless hours toward the completion of the 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 Kristine Brock, Vernon Gerth, and Mark Hilty; Budget and Strategic Innovation Manager Michael Walters Young (the leader of our budget process); Human Resources Director Kevin Townsel and Human Resources Manager Natasha Parker; Financial Analyst Angelique Franzoni; Management Fellow Holland Schellhase; Comptroller Mike Lowe; our Leadership team (department directors and other key staff); and the Administration and Finance department staff teams, whose support and leadership have been instrumental to the budget process.

Finally, I am grateful to the Board of Mayor and Aldermen for their leadership, stewardship, and support. Through their leadership and the efforts of our great team, the City of Franklin continues to chart a course for a promising future.

Respectfully submitted,



Eric S. Stuckey  
City Administrator

**ORDINANCE NO. 2020-14**

**AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, ADOPTING A BUDGET FOR THE FISCAL YEAR 2020-2021; PROVIDING AN EFFECTIVE DATE**

**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, 2020, has been completed in accordance with state law and local ordinances.

**NOW, THEREFORE BE IT ORDAINED** by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:

**SECTION I:** That the annual budget for the City of Franklin for the Fiscal Year 2020-2021 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, 2020 – June 30, 2021"

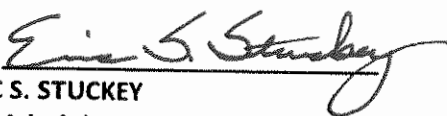
**SECTION II:** That each fund of the City shall limit its expenditures to the amount appropriated; that any changes or amendments to the appropriations set forth in the budget shall be made in accordance with the City Code, Article VIII.

**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 the City Administrator is authorized to execute the non-profit funding agreements in accordance to the funding approved as part of this budget.

**SECTION V:** That this Ordinance shall take effect on July 1, 2020, 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:**

By:   
ERIC S. STUCKEY  
City Administrator

**CITY OF FRANKLIN, TENNESSEE:**

By:   
DR. KEN MOORE  
Mayor

Approved as to form:

Shauna R. Billingsley  
Shauna R. Billingsley, City Attorney

PASSED FIRST READING:

May 26, 2020

PUBLIC HEARING:

June 9, 2020

PASSED SECOND READING:

June 9, 2020

PASSED THIRD READING:

June 23, 2020

ORDINANCE NO. 2020-15

**AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2020-2021; 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,**

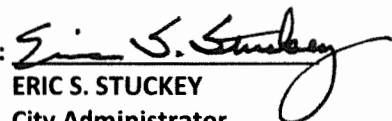
**SECTION I: BE IT ORDAINED** by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the owners of all property, real, personal and mixed, within the corporate limits of the City of Franklin (except such property as shall be exempt by the laws of the State of Tennessee) shall for the fiscal year 2020-2021 pay a tax of 41.76 Cents (\$.4176) 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 as follows:

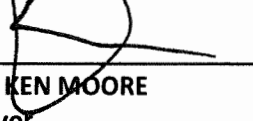
<b>General Fund</b>	<b>20.02 cents (\$.2002) or percentage approximate to 48% based on the certified tax rate. (Inclusive of proceeds from the tax increment financing district)</b>
<b>Debt Service Fund</b>	<b>20.24 cents (\$.2024) or percentage approximate to 48% based on the certified tax rate.</b>
<b>Street Aid Fund</b>	<b>1.50 cents (\$.0150) for street maintenance.</b>

**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.

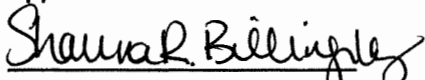
ATTEST:

BY:   
ERIC S. STUCKEY  
City Administrator

CITY OF FRANKLIN, TENNESSEE:

BY:   
DR. KEN MOORE  
Mayor

Approved as to Form:

  
Shauna R. Billingsley, City Attorney

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

May 26 2020  
June 9 2020  
June 9 2020  
June 23 2020

RESOLUTION NO. 2020-70

**A RESOLUTION OF THE BOARD OF MAYOR AND ALDERMEN FOR THE CITY OF FRANKLIN  
ADOPTING THE ESTIMATE OF REVENUES AND EXPENDITURES FOR THE WATER AND SANITARY  
SEWER UTILITY FUND FOR FISCAL YEAR 2020-2021; 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**, 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:**

**SECTION 1:** That the amendment to the Statement of Estimated Revenues and Expenditures for the Water and Sewer Utility Fund, for Fiscal Year 2020-2021, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2020 – June 30, 2021" which is found on pages 141-150 hereto as if set forth herein and is approved and adopted.

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

RESOLVED AND DONE THIS 9<sup>th</sup> DAY OF June 2020.

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

Law Dept. approved 05.18.20





HISTORIC  
FRANKLIN  
TENNESSEE

# *City of Franklin, Tennessee*

## FY 2021 Operating Budget

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# BUDGET SUMMARY

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Under this section is:

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



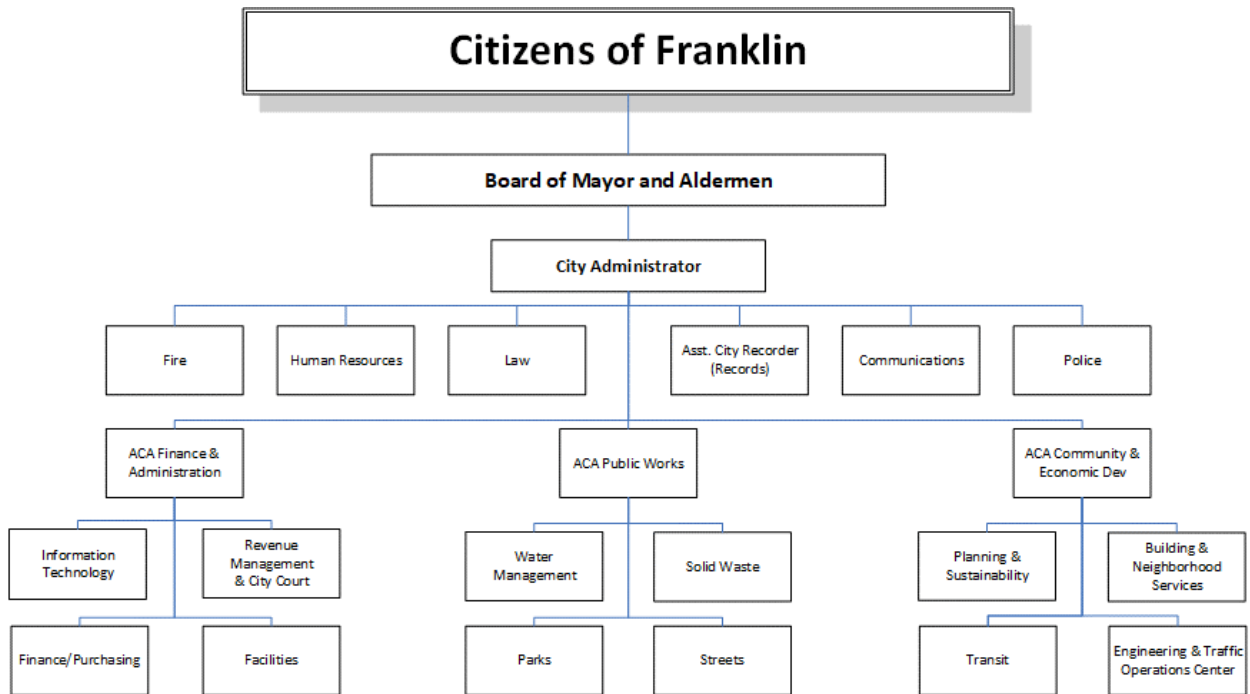
# City of Franklin, Tennessee

## FY 2021 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 four (4) 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)



# *City of Franklin, Tennessee*

## **FY 2021 Operating Budget**

### City of Franklin Information & Organization

- d. Law (General Fund)
- e. Communications (General Fund)
- f. Police (General Fund)
- g. Fire (General Fund)
  
- 2. Finance & Administration
  - a. Finance (General Fund)
  - b. Purchasing (General Fund)
  - c. Information Technology (General Fund)
  - d. Revenue Management (General Fund)
  - e. Court (General Fund)
  - f. Project & Facilities Management (General Fund)
  
- 3. Economic & Community Development
  - a. Building & Neighborhood Services (General Fund)
  - b. Planning & Sustainability (General Fund)
  - c. Engineering / Traffic Operations Center (General Fund)
  - d. CDBG (CDBG Fund)
  - e. Economic Development (General Fund)
  - f. Transit (Transit System Fund)
  
- 4. Public Works
  - a. Streets (General, Stormwater, and Street Aid Funds)
  - b. Parks (General Fund)
  - c. Sanitation & Environmental Services (Sanitation & Environmental Services Fund)
  - d. Water Management (Water/Wastewater/Reclaimed 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 70,909 according to the 2017 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 2021 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 2021 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 2019-20 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 2021 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



## *City of Franklin, Tennessee* **FY 2021 Operating Budget**

### Budget Planning

Plan – **FranklinForward**. More can be found on **FranklinForward** in the Appendices and online at <https://performance.franklintn.gov>

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.

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.

In light of the ongoing COVID-19 pandemic, the budget process outlined above was amended to account for deeply uncertain fiscal realities. Over \$17.9 million dollars in Program Enhancement Requests were received, but slightly more than \$500,000 were funded, and of those only essential equipment replacement was included. These requests represent countless hours of staff time and careful consideration on how to meet the needs of our citizens and demands of our community. Unfortunately, they will be shelved for the time being. The FY 2021 budget will be revisited in late summer/early fall 2020 once more financial information becomes available.

### Budgetary Planning Processes

The City of Franklin prides itself on responsible and innovative planning processes for all 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 2021 Operating and Capital Budget.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget Planning

Budgetary Planning Processes			
Planning Process	Planning Process Focus	Description of Focus	Impact on Operating Budgets
<b>Strategic Planning</b>	FranklinForward: The City's Strategic Plan has a long-range planning focus of 20 years. Financial and non Financial objectives for budget year are considered	Departmental plans are developed with assistance from Administration and from Finance. Goals and objectives are included within departmental operating budgets and qualified within performance measures.	Allows for departmental goals to be aligned with BOMA and Administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this process.
<b>Revenue Forecasting</b>	Short-Term planning from 1-5 years, built upon a Revenue model with 5-25 year historical averages	Revenue modeling focuses in particular 1-3 years in the future, but systems are being developed to extend out 10 years.	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.
<b>Capital Improvement Plan</b>	Mid-term planning from 1 to 10 years.	With input from the Capital Investment Committee and staff, the ten-year CIP is matched to a mid-range financing model and the entire BOMA makes decisions 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 modified dependent upon opportunity, available resources, or community need.
<b>Vehicle/Equipment Replacement</b>	Short to mid-term planning from 3 to 10 years.	Acquisition of capital equipment is planned based on life cycle.	Department heads are encouraged to work with the City's Fleet Division to identify recurring replacement needs. Also, transfer or disposal of capital is considered in developing the budget.
<b>Computer/Hardware Replacement</b>	Short to mid-term planning from 3 to 10 years.	Whereas servers may last beyond 5 years, 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.	Department heads are encouraged to work with the City's Information Technology Department which maintains a five-year replacement cycle for all personal interface devices. Also, transfer or disposal of computer capital is considered in developing the budget.
<b>Street Condition Assessment</b>	Long-term planning from 12 to 20 years.	Street maintenance cost have been developed to maintain streets at desired condition.	Street maintenance is a major item within the operating budget and has a dedicated fund - the Street Aid and Transportation Fund - as a result.



# City of Franklin, Tennessee








## FY 2021 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. These FY 2021 Budget goals, adopted by the Board of Mayor and Alderman via Resolution 2018-104, 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"> <li>Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.</li> </ul>
	<ul style="list-style-type: none"> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.</li> </ul>
	<ul style="list-style-type: none"> <li>Pursue additional revenue sources when and where appropriate.</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain compliance with the City's adopted debt policy and capital funding program.</li> </ul>
	<ul style="list-style-type: none"> <li>Leverage local funds through the pursuit of grant opportunities.</li> </ul>

#### Non-Financial Goals

	<ul style="list-style-type: none"> <li>Maintain and enhance services to citizens. Focus on the delivery of high-quality services to residents, businesses, and visitors.</li> </ul>
	<ul style="list-style-type: none"> <li>Focus on the delivery of projects approved through the 2019-28 Capital Investment Program and supported by the Invest Franklin initiative</li> </ul>
	<ul style="list-style-type: none"> <li>Focus on continued maintenance and improvement to the water and wastewater infrastructure by advancing rate-funded capital projects.</li> </ul>





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget Planning

#### Non-Financial Goals

	<ul style="list-style-type: none"> <li>Develop, adopt, and implement programs and policies, which create and sustain a positive economic environment within the City of Franklin supporting job growth and private investment.</li> </ul>
	<ul style="list-style-type: none"> <li>Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position.</li> </ul>
	<ul style="list-style-type: none"> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain and continue to enhance the compensation and benefit plan for employees within our financial capabilities; to retain and attract qualified and motivated employees in a highly competitive market.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.</li> </ul>
	<ul style="list-style-type: none"> <li>Encourage Community improvement projects to maintain and enhance the appearance and functionality of the City's existing residential neighborhoods and business areas.</li> </ul>

#### Specific Fiscal Year 2021 Initiatives

	<ul style="list-style-type: none"> <li>Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue the emphasis that will maintain and enhance existing service levels to the citizens of Franklin focusing upon our core values of excellence, innovation, teamwork, integrity and an action-orientation.</li> </ul>
	<ul style="list-style-type: none"> <li>Support and connect the City's operational efforts to long-term planning initiatives. 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.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue work on the City's growth management strategies focusing on targeted infrastructure enhancements. Support dialog with key stakeholders including Williamson County on growth patterns, infrastructure planning, and long term land use strategies.</li> </ul>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget Planning

	<ul style="list-style-type: none"> <li>Continue efforts to recruit qualified employees including efforts to diversify the workforce.</li> <li>Review the City's compensation plan to maintain the City's position as a highly competitive employer in the region.</li> </ul>
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### Specific Fiscal Year 2021 Initiatives

	<ul style="list-style-type: none"> <li>Move forward with implementation of projects identified by the Board of Mayor and Aldermen in the 2019-28 Capital Investment Program and supported by the <i>Invest Franklin</i> initiative.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to identify opportunities to expand and enhance the City's engagement with the public through various strategies and mediums.</li> </ul>
	<ul style="list-style-type: none"> <li>Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue the City's participation and leadership in the statewide benchmarking program, the city-wide performance measurement program connecting measures to the Board's strategic plan, <i>FranklinForward</i>, and further development and build out of the City's Open Performance website - <a href="http://performance.franklintn.gov">http://performance.franklintn.gov</a>.</li> </ul>
	<ul style="list-style-type: none"> <li>Support the sustainability efforts identified by staff and the City's Sustainability Commission.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County, and throughout the Middle Tennessee region.</li> </ul>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget Planning

#### Basis of Budgeting & Accounting

The City of Franklin budgets and accounts all funds on a basis consistent with U.S. Generally Accepted Accounting Principles (GAAP). For the governmental funds (namely the General Fund, the Debt Service Fund and the Special Revenue Funds), reporting is based using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. The proprietary fund (namely the Water & Wastewater Fund) is reported using the *economic resources measurement focus* and the *accrual basis of accounting*.

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. All appropriations lapse at the end of the fiscal year.

#### Budget Calendar

The following calendar demonstrates key dates used to develop, review, present and finally adopt the FY 2021 budget.

<b>Budget Materials Distributed</b>	<b>November 15, 2019</b>
<b>Department Requests Due</b>	<b>December 20, 2019</b>
<b>Initial Meetings with Finance</b>	<b>3 weeks before budget presentation</b>
<b>Initial Meetings with City Administrator</b>	<b>2 weeks before budget presentation</b>
<b>Proposed Department Budgets Distributed to Committee and Board</b>	<b>1 week before budget presentation</b>
<b>Budget Presentations to Finance Committee</b>	<b>Each Finance Committee meeting in January, February, March, and April</b>
<b>Proposed Budget Distributed to Board of Mayor and Aldermen</b>	<b>Week of May 11, 2020</b>
<b>Budget Hearings (as needed)</b>	<b>Thursday, May 14, 2020</b>
<b>Budget Notice</b>	<b>No later than 10 days before 2<sup>nd</sup> Reading</b>
<b>First Reading of Budget &amp; Tax Rate Ordinances (Water Rates Ordinances, if necessary)</b>	<b>Tuesday, May 26, 2020</b>
<b>Second Reading (Public Hearing)</b>	<b>Tuesday, June 9, 2020</b>
<b>Third &amp; Final Reading</b>	<b>Tuesday, June 23, 2020</b>
<b>New Fiscal Year</b>	<b>Monday, July 1, 2020</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget Planning

#### Economic Outlook

When the FY 2021 budget process began in November 2020, the backdrop was an economy “firing on all cylinders” for the country, state and the Middle Tennessee region where we live.

- In February 2020, the State of Tennessee’s unemployment rate was 3.4%, up .1% from the prior month. The State’s rate of 3.3% from September 2019-January 2020 was its all-time low unemployment rate. The national unemployment rate for February 2020 was 3.5%.
- Between February 2019 and February 2020, the State of Tennessee added 51,000 nonfarm jobs.
- Revenue for the State of Tennessee increased 5.4% from fiscal year 2018 to 2019.
- The Nashville area consistently ranked as a great place for doing business and for its high quality of life. Corporate headquarters continue to move to middle Tennessee and Williamson County, including Mitsubishi North American and Spirit Airlines.

On December 31, 2019, China reported a group of cases of a pneumonia type condition in Wuhan, Hubei Province. By January 30, 2020, approximately 10,000 cases of the condition now known as COVID-19 were reported in at least 21 countries, including the first case in the United States on January 20, 2020. On March 11, 2020, the World Health Organization identified the COVID-19 outbreak as a pandemic.

On March 13, 2020, United States President Donald Trump declared a national emergency. The Centers for Disease Control followed on March 15, 2020, with guidance limiting the size of gatherings, which resulted in school closures, conference cancellations and widespread travel restrictions. States and local governments followed suit with orders calling for persons to stay “Safer at Home” and requiring the closure of non-essential businesses. As of April 29, 2020, the State of Tennessee reports that Williamson County has experienced 408 cases of COVID-19, of which 9 persons are deceased and 273 (67%) are recovered.

The speed at which the disease spread throughout the United States and the measures taken to combat further infection have resulted in widespread layoffs and significant decreases in personal spending (consumption of goods and services).

- First-time unemployment filings for the 6 week period ending April 25, 2020 were close to 30 million people nationwide.
- Tennessee’s first time claims for the same period is approximately 435,000.



# *City of Franklin, Tennessee*

## **FY 2021 Operating Budget**

### Budget Planning

#### Economic Outlook

As the proposed budget for the fiscal year beginning July 1, 2020 is in final stages of preparation, there is little concrete information we know about FY 2021 consumption based revenues.

- As of April 30, 2020, we have received sales tax receipts for FY 2020 through the month ending February 29, 2020. We will not receive receipts for the devastating month of April until late June.
- The economic impact of the shut down of Tennessee’s important tourist and convention business for the month of April for the coming months or longer is unknown.
- The slow process of re-opening the State of Tennessee’s economy began the week of April 27<sup>th</sup>. What we do know is the re-opening will be deliberate and phased over time. For example, restaurants and stores are opening at 50% of their capacity and many at reduced hours of operation. We should not expect a quick bounce-back due to pent-up demand. Re-hiring of laid off workers will not happen as quickly as the economy lost jobs.

The proposed FY 2021 Budget prioritizes maintaining city services and preserving our longer term financial capacity while the nation, our state and our locality works through the COVID-19 pandemic and its economic devastation. We expect to have evidence of a “revenue shock” in hand by late June for sales tax receipts from the month of April, and plan for continued reductions in consumption based revenue in the near term.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Fund Summary

#### Budgeted Funds

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

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

In addition to the General Fund (the City's primary operating fund), the City has various separate special revenue funds and a capital projects fund that are restricted as to how the revenues can be used. These special funds are detailed below. It should be emphasized that these funds, except for the 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.

City 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.

County Facilities Tax Fund – Special Revenue fund for the accounting of City's portion of the Williamson County Adequate School Facilities Tax. This separate fund for the accounting of these revenues is established with the FY 2018 Budget.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Fund Summary

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)

Parkland Dedication 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.

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



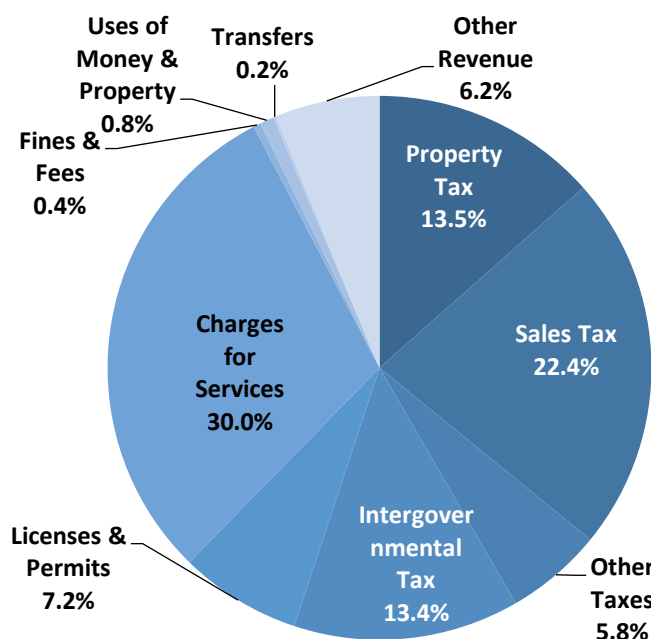
**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Fund Summary: Budget Summary - All Funds**

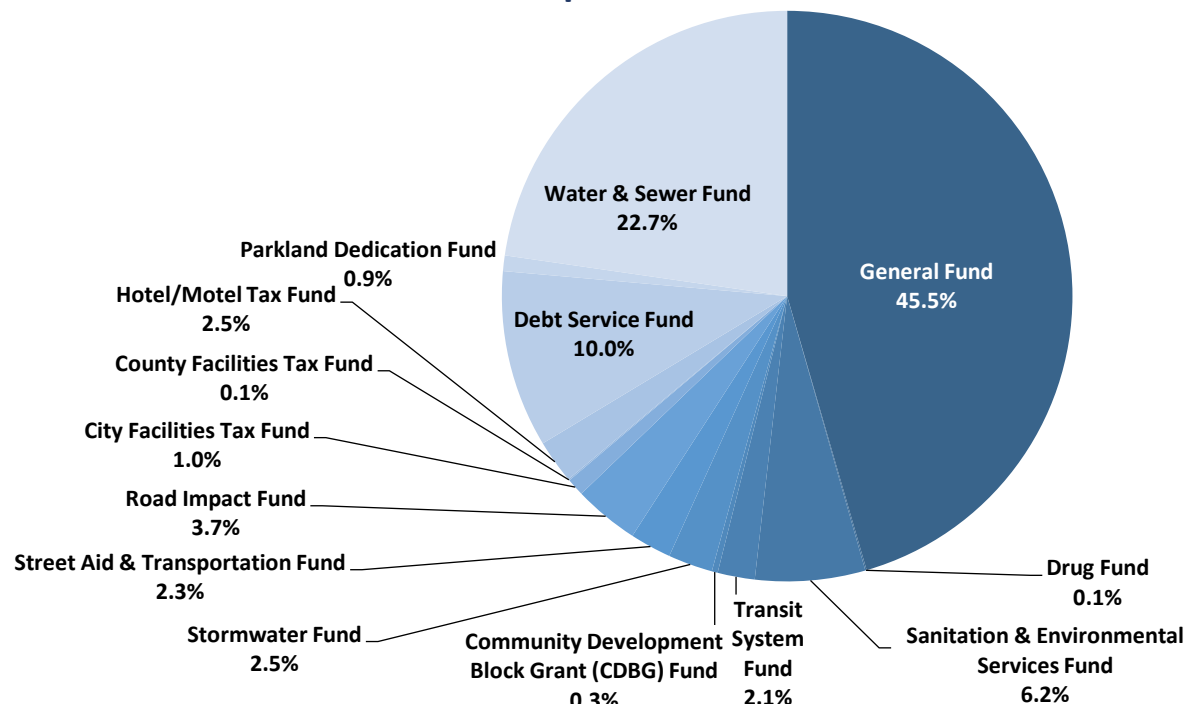
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Budget 2021</u>	<u>Difference '20 vs. '21</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>
<b>Revenues</b>							
Property Tax	\$ 18,304,565	\$ 18,728,545	\$ 19,201,227	\$ 19,331,927	\$ 19,877,860	\$ 676,633	3.5%
Sales Tax	\$ 34,151,972	\$ 36,168,173	\$ 37,123,985	\$ 30,929,672	\$ 33,055,387	\$ (4,068,598)	-11.0%
Other Taxes	\$ 14,358,214	\$ 12,167,733	\$ 12,760,013	\$ 9,961,421	\$ 8,511,015	\$ (4,248,998)	-33.3%
Intergovernmental Tax	\$ 19,288,249	\$ 20,329,912	\$ 19,841,610	\$ 16,808,645	\$ 19,812,174	\$ (29,436)	-0.1%
Licenses & Permits	\$ 19,574,405	\$ 14,187,525	\$ 17,181,900	\$ 17,814,387	\$ 10,690,197	\$ (6,491,703)	-37.8%
Charges for Services	\$ 41,389,171	\$ 43,700,989	\$ 45,217,997	\$ 44,685,894	\$ 44,292,182	\$ (925,815)	-2.0%
Fines & Fees	\$ 583,048	\$ 513,133	\$ 689,821	\$ 598,224	\$ 648,861	\$ (40,960)	-5.9%
Uses of Money & Property	\$ 1,412,171	\$ 3,934,691	\$ 2,583,999	\$ 2,029,088	\$ 1,228,139	\$ (1,355,860)	-52.5%
Transfers	\$ 6,349,318	\$ 730,000	\$ 1,535,000	\$ 1,535,000	\$ 250,000	\$ (1,285,000)	-83.7%
Other Revenue	\$ 35,981	\$ 5,401,299	\$ 12,522,221	\$ 6,483,280	\$ 9,167,537	\$ (3,354,684)	-26.8%
<b>Total - All Funds Revenues</b>	<b>\$ 155,447,094</b>	<b>\$ 155,862,000</b>	<b>\$ 168,657,771</b>	<b>\$ 150,177,536</b>	<b>\$ 147,533,350</b>	<b>\$ (21,124,421)</b>	<b>-12.5%</b>
<b>Expenses</b>							
General Fund	\$ 62,923,226	\$ 73,108,945	\$ 78,202,648	\$ 73,781,411	\$ 70,221,303	\$ (7,981,344)	-10.2%
Drug Fund	\$ 258,783	\$ 199,494	\$ 134,900	\$ 89,500	\$ 117,500	\$ (17,400)	-12.9%
Sanitation & Environmental Services Fund	\$ 8,388,031	\$ 8,560,141	\$ 10,855,265	\$ 10,556,790	\$ 9,619,454	\$ (1,235,811)	-11.4%
Transit System Fund	\$ 2,086,098	\$ 2,407,338	\$ 3,128,060	\$ 3,085,420	\$ 3,250,679	\$ 122,619	3.9%
Community Development Block Grant (CDBG) Fund	\$ 257,807	\$ 373,846	\$ 314,000	\$ 313,464	\$ 513,000	\$ 199,000	63.4%
Stormwater Fund	\$ 3,075,748	\$ 3,082,186	\$ 5,110,228	\$ 3,923,292	\$ 3,898,886	\$ (1,211,342)	-23.7%
Street Aid & Transportation Fund	\$ 3,107,210	\$ 3,786,446	\$ 3,800,600	\$ 3,780,800	\$ 3,619,749	\$ (180,851)	-4.8%
Road Impact Fund	\$ 6,256,477	\$ 3,161,850	\$ 8,051,284	\$ 8,234,053	\$ 5,710,486	\$ (2,340,798)	-29.1%
City Facilities Tax Fund	\$ 916,395	\$ 2,442,739	\$ 9,698,814	\$ 8,556,324	\$ 1,544,480	\$ (8,154,334)	-84.1%
County Facilities Tax Fund	\$ 300,000	\$ 1,750,000	\$ 1,285,000	\$ 1,285,000	\$ 125,000	\$ (1,160,000)	-90.3%
Hotel/Motel Tax Fund	\$ 2,241,519	\$ 2,368,977	\$ 3,613,771	\$ 3,608,560	\$ 3,800,182	\$ 186,411	5.2%
Debt Service Fund	\$ 13,640,681	\$ 13,631,550	\$ 15,455,385	\$ 15,455,385	\$ 15,478,652	\$ 23,267	0.2%
Parkland Dedication Fund	\$ 505,402	\$ -	\$ 1,451,508	\$ 1,451,508	\$ 1,361,850	\$ (89,658)	-6.2%
Water & Sewer Fund	\$ 29,523,785	\$ 27,415,896	\$ 31,283,377	\$ 33,203,030	\$ 35,057,009	\$ 3,773,632	12.1%
<b>Total - All Funds</b>	<b>\$ 133,481,162</b>	<b>\$ 142,289,408</b>	<b>\$ 172,384,839</b>	<b>\$ 167,324,537</b>	<b>\$ 154,318,230</b>	<b>\$ (18,066,609)</b>	<b>-10.5%</b>
Personnel	\$ 56,654,806	\$ 63,974,379	\$ 66,520,969	\$ 64,984,444	\$ 65,795,829	\$ (725,141)	-1.09%
Operations	\$ 62,113,989	\$ 70,962,589	\$ 78,279,357	\$ 77,390,336	\$ 71,272,116	\$ (7,007,241)	-8.95%
Capital	\$ 14,712,367	\$ 7,352,441	\$ 27,584,513	\$ 24,949,757	\$ 17,250,286	\$ (10,334,227)	-37.46%
<b>Total - All Funds Expenses</b>	<b>\$ 133,481,162</b>	<b>\$ 142,289,409</b>	<b>\$ 172,384,839</b>	<b>\$ 167,324,537</b>	<b>\$ 154,318,230</b>	<b>\$ (18,066,609)</b>	<b>-10.5%</b>
<b>Surplus / (Deficit) All Funds</b>	<b>\$ 21,965,933</b>	<b>\$ 13,572,592</b>	<b>\$ (3,727,068)</b>	<b>\$ (17,147,001)</b>	<b>\$ (6,784,880)</b>		

**FY 2021 Revenues**



**FY 2021 Expenses**



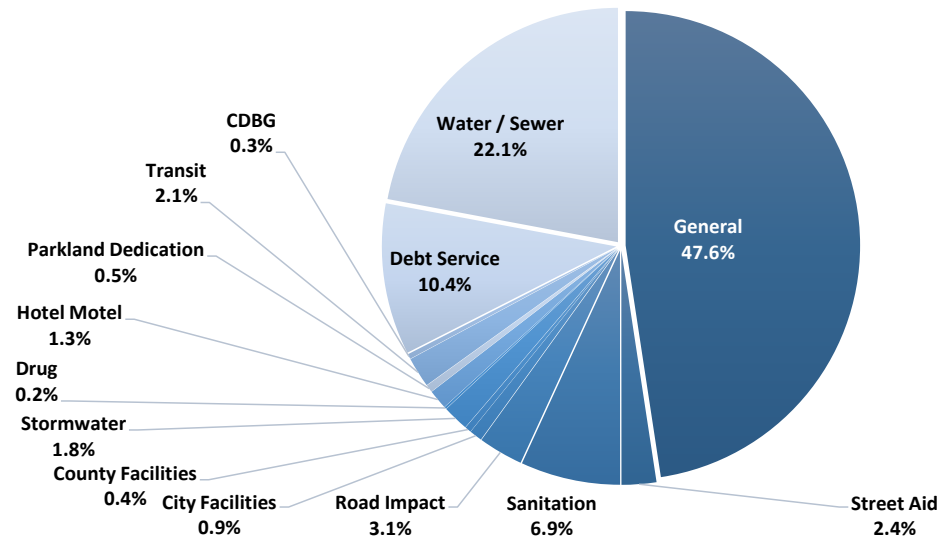




Summary (All Funds)

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 2021.

Overall we are projecting all funds revenues of **\$147.5 Million, \$21.1 Million (-12.5%)** less than the FY 2020 Budget. The largest fund, the **General Fund, is forecast to decrease by \$7,981,344 or -10.2%** more than the FY 2020 Budget as a result of the pandemic and one-time transfers of fund balance not being repeated.



Fund	Actual					Budget	FY 2021 Forecast			FY 2021
	A FY 2015	B FY 2016	C FY 2017	D FY 2018	E FY 2019	F FY 2020	G Low	H Medium	I High	
General	\$ 57,489,269	\$ 63,539,872	\$ 66,489,417	\$ 69,100,055	\$ 72,704,419	\$ 78,202,647	\$ 63,973,569	\$ 70,221,303	\$ 73,587,370	47.6%
Street Aid	\$ 2,396,417	\$ 2,486,091	\$ 2,928,796	\$ 3,250,164	\$ 3,637,421	\$ 3,794,206	\$ 3,821,826	\$ 3,529,629	\$ 3,900,532	2.4%
Sanitation	\$ 8,275,157	\$ 9,057,522	\$ 8,537,238	\$ 8,861,406	\$ 9,357,230	\$ 10,347,659	\$ 10,041,069	\$ 10,142,494	\$ 10,243,918	6.9%
Road Impact	\$ 3,358,555	\$ 7,595,878	\$ 7,217,613	\$ 11,706,536	\$ 8,411,765	\$ 10,000,438	\$ 6,987,500	\$ 4,550,000	\$ 11,625,000	3.1%
City Facilities	\$ 2,482,412	\$ 4,886,088	\$ 3,850,553	\$ 4,885,177	\$ 3,123,798	\$ 3,075,000	\$ 2,768,836	\$ 1,300,000	\$ 3,384,133	0.9%
County Facilities	\$ -	\$ -	\$ 3,488,072	\$ 1,616,445	\$ 904,441	\$ 1,310,000	\$ 945,000	\$ 640,000	\$ 1,155,000	0.4%
Stormwater	\$ 2,673,347	\$ 2,546,681	\$ 2,590,187	\$ 2,559,489	\$ 2,710,760	\$ 2,647,500	\$ 2,642,129	\$ 2,647,500	\$ 2,695,079	1.8%
Drug	\$ 214,483	\$ 325,357	\$ 147,740	\$ 226,100	\$ 129,156	\$ 243,364	\$ 211,526	\$ 221,955	\$ 232,383	0.2%
Hotel Motel	\$ 3,293,337	\$ 3,564,719	\$ 3,721,055	\$ 4,136,321	\$ 4,317,949	\$ 4,020,520	\$ 4,189,633	\$ 1,985,259	\$ 4,318,043	1.3%
Parkland Dedication	\$ 2,494,076	\$ 1,931,890	\$ 158,172	\$ 2,062,394	\$ 1,864,748	\$ 1,575,000	\$ 1,212,746	\$ 768,750	\$ 1,258,164	0.5%
Transit	\$ 2,087,408	\$ 1,873,659	\$ 2,136,228	\$ 2,528,988	\$ 2,407,337	\$ 3,144,560	\$ 3,175,806	\$ 3,077,886	\$ 3,238,899	2.1%
CDBG	\$ 448,200	\$ 330,297	\$ 231,452	\$ 261,237	\$ 384,606	\$ 255,306	\$ 321,955	\$ 513,312	\$ 389,735	0.3%
Debt Service	\$ 12,050,577	\$ 12,777,235	\$ 12,981,946	\$ 13,657,071	\$ 40,568,210	\$ 15,468,086	\$ 15,344,015	\$ 15,403,652	\$ 15,344,015	10.4%
Water / Sewer	\$ 25,086,788	\$ 27,467,913	\$ 28,624,641	\$ 30,595,710	\$ 32,010,519	\$ 34,573,488	\$ 32,374,907	\$ 32,531,614	\$ 32,706,949	22.1%
<b>All Revenues</b>	<b>\$ 122,350,027</b>	<b>\$ 138,383,204</b>	<b>\$ 143,103,111</b>	<b>\$ 155,447,094</b>	<b>\$ 182,532,360</b>	<b>\$ 168,657,771</b>	<b>\$ 148,010,516</b>	<b>\$ 147,533,350</b>	<b>\$ 164,079,221</b>	<b>100.0%</b>
	<b>(B-A)</b>	<b>(C-B)</b>	<b>(D-C)</b>	<b>(E-D)</b>	<b>(F-E)</b>	<b>Budget - F</b>	<b>(G-F)</b>	<b>(H-F)</b>	<b>(I-F)</b>	
<b>Change Year-over-Year</b>	<b>\$ 5,565,493</b>	<b>\$ 16,033,177</b>	<b>\$ 4,719,907</b>	<b>\$ 12,343,983</b>	<b>\$ 39,429,249</b>	<b>\$ (13,874,589)</b>	<b>\$ (20,647,255)</b>	<b>\$ (21,124,421)</b>	<b>\$ (4,578,550)</b>	
	<b>4.8%</b>	<b>13.1%</b>	<b>3.4%</b>	<b>8.6%</b>	<b>27.6%</b>	<b>-7.6%</b>	<b>-12.2%</b>	<b>-12.5%</b>	<b>-2.7%</b>	



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Budget 2021</u>	<u>Difference '20 vs. '21</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>
<b>Public Safety</b>							
<b>Drug Fund</b>							
<b>Opening Balance</b>	\$ 541,205	\$ 508,522	\$ 438,184	\$ 438,184	\$ 465,384	\$ 27,200	6.2%
Revenues	\$ 226,100	\$ 129,156	\$ 243,364	\$ 116,700	\$ 221,955	\$ (21,409)	-8.8%
Expenses							
Personnel						\$ -	0.0%
Operations	\$ 99,660	\$ 116,138	\$ 74,900	\$ 89,500	\$ 57,500	\$ (17,400)	-23.2%
Capital	\$ 159,123	\$ 83,356	\$ 60,000		\$ 60,000	\$ -	0.0%
<b>Ending Balance</b>	\$ <b>508,522</b>	\$ <b>438,184</b>	\$ <b>546,648</b>	\$ <b>465,384</b>	\$ <b>569,839</b>	\$ <b>23,191</b>	<b>4.2%</b>
<b>Community &amp; Economic Development</b>							
<b>Community Development Block Grant (CDBG) Fund</b>							
<b>Opening Balance</b>	\$ 86,263	\$ 89,691	\$ 100,451	\$ 100,451	\$ 105,293	\$ 4,842	4.8%
Revenues	\$ 261,235	\$ 384,606	\$ 318,306	\$ 318,306	\$ 513,312	\$ 195,006	61.3%
Expenses							
Personnel						\$ -	0.0%
Operations	\$ 257,807	\$ 373,846	\$ 314,000	\$ 313,464	\$ 513,000	\$ 199,000	63.4%
Capital						\$ -	0.0%
<b>Ending Balance</b>	\$ <b>89,691</b>	\$ <b>100,451</b>	\$ <b>104,757</b>	\$ <b>105,293</b>	\$ <b>105,605</b>	\$ <b>848</b>	<b>0.8%</b>
<b>Transit System Fund</b>							
<b>Opening Balance</b>	\$ 374,758	\$ 817,649	\$ 817,649	\$ 817,649	\$ 786,983	\$ (30,666)	-3.8%
Revenues	\$ 2,528,989	\$ 2,407,339	\$ 3,144,560	\$ 3,054,754	\$ 3,077,886	\$ (66,674)	-2.1%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 2,086,098	\$ 2,277,206	\$ 2,546,060	\$ 2,503,420	\$ 2,740,679	\$ 194,619	7.6%
Capital	\$ -	\$ 130,132	\$ 582,000	\$ 582,000	\$ 510,000	\$ (72,000)	-12.4%
<b>Ending Balance</b>	\$ <b>817,649</b>	\$ <b>817,649</b>	\$ <b>834,149</b>	\$ <b>786,983</b>	\$ <b>614,190</b>	\$ <b>(219,959)</b>	<b>-26.4%</b>
<b>Public Works</b>							
<b>Street Aid &amp; Transportation Fund</b>							
<b>Opening Balance</b>	\$ 502,481	\$ 645,435	\$ 496,410	\$ 496,410	\$ 509,816	\$ 13,406	2.7%
Revenues	\$ 3,250,164	\$ 3,637,421	\$ 3,794,206	\$ 3,794,206	\$ 3,529,625	\$ (264,581)	-7.0%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 3,107,210	\$ 3,786,446	\$ 3,800,600	\$ 3,780,800	\$ 3,619,749	\$ (180,851)	-4.8%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Ending Balance</b>	\$ <b>645,435</b>	\$ <b>496,410</b>	\$ <b>490,016</b>	\$ <b>509,816</b>	\$ <b>419,692</b>	\$ <b>(70,324)</b>	<b>-14.4%</b>
<b>Stormwater Fund</b>							
<b>Opening Balance</b>	\$ 4,687,695	\$ 4,171,436	\$ 3,800,010	\$ 3,800,010	\$ 2,524,218	\$ (1,275,792)	-33.6%
Revenues	\$ 2,559,489	\$ 2,710,760	\$ 2,647,500	\$ 2,647,500	\$ 2,647,500	\$ -	0.0%
Expenses							
Personnel	\$ 1,536,864	\$ 1,597,874	\$ 1,632,439	\$ 1,677,951	\$ 1,714,431	\$ 81,992	5.0%
Operations	\$ 1,017,214	\$ 734,169	\$ 927,788	\$ 895,341	\$ 984,455	\$ 56,666	6.1%
Capital	\$ 521,670	\$ 750,143	\$ 2,550,000	\$ 1,350,000	\$ 1,200,000	\$ (1,350,000)	-52.9%
<b>Ending Balance</b>	\$ <b>4,171,436</b>	\$ <b>3,800,010</b>	\$ <b>1,337,282</b>	\$ <b>2,524,218</b>	\$ <b>1,272,832</b>	\$ <b>(64,450)</b>	<b>-4.8%</b>
<b>Road Impact Fund</b>							
<b>Opening Balance</b>	\$ 5,889,789	\$ 11,339,848	\$ 16,589,763	\$ 16,589,763	\$ 19,007,097	\$ 2,417,334	14.6%
Revenues	\$ 11,706,536	\$ 8,411,765	\$ 10,000,438	\$ 10,651,387	\$ 4,550,000	\$ (5,450,438)	-54.5%
Expenses							
Personnel						\$ -	0.0%
Operations	\$ 3,256,477	\$ 3,161,850	\$ 8,051,284	\$ 8,234,053	\$ 5,710,486	\$ (2,340,798)	-29.1%
Capital	\$ 3,000,000					\$ -	0.0%
<b>Ending Balance</b>	\$ <b>11,339,848</b>	\$ <b>16,589,763</b>	\$ <b>18,538,917</b>	\$ <b>19,007,097</b>	\$ <b>17,846,611</b>	\$ <b>(692,307)</b>	<b>-3.7%</b>



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Budget 2021</u>	<u>Difference '20 vs. '21</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>
<b>Public Works</b>							
<b>Sanitation &amp; Environmental Services Fund</b>							
<b>Opening Balance</b>	\$ 687,099	\$ 1,160,474	\$ 1,957,563	\$ 1,957,563	\$ 1,192,646	\$ (764,917)	-39.1%
Revenues	\$ 8,861,406	\$ 9,357,230	\$ 10,347,659	\$ 9,791,873	\$ 10,142,494	\$ (205,165)	-2.0%
Expenses							
Personnel	\$ 3,237,192	\$ 3,363,543	\$ 3,395,317	\$ 3,512,875	\$ 3,310,731	\$ (84,586)	-2.5%
Operations	\$ 4,994,534	\$ 4,931,598	\$ 6,258,928	\$ 5,842,895	\$ 5,838,723	\$ (420,205)	-6.7%
Capital	\$ 156,305	\$ 265,000	\$ 1,201,020	\$ 1,201,020	\$ 470,000	\$ (731,020)	-60.9%
<b>Ending Balance</b>	<b>\$ 1,160,474</b>	<b>\$ 1,957,563</b>	<b>\$ 1,449,957</b>	<b>\$ 1,192,646</b>	<b>\$ 1,715,687</b>	<b>\$ 265,730</b>	<b>18.3%</b>
<b>Water &amp; Sewer Fund</b>							
<b>Opening Balance*</b>	\$ 23,340,291	\$ 24,413,715	\$ 29,008,339	\$ 29,008,339	\$ 30,670,484	\$ 1,662,145	5.7%
Revenues	\$ 30,597,209	\$ 32,010,519	\$ 34,573,488	\$ 34,865,175	\$ 32,531,614	\$ (2,041,874)	-5.9%
Expenses							
Personnel	\$ 6,356,180	\$ 6,552,709	\$ 7,301,097	\$ 7,073,374	\$ 7,013,308	\$ (287,789)	-3.9%
Operations	\$ 16,037,017	\$ 20,714,106	\$ 16,479,430	\$ 16,604,036	\$ 17,147,701	\$ 668,271	4.1%
Capital	\$ 7,130,588	\$ 149,081	\$ 7,502,850	\$ 9,525,620	\$ 10,896,000	\$ 3,393,150	45.2%
<b>Ending Balance</b>	<b>\$ 24,413,715</b>	<b>\$ 29,008,339</b>	<b>\$ 32,298,450</b>	<b>\$ 30,670,484</b>	<b>\$ 28,145,089</b>	<b>\$ (4,153,361)</b>	<b>-12.9%</b>
<i>*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets.</i>							
<b>Special Funds</b>							
<b>City Facilities Tax Fund</b>							
<b>Opening Balance</b>	\$ 10,441,436	\$ 14,410,218	\$ 15,091,277	\$ 15,091,277	\$ 9,159,953	\$ (5,931,324)	-39.3%
Revenues	\$ 4,885,177	\$ 3,123,798	\$ 3,075,000	\$ 2,625,000	\$ 1,300,000	\$ (1,775,000)	-57.7%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 441,205	\$ -	\$ 313,592	\$ 313,592	\$ 44,480	\$ (269,112)	-85.8%
Capital	\$ 475,190	\$ 2,442,739	\$ 9,385,222	\$ 8,242,732	\$ 1,500,000	\$ (7,885,222)	-84.0%
<b>Ending Balance</b>	<b>\$ 14,410,218</b>	<b>\$ 15,091,277</b>	<b>\$ 8,467,463</b>	<b>\$ 9,159,953</b>	<b>\$ 8,915,473</b>	<b>\$ 448,010</b>	<b>5.3%</b>
<b>County Facilities Tax Fund</b>							
<b>Opening Balance</b>	\$ 3,488,072	\$ 4,804,517	\$ 3,958,958	\$ 3,958,958	\$ 3,453,682	\$ (505,276)	-12.8%
Revenues	\$ 1,616,445	\$ 904,441	\$ 1,310,000	\$ 779,724	\$ 640,000	\$ (670,000)	-51.1%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Capital	\$ 300,000	\$ 1,750,000	\$ 1,285,000	\$ 1,285,000	\$ 125,000	\$ (1,160,000)	-90.3%
<b>Ending Balance</b>	<b>\$ 4,804,517</b>	<b>\$ 3,958,958</b>	<b>\$ 3,983,958</b>	<b>\$ 3,453,682</b>	<b>\$ 3,968,682</b>	<b>\$ (15,276)</b>	<b>-0.4%</b>
<b>Hotel/Motel Tax Fund</b>							
<b>Opening Balance</b>	\$ 3,827,284	\$ 5,722,086	\$ 7,671,058	\$ 7,671,058	\$ 7,041,029	\$ (630,029)	-8.2%
Revenues	\$ 4,136,321	\$ 4,317,949	\$ 4,020,518	\$ 2,978,531	\$ 1,985,259	\$ (2,035,259)	-50.6%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 1,915,980	\$ 1,989,461	\$ 3,190,333	\$ 3,186,820	\$ 3,585,896	\$ 395,563	12.4%
Capital	\$ 325,539	\$ 379,516	\$ 423,438	\$ 421,740	\$ 214,286	\$ (209,152)	-49.4%
<b>Ending Balance</b>	<b>\$ 5,722,086</b>	<b>\$ 7,671,058</b>	<b>\$ 8,077,805</b>	<b>\$ 7,041,029</b>	<b>\$ 5,226,106</b>	<b>\$ (2,851,700)</b>	<b>-35.3%</b>
<b>Debt Service Fund</b>							
<b>Opening Balance</b>	\$ 90,197	\$ 106,587	\$ 372,887	\$ 372,887	\$ 385,588	\$ 12,702	3.4%
Revenues	\$ 13,657,071	\$ 13,897,850	\$ 15,468,087	\$ 15,468,087	\$ 15,403,652	\$ (64,434)	-0.4%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 13,640,681	\$ 13,631,550	\$ 15,455,385	\$ 15,455,385	\$ 15,478,652	\$ 23,267	0.2%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Ending Balance</b>	<b>\$ 106,587</b>	<b>\$ 372,887</b>	<b>\$ 385,588</b>	<b>\$ 385,588</b>	<b>\$ 310,588</b>	<b>\$ (75,000)</b>	<b>-19.5%</b>



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Budget 2021</u>	<u>Difference '20 vs. '21</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>
<b>Parkland Dedication Fund</b>							
<b>Opening Balance</b>	\$ 4,584,138	\$ 6,141,130	\$ 8,005,877	\$ 8,005,877	\$ 8,505,619	\$ 499,742	6.2%
Revenues	\$ 2,062,394	\$ 1,864,747	\$ 1,575,000	\$ 1,951,250	\$ 768,750	\$ (806,250)	-51.2%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ -	\$ -	\$ 1,451,508	\$ 1,451,508	\$ 1,361,850	\$ (89,658)	-6.2%
Capital	\$ 505,402	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Ending Balance</b>	\$ 6,141,130	\$ 8,005,877	\$ 8,129,369	\$ 8,505,619	\$ 7,912,519	\$ (216,850)	-2.7%





**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**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												Water & Sewer
		Street Aid & Trans.	Sanitation & Env. Serv.	Road Impact	City Facilities Tax	County Facilities Tax	Storm Water	Drug	Hotel/ Motel	Transit	CDBG	Debt Service	Parkland Dedication	
<b>Government &amp; Management</b>														
Elected Officials	x													
Administration	x													
Human Resources	x													
Law	x													
Communications	x													
Capital Investment Planning	x													
Project and Facilities Management	x													
Revenue Management	x													
<b>Public Safety</b>														
Police	x													
Drug							x							
Fire	x													
<b>Finance &amp; Administration</b>														
Finance	x													
Information Technology	x													
Purchasing	x													
Municipal Court	x													
Sanitation & Environmental Services														
SES Administration														
SES Collection														
SES Disposal														
Transit System										x				
Water & Sewer														
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
<b>Community &amp; Economic Development</b>														
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			
<b>Public Works</b>														
Streets Department - Maintenance Division	x													
Streets Department - Traffic Division	x													
Streets Department - Fleet Maintenance Division	x													
Stormwater Fund														
Stormwater - Engineering								x						
Stormwater - Streets								x						
Street Aid & Transportation		x												
Road Impact				x										
<b>Other General Fund Expenditures</b>														
General Expenses	x													
Appropriations	x													
Interfund Transfers	x													
<b>Other Special Funds</b>														
Facilities Tax Fund					x									
County Facilities Tax Fund						x								
Hotel/Motel Tax Fund														
Debt Service Fund												x		
Parkland Dedication Fund													x	



# *City of Franklin, Tennessee*

## **FY 2021 Operating Budget**

### Fund Summary

### Fund Balance Levels and Reserves

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

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

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

The 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 2020-2021, this reserve would be \$22,350,524, based on budgeted expenditures of \$70,221,303.

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 2021 Operating Budget

### Fund Summary

### Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for the amended FY 2020 budget, and the proposed FY 2021 budget.\*

Reserve Breakdown - General Fund - Fund Balance				
Fund Name	Required Percentage	Target %	Budget FY20\$	Budget FY21\$
<b>Reserve Fund</b>	(mandated by law)	0%	\$ -	\$ -
			\$ -	\$ -
	(ordained by BOMA)	0%	\$ -	\$ -
			\$ -	\$ -
<b>Undesignated/Unreserved fund</b>		0%	\$ -	\$ -
Financial Stabilization Account	33%		\$ 24,350,524	\$ 22,220,491
Contingency Subaccount		5%	\$ 3,689,473	\$ 3,366,741
Emergency Subaccount		5%	\$ 3,689,473	\$ 3,366,741
Cash Flow Stabilization Subaccount		14%	\$ 10,330,525	\$ 9,426,875
Debt Service Subaccount		3%	\$ 2,213,684	\$ 2,020,045
Insurance Reserve Subaccount		4%	\$ 2,951,579	\$ 2,693,393
OPEB* Subaccount		2%	\$ 1,475,789	\$ 1,346,696
Supplemental Reserve Account				
variance between 33% & 45% =	12%		\$ 8,854,736	\$ 8,080,179
Capital Funding Account	>45%		\$ 18,277,148	\$ 10,255,238
Invest Franklin Cash Balance 2017			\$ 2,968,915	\$ 2,968,915
Invest Franklin Cash Balance 2018			\$ 1,595,720	\$ 1,595,720
<u>Invest Franklin Cash Balance 2019</u>			\$ 1,594,442	\$ 1,594,442
Total Invest Franklin Cash Balance			\$ 6,159,077	\$ 6,159,077
General Capital Funding Account			\$ 12,118,071	\$ 4,096,161
			General Fund Budget Amount =	\$ 73,789,465 \$ 67,334,822
			Net Fund Balance Amount to start year=	\$ 51,482,407 \$ 40,555,907

\*Note: Capital Funding Account balance and Fund Balance Amounts for Budget FY 2020 and Budget FY 2021 numbers are inclusive of full amount of year-end close. Ending fund balance amounts will be lower due to expected revenue losses and year-end transfers to other funds.





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### General Fund Summary

#### Introduction

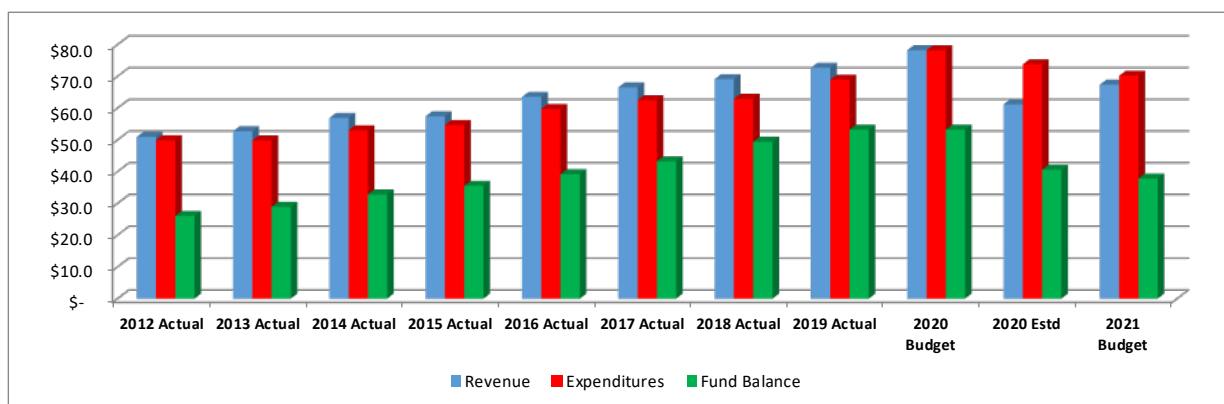
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only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

As proposed, fund balance equal to approximately 53.8% of annual expenditures is maintained at fiscal year-end 2020-21. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

#### General Fund Performance - FY 2017-2021

	Actual 2017	Actual 2018	Actual 2019	Budget 2020	Estimated 2020	Budget 2021
<b>Beginning Fund Balance</b>	\$ 39,249,587	\$ 43,283,143	\$ 49,459,972	\$ 53,201,972	\$ 53,201,972	\$ 40,555,905
+ Total GF Revenue	\$ 66,540,349	\$ 69,100,055	\$ 72,704,418	\$ 78,202,648	\$ 73,781,411	\$ 70,221,303
- Less F/B amount necessary to balance budget				\$ (7,328,371)	\$ (12,646,067)	\$ (2,786,482)
- Total GF Expenditures	\$ 62,506,793	\$ 62,923,226	\$ 68,962,416	\$ 78,202,648	\$ 73,781,411	\$ 70,221,303
<b>Ending Fund Balance</b>	<b>\$ 43,283,143</b>	<b>\$ 49,459,972</b>	<b>\$ 53,201,972</b>	<b>\$ 45,873,601</b>	<b>\$ 40,555,905</b>	<b>\$ 37,769,423</b>
***Percent of Total Annual Revenues	65.0%	71.6%	73.2%	58.7%	55.0%	53.8%
***Percent of Total Annual Expenditures	69.2%	78.6%	77.1%	58.7%	55.0%	53.8%

#### General Fund Performance – Ten Year Trend



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estd	2021 Budget
Revenue	\$ 50.9	\$ 52.7	\$ 56.9	\$ 57.4	\$ 63.5	\$ 66.5	\$ 69.1	\$ 72.7	\$ 78.2	\$ 61.2	\$ 67.4
Expenditures	\$ 49.9	\$ 49.8	\$ 53.0	\$ 54.7	\$ 59.7	\$ 62.5	\$ 62.9	\$ 68.9	\$ 78.2	\$ 73.8	\$ 70.2
Fund Balance	\$ 26.0	\$ 28.9	\$ 32.8	\$ 35.5	\$ 39.2	\$ 43.2	\$ 49.4	\$ 53.2	\$ 53.2	\$ 40.6	\$ 37.8

Note: Amounts above are in millions of dollars.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### General Fund Summary

#### Introduction

The 2020-2021 general fund budget has total estimated revenue available of \$70,221,303. In comparison to 2019-2020 budget, estimated annual revenues for fiscal year 2020-21 are down - 10.2%. The local option sales tax continues to be the single largest source of revenue for the City, at 47.1% of the general fund total. For FY 2021, we project a decrease of 15% for this major revenue stream, lower than in years past.

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 15.4% of estimated general fund revenues. This consumption based tax is also projected to drop 15% for the year due to economic uncertainty and conditions.

Property tax is the next largest source of revenue representing 11.9% of the general fund total. No change in the property tax rate is being proposed in this budget.

This general fund budget utilizes extensive use of cash reserves. The drawdowns are illustrated below:

#### Fund Balance Usage - FY 2020 & 2021

<b>G.F. Fund Balance as of 6/30/2019</b>	<b>\$ 53,201,974</b>
- less budgeted uses throughout FY 2020 Budget (Capital, Debt Restructure)	\$ (7,328,371)
- less necessary amount to plug anticipated revenue shortfalls	\$ (5,317,696)
<b>G.F. Fund Balance as of 6/30/2020</b>	<b>\$ 40,555,907</b>
- less necessary amount to plug anticipated revenue shortfalls in FY 2021	\$ (2,786,482)
<b>G.F. Fund Balance as of 6/30/2021</b>	<b>\$ 37,769,425</b>

#### Expenditures

Total estimated general fund expenditures are \$70,221,303. Total expenditures for fiscal year 2020-21 are also down approximately -10.2% compared to the 2019-20 budget. Within the approved budget, 76.6% is dedicated to employee wages and benefits, 20.2% to operational costs and 3.2% 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.



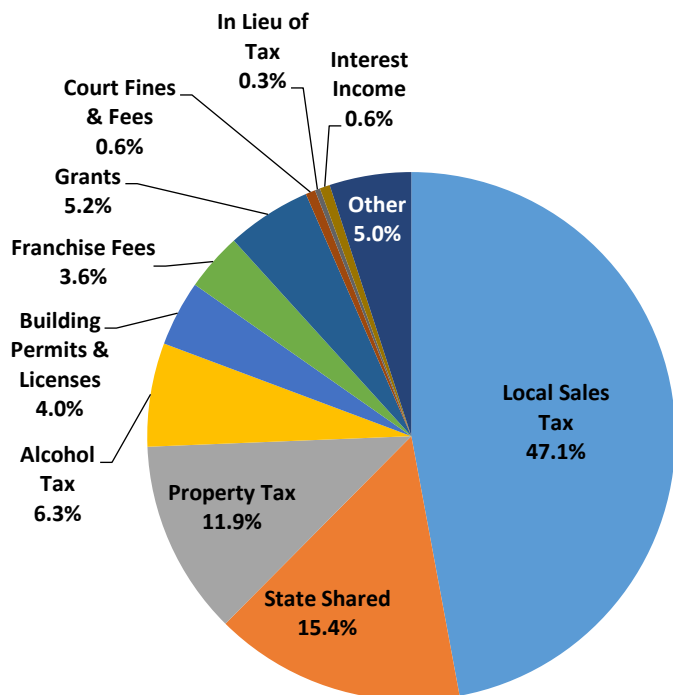
# City of Franklin, Tennessee

## FY 2021 Operating Budget

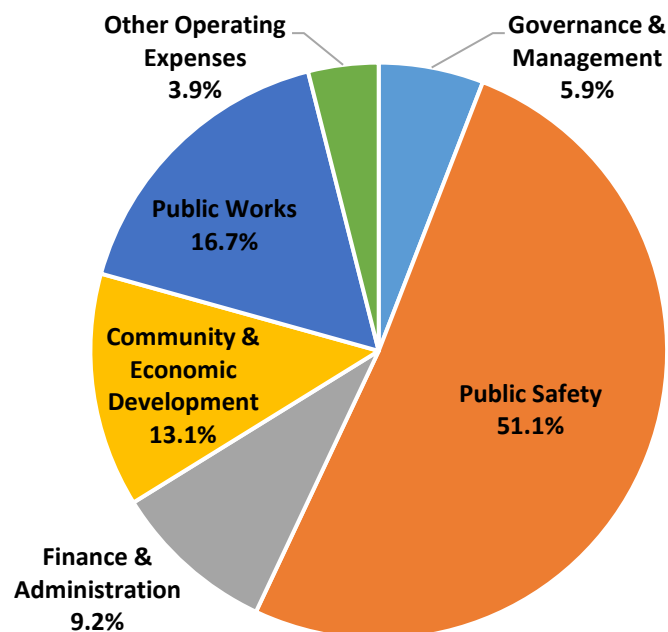
### General Fund - Departmental Summary

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Budget 2021</u>	<u>Difference '20 vs. '21</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>
<b>Revenues</b>							
Local Sales Tax	\$ 34,151,972	\$ 36,168,173	\$ 37,123,985	\$ 30,929,672	\$ 33,055,387	\$ (4,068,598)	-11.0%
State Shared	\$ 13,966,275	\$ 14,648,230	\$ 12,688,392	\$ 10,573,660	\$ 10,785,133	\$ (1,903,259)	-15.0%
Property Tax	\$ 9,091,852	\$ 9,318,972	\$ 7,722,443	\$ 7,853,143	\$ 8,376,691	\$ 654,248	8.5%
Alcohol Tax	\$ 4,200,284	\$ 4,390,575	\$ 4,486,292	\$ 3,590,451	\$ 4,453,766	\$ (32,526)	-0.7%
Building Permits & Licenses	\$ 3,085,808	\$ 2,279,334	\$ 3,041,545	\$ 2,700,000	\$ 2,819,512	\$ (222,033)	-7.3%
Franchise Fees	\$ 2,586,092	\$ 2,566,246	\$ 2,464,717	\$ 2,538,000	\$ 2,495,186	\$ 30,469	1.2%
Grants	\$ 464,319	\$ 387,640	\$ 2,589,190	\$ 839,190	\$ 3,645,000	\$ 1,055,810	40.8%
Court Fines & Fees	\$ 371,300	\$ 370,159	\$ 461,224	\$ 461,224	\$ 415,756	\$ (45,469)	-9.9%
In Lieu of Tax	\$ 260,607	\$ 259,875	\$ 228,202	\$ 258,015	\$ 221,990	\$ (6,213)	-2.7%
Interest Income	\$ 198,953	\$ 1,229,262	\$ 675,000	\$ 669,000	\$ 438,750	\$ (236,250)	-35.0%
Other	\$ 722,593	\$ 1,085,952	\$ 6,721,656	\$ 13,369,056	\$ 3,514,133	\$ (3,207,523)	-47.7%
<b>Total - General Fund Revenues</b>	<b>\$ 69,100,055</b>	<b>\$ 72,704,418</b>	<b>\$ 78,202,648</b>	<b>\$ 73,781,411</b>	<b>\$ 70,221,303</b>	<b>\$ (7,981,344)</b>	<b>-10.2%</b>
<b>Expenses</b>							
Governance & Management	\$ 3,200,436	\$ 3,638,266	\$ 4,028,426	\$ 3,928,345	\$ 4,132,153	\$ 103,727	2.6%
Public Safety	\$ 34,952,062	\$ 34,597,893	\$ 36,601,726	\$ 36,450,867	\$ 35,893,288	\$ (708,438)	-1.9%
Finance & Administration	\$ 7,366,613	\$ 7,053,555	\$ 6,808,897	\$ 6,220,794	\$ 6,452,733	\$ (356,165)	-5.2%
Community & Economic Development	\$ 6,740,213	\$ 6,877,618	\$ 9,700,258	\$ 7,205,097	\$ 9,220,665	\$ (479,593)	-4.9%
Public Works	\$ 10,975,546	\$ 11,780,018	\$ 12,948,614	\$ 12,639,859	\$ 11,752,570	\$ (1,196,044)	-9.2%
Other Operating Expenses	\$ (311,645)	\$ 5,015,067	\$ 8,114,727	\$ 7,336,450	\$ 2,769,896	\$ (5,344,831)	-65.9%
<b>Total - General Fund Expenses</b>	<b>\$ 62,923,224</b>	<b>\$ 68,962,416</b>	<b>\$ 78,202,648</b>	<b>\$ 73,781,411</b>	<b>\$ 70,221,303</b>	<b>\$ (7,981,344)</b>	<b>-10.2%</b>
<b>General Fund Expenditures (by major category)</b>							
Personnel	\$ 45,524,570	\$ 50,656,009	\$ 54,192,116	\$ 52,720,244	\$ 53,757,358	\$ (434,758)	-0.8%
Operations	\$ 15,260,105	\$ 17,081,720	\$ 19,415,549	\$ 18,719,522	\$ 14,188,945	\$ (5,226,603)	-26.9%
Capital	\$ 2,138,550	\$ 1,224,687	\$ 4,594,983	\$ 2,341,645	\$ 2,275,000	\$ (2,319,983)	-50.5%
<b>Total - General Fund Expenses</b>	<b>\$ 62,923,225</b>	<b>\$ 68,962,416</b>	<b>\$ 78,202,648</b>	<b>\$ 73,781,411</b>	<b>\$ 70,221,303</b>	<b>\$ (7,981,344)</b>	<b>-10.2%</b>
<b>Surplus / (Deficit)</b>	<b>\$ 6,176,830</b>	<b>\$ 3,742,002</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>		

**FY 2021 General Fund - Major Revenues**



**FY 2021 General Fund - Major Expenses**





# City of Franklin

## Revenue Model

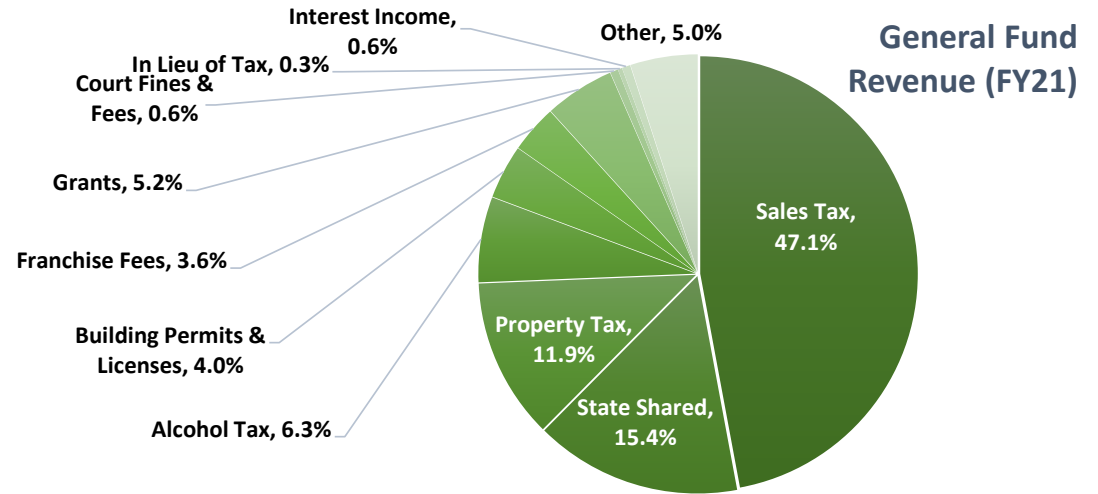
### Summary (General Fund)

Percent of All Revenues

47.6%

The General Fund for the City of Franklin is the largest and most important of the City's 14 funds used for financing City services. Although it comprises nearly 50 individual revenue sources, this analysis focuses on the Top 10 revenue sources, which comprise nearly 95% of the total as of FY 2020.

For FY 2021, the general fund revenue forecast is a decrease 10.2% over the FY 2020 budget.



### Top Ten Revenue Categories

Category:	Actual					Budget	FY 2021 Forecast		
	<u>A</u> FY 2015	<u>B</u> FY 2016	<u>C</u> FY 2017	<u>D</u> FY 2018	<u>E</u> FY 2019	<u>F</u> FY 2020	<u>G</u> Low	<u>H</u> Medium	<u>I</u> High
State Shared	\$ 12,796,277	\$ 14,984,293	\$ 12,988,735	\$ 13,966,275	\$ 14,648,230	\$ 12,688,392	\$ 9,141,294	\$ 10,785,134	\$ 11,719,553
Property Tax	\$ 5,546,050	\$ 4,973,334	\$ 9,644,458	\$ 9,091,852	\$ 9,318,972	\$ 7,722,443	\$ 7,847,443	\$ 8,376,691	\$ 8,589,890
Alcohol Tax	\$ 3,630,037	\$ 3,926,711	\$ 4,021,089	\$ 4,200,284	\$ 4,390,575	\$ 4,486,292	\$ 4,342,422	\$ 4,453,766	\$ 4,565,111
Building Permits & Licenses	\$ 2,208,560	\$ 2,850,548	\$ 2,933,745	\$ 3,085,808	\$ 2,279,334	\$ 3,041,545	\$ 2,749,024	\$ 2,819,512	\$ 2,889,999
Franchise Fees	\$ 2,462,903	\$ 2,255,565	\$ 2,230,782	\$ 2,586,092	\$ 2,566,246	\$ 2,464,717	\$ 2,432,806	\$ 2,495,186	\$ 2,557,565
Grants	\$ 289,382	\$ 1,612,487	\$ 263,231	\$ 464,319	\$ 387,640	\$ 2,589,190	\$ 3,553,875	\$ 3,645,000	\$ 3,736,125
Court Fines & Fees	\$ 586,479	\$ 475,060	\$ 518,823	\$ 371,300	\$ 370,159	\$ 461,224	\$ 405,362	\$ 415,756	\$ 426,149
In Lieu of Tax	\$ 326,887	\$ 326,438	\$ 298,347	\$ 260,607	\$ 259,875	\$ 228,202	\$ 216,440	\$ 221,990	\$ 227,539
Interest Income	\$ 145,098	\$ 191,631	\$ 108,152	\$ 198,953	\$ 1,229,262	\$ 675,000	\$ 427,781	\$ 438,750	\$ 449,719
<b>Top Ten Revenue Sources</b>	<b>\$ 56,935,668</b>	<b>\$ 62,905,433</b>	<b>\$ 65,701,631</b>	<b>\$ 68,377,461</b>	<b>\$ 71,618,469</b>	<b>\$ 71,480,993</b>	<b>\$ 60,459,436</b>	<b>\$ 66,707,171</b>	<b>\$ 70,073,237</b>
Other	\$ 553,601	\$ 634,439	\$ 787,787	\$ 722,593	\$ 1,085,952	\$ 6,721,656	\$ 3,514,133	\$ 3,514,133	\$ 3,514,133
<b>Total General Fund Revenues</b>	<b>\$ 57,489,269</b>	<b>\$ 63,539,872</b>	<b>\$ 66,489,417</b>	<b>\$ 69,100,055</b>	<b>\$ 72,704,419</b>	<b>\$ 78,202,647</b>	<b>\$ 63,973,569</b>	<b>\$ 70,221,303</b>	<b>\$ 73,587,370</b>

	(B-A)	(C-B)	(D-C)	(E-D)	(F-E)	(G-F)	(H-F)	(I-F)	
<b>Change Year-over-Year</b>	\$ 570,765 1.0%	\$ 6,050,603 10.5%	\$ 2,949,545 4.6%	\$ 2,610,638 3.9%	\$ 9,164,547 14.4%	\$ 5,498,228 7.6%	\$ (14,229,079) -18.2%	\$ (7,981,343) -10.2%	\$ (4,615,277) -5.9%



# City of Franklin

Revenue Model

## Summary (General Fund)

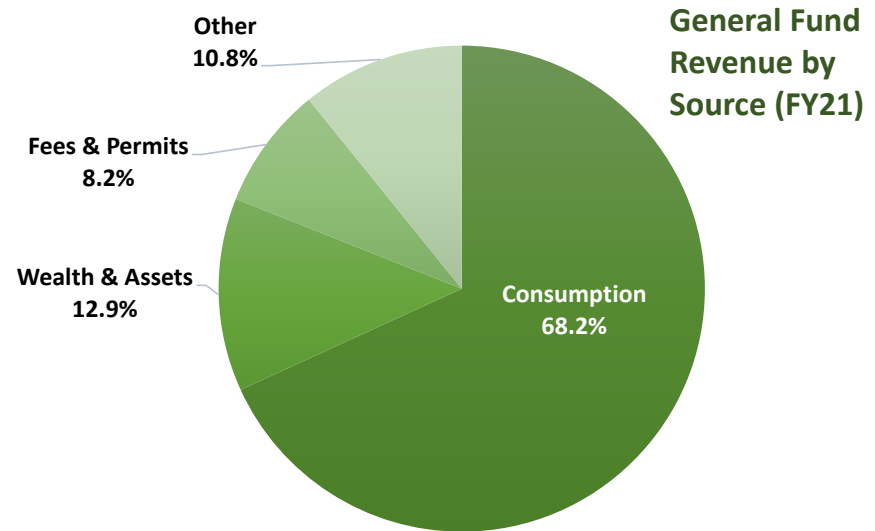
Percent of All Revenues

47.6%

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 are revenues derived from the consumption of goods and services. This source - taxes on retail sales and alcohol consumption - comprises over 7 of every 10 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 3 of every 10 dollars received.

Heavy dependency on consumption taxes places the City in a vulnerable position during downturns in the business cycle and economic retrenchments, such as the current events of the COVID-19 pandemic. Although it is too early to see the extent of the economic loss, we are predicting significant loss of revenue.



### Top Ten Revenue Categories

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Budget 2020	FY 2021 Forecast		
							Low	Medium	High
<b>Consumption</b>	<b>\$ 42,289,111</b>	<b>\$ 45,726,797</b>	<b>\$ 48,235,444</b>	<b>\$ 50,672,408</b>	<b>\$ 53,001,293</b>	<b>\$ 53,798,670</b>	<b>\$ 42,826,705</b>	<b>\$ 47,869,287</b>	<b>\$ 50,446,250</b>
Category:	\$ 28,943,994	\$ 31,309,367	\$ 32,694,269	\$ 34,151,972	\$ 36,168,175	\$ 37,123,986	\$ 29,342,989	\$ 33,055,387	\$ 34,911,586
State Shared	\$ 9,715,080	\$ 10,490,719	\$ 11,520,085	\$ 12,320,152	\$ 12,442,543	\$ 12,188,392	\$ 9,141,294	\$ 10,360,134	\$ 10,969,553
Alcohol Tax	\$ 3,630,037	\$ 3,926,711	\$ 4,021,089	\$ 4,200,284	\$ 4,390,575	\$ 4,486,292	\$ 4,342,422	\$ 4,453,766	\$ 4,565,111
<b>Wealth &amp; Assets</b>	<b>\$ 8,954,134</b>	<b>\$ 14,138,984</b>	<b>\$ 11,411,454</b>	<b>\$ 10,998,583</b>	<b>\$ 11,784,534</b>	<b>\$ 8,450,645</b>	<b>\$ 8,063,883</b>	<b>\$ 9,023,681</b>	<b>\$ 9,567,430</b>
Property Tax	\$ 5,546,050	\$ 9,318,972	\$ 9,644,458	\$ 9,091,852	\$ 9,318,972	\$ 7,722,443	\$ 7,847,443	\$ 8,376,691	\$ 8,589,890
Hall Income Tax	\$ 3,081,197	\$ 4,493,574	\$ 1,468,649	\$ 1,646,124	\$ 2,205,687	\$ 500,000	\$ -	\$ 425,000	\$ 750,000
In Lieu of Tax	\$ 326,887	\$ 326,438	\$ 298,347	\$ 260,607	\$ 259,875	\$ 228,202	\$ 216,440	\$ 221,990	\$ 227,539
<b>Fees &amp; Permits</b>	<b>\$ 5,257,943</b>	<b>\$ 5,581,173</b>	<b>\$ 5,683,349</b>	<b>\$ 6,043,200</b>	<b>\$ 5,215,739</b>	<b>\$ 5,967,486</b>	<b>\$ 5,587,191</b>	<b>\$ 5,730,453</b>	<b>\$ 5,873,714</b>
Franchise Fees	\$ 2,462,903	\$ 2,255,565	\$ 2,230,782	\$ 2,586,092	\$ 2,566,246	\$ 2,464,717	\$ 2,432,806	\$ 2,495,186	\$ 2,557,565
Building Permits & Licenses	\$ 2,208,560	\$ 2,850,548	\$ 2,933,745	\$ 3,085,808	\$ 2,279,334	\$ 3,041,544	\$ 2,749,024	\$ 2,819,512	\$ 2,889,999
Court Fines & Fees	\$ 586,479	\$ 475,060	\$ 518,823	\$ 371,300	\$ 370,159	\$ 461,225	\$ 405,362	\$ 415,756	\$ 426,149
<b>Other</b>	<b>\$ 988,081</b>	<b>\$ 2,438,557</b>	<b>\$ 1,159,171</b>	<b>\$ 1,385,865</b>	<b>\$ 2,702,854</b>	<b>\$ 9,985,846</b>	<b>\$ 7,495,789</b>	<b>\$ 7,597,883</b>	<b>\$ 7,699,977</b>
Grants	\$ 289,382	\$ 1,612,487	\$ 263,231	\$ 464,319	\$ 387,640	\$ 2,589,190	\$ 3,553,875	\$ 3,645,000	\$ 3,736,125
Interest Income	\$ 145,098	\$ 191,631	\$ 108,152	\$ 198,953	\$ 1,229,262	\$ 675,000	\$ 427,781	\$ 438,750	\$ 449,719
Other	\$ 553,601	\$ 634,439	\$ 787,787	\$ 722,593	\$ 1,085,952	\$ 6,721,656	\$ 3,514,133	\$ 3,514,133	\$ 3,514,133
<b>Total General Fund Revenues</b>	<b>\$ 57,489,269</b>	<b>\$ 67,885,510</b>	<b>\$ 66,489,417</b>	<b>\$ 69,100,055</b>	<b>\$ 72,704,419</b>	<b>\$ 78,202,647</b>	<b>\$ 63,973,569</b>	<b>\$ 70,221,303</b>	<b>\$ 73,587,370</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### General Fund Summary - Departmental Summary

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Actual 2021</u>	<u>Difference '20 vs. '21</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>
<b>Governance &amp; Management</b>							
<b>Elected Officials</b>							
Personnel	\$ 245,042	\$ 247,764	\$ 243,181	\$ 243,904	\$ 264,610	\$ 21,429	8.8%
Operations	\$ 87,438	\$ 42,738	\$ 127,575	\$ 126,218	\$ 95,701	\$ (31,874)	-25.0%
<b>Total - Elected Officials</b>	<b>\$ 332,480</b>	<b>\$ 290,502</b>	<b>\$ 370,756</b>	<b>\$ 370,122</b>	<b>\$ 360,311</b>	<b>\$ (10,445)</b>	<b>-2.8%</b>
<b>Administration</b>							
Personnel	\$ 1,057,174	\$ 1,131,496	\$ 1,311,599	\$ 1,324,003	\$ 1,297,372	\$ (14,227)	-1.1%
Operations	\$ 7,036	\$ (88,068)	\$ (11,619)	\$ (34,393)	\$ (43,950)	\$ (32,330)	278.2%
<b>Total - Administration</b>	<b>\$ 1,064,210</b>	<b>\$ 1,043,428</b>	<b>\$ 1,299,980</b>	<b>\$ 1,289,610</b>	<b>\$ 1,253,422</b>	<b>\$ (46,558)</b>	<b>-3.6%</b>
<b>Human Resources</b>							
Personnel	\$ 913,585	\$ 1,060,300	\$ 1,111,737	\$ 1,125,253	\$ 1,121,867	\$ 10,130	0.9%
Operations	\$ 73,795	\$ 90,951	\$ 214,289	\$ 198,896	\$ 302,482	\$ 88,192	41.2%
<b>Total - Human Resources</b>	<b>\$ 987,380</b>	<b>\$ 1,151,251</b>	<b>\$ 1,326,026</b>	<b>\$ 1,324,149</b>	<b>\$ 1,424,349</b>	<b>\$ 98,322</b>	<b>7.4%</b>
<b>Law</b>							
Personnel	\$ 501,025	\$ 752,703	\$ 571,287	\$ 569,003	\$ 601,468	\$ 30,181	5.3%
Operations	\$ (47,632)	\$ 5,378	\$ 39,223	\$ (32,057)	\$ 52,364	\$ 13,141	33.5%
<b>Total - Law</b>	<b>\$ 453,393</b>	<b>\$ 758,081</b>	<b>\$ 610,510</b>	<b>\$ 536,946</b>	<b>\$ 653,832</b>	<b>\$ 43,321</b>	<b>7.1%</b>
<b>Communications</b>							
Personnel	\$ 402,368	\$ 412,049	\$ 403,467	\$ 390,200	\$ 410,458	\$ 6,992	1.7%
Operations	\$ (39,395)	\$ (17,045)	\$ 17,687	\$ 17,318	\$ 29,780	\$ 12,093	68.4%
<b>Total - Communications</b>	<b>\$ 362,973</b>	<b>\$ 395,004</b>	<b>\$ 421,154</b>	<b>\$ 407,518</b>	<b>\$ 440,238</b>	<b>\$ 19,084</b>	<b>4.5%</b>
<b>Governance &amp; Management Summary</b>							
Personnel	\$ 3,119,194	\$ 3,604,312	\$ 3,641,272	\$ 3,652,363	\$ 3,695,776	\$ 54,505	1.5%
Operations	\$ 81,242	\$ 33,954	\$ 387,155	\$ 275,982	\$ 436,377	\$ 49,221	12.7%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Total Governance &amp; Management</b>	<b>\$ 3,200,436</b>	<b>\$ 3,638,266</b>	<b>\$ 4,028,426</b>	<b>\$ 3,928,345</b>	<b>\$ 4,132,153</b>	<b>\$ 103,727</b>	<b>2.6%</b>
<b>Public Safety</b>							
<b>Police</b>							
Personnel	\$ 12,125,459	\$ 12,717,869	\$ 13,276,599	\$ 13,442,832	\$ 13,304,126	\$ 27,527	0.2%
Operations	\$ 4,330,993	\$ 3,734,357	\$ 3,519,611	\$ 3,453,059	\$ 3,524,205	\$ 4,594	0.1%
Capital	\$ 395,822	\$ -	\$ 1,000,000	\$ 750,000	\$ -	\$ (1,000,000)	-100.0%
<b>Total - Police</b>	<b>\$ 16,852,274</b>	<b>\$ 16,452,226</b>	<b>\$ 17,796,210</b>	<b>\$ 17,645,891</b>	<b>\$ 16,828,331</b>	<b>\$ (967,879)</b>	<b>-5.4%</b>
<b>Fire</b>							
Personnel	\$ 15,827,329	\$ 16,079,006	\$ 16,599,224	\$ 16,663,512	\$ 16,805,492	\$ 206,268	1.2%
Operations	\$ 2,272,459	\$ 1,889,661	\$ 2,206,292	\$ 2,141,464	\$ 2,134,465	\$ (71,827)	-3.3%
Capital	\$ -	\$ 177,000	\$ -	\$ -	\$ 125,000	\$ 125,000	100.0%
<b>Total - Fire</b>	<b>\$ 18,099,788</b>	<b>\$ 18,145,667</b>	<b>\$ 18,805,516</b>	<b>\$ 18,804,976</b>	<b>\$ 19,064,957</b>	<b>\$ 259,441</b>	<b>1.4%</b>
<b>Public Safety Summary</b>							
Personnel	\$ 27,952,788	\$ 28,796,875	\$ 29,875,823	\$ 30,106,343	\$ 30,109,618	\$ 233,795	0.8%
Operations	\$ 6,603,452	\$ 5,624,018	\$ 5,725,903	\$ 5,594,523	\$ 5,658,670	\$ (67,233)	-1.2%
Capital	\$ 395,822	\$ 177,000	\$ 1,000,000	\$ 750,000	\$ 125,000	\$ (875,000)	-87.5%
<b>Total Public Safety</b>	<b>\$ 34,952,062</b>	<b>\$ 34,597,893</b>	<b>\$ 36,601,726</b>	<b>\$ 36,450,867</b>	<b>\$ 35,893,288</b>	<b>\$ (708,438)</b>	<b>-1.9%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### General Fund Summary - Departmental Summary

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Actual 2021</u>	<u>Difference '20 vs. '21</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>
<b>Finance &amp; Administration</b>							
<b>Finance</b>							
Personnel	\$ 896,292	\$ 958,798	\$ 971,292	\$ 967,235	\$ 1,016,035	\$ 44,743	4.6%
Operations	\$ (77,689)	\$ (41,509)	\$ (52,021)	\$ (53,720)	\$ (64,505)	\$ (12,484)	24.0%
Capital						\$ -	0.0%
<b>Total - Finance</b>	<b>\$ 818,603</b>	<b>\$ 917,289</b>	<b>\$ 919,271</b>	<b>\$ 913,515</b>	<b>\$ 951,530</b>	<b>\$ 32,259</b>	<b>3.5%</b>
<b>Purchasing</b>							
Personnel	\$ 242,492	\$ 256,361	\$ 282,135	\$ 251,760	\$ 280,709	\$ (1,425)	-0.5%
Operations	\$ (20,231)	\$ (31,589)	\$ (5,818)	\$ (15,252)	\$ 2,772	\$ 8,590	-147.6%
<b>Total - Purchasing</b>	<b>\$ 222,261</b>	<b>\$ 224,772</b>	<b>\$ 276,317</b>	<b>\$ 236,508</b>	<b>\$ 283,481</b>	<b>\$ 7,164</b>	<b>2.6%</b>
<b>Information Technology</b>							
Personnel	2,114,163	\$ 2,246,342	\$ 2,335,961	\$ 2,287,479	\$ 2,366,370	\$ 30,410	1.3%
Operations	2,203,274	\$ 1,968,465	\$ 1,438,733	\$ 1,319,659	\$ 1,288,245	\$ (150,488)	-10.5%
Capital	160,978	\$ 39,762	\$ 75,000	\$ -	\$ -	\$ (75,000)	-100.0%
<b>Total - Information Technology</b>	<b>\$ 4,478,415</b>	<b>\$ 4,254,569</b>	<b>\$ 3,849,693</b>	<b>\$ 3,607,138</b>	<b>\$ 3,654,615</b>	<b>\$ (195,078)</b>	<b>-5.1%</b>
<b>Revenue Management</b>							
Personnel	\$ 1,016,116	\$ 1,066,337	\$ 1,032,821	\$ 990,571	\$ 978,991	\$ (53,830)	-5.2%
Operations	\$ (804,505)	\$ (825,203)	\$ (868,932)	\$ (880,640)	\$ (877,068)	\$ (8,136)	0.9%
<b>Total - Revenue Management</b>	<b>\$ 211,611</b>	<b>\$ 241,134</b>	<b>\$ 163,889</b>	<b>\$ 109,931</b>	<b>\$ 101,923</b>	<b>\$ (61,966)</b>	<b>-37.8%</b>
<b>Municipal Court</b>							
Personnel	\$ 194,580	\$ 154,347	\$ 247,439	\$ 184,058	\$ 257,794	\$ 10,355	4.2%
Operations	\$ 123,286	\$ 58,640	\$ 66,042	\$ 66,667	\$ 71,968	\$ 5,926	9.0%
<b>Total - Municipal Court</b>	<b>\$ 317,866</b>	<b>\$ 212,987</b>	<b>\$ 313,481</b>	<b>\$ 250,725</b>	<b>\$ 329,762</b>	<b>\$ 16,281</b>	<b>5.2%</b>
<b>Project and Facilities Management</b>							
Personnel	\$ 427,086	\$ 430,886	\$ 438,575	\$ 417,758	\$ 457,338	\$ 18,763	4.3%
Operations	\$ 691,812	\$ 729,823	\$ 597,671	\$ 605,221	\$ 674,083	\$ 76,412	12.8%
Capital	\$ 198,960	\$ 42,095	\$ 250,000	\$ 80,000	\$ -	\$ (250,000)	-100.0%
<b>Total - Project and Facilities Management</b>	<b>\$ 1,317,858</b>	<b>\$ 1,202,804</b>	<b>\$ 1,286,246</b>	<b>\$ 1,102,979</b>	<b>\$ 1,131,421</b>	<b>\$ (154,825)</b>	<b>-12.0%</b>
<b>Finance &amp; Administration Summary</b>							
Personnel	\$ 4,890,729	\$ 5,113,071	\$ 5,308,222	\$ 5,098,860	\$ 5,357,237	\$ 49,015	0.9%
Operations	\$ 2,115,946	\$ 1,858,627	\$ 1,175,675	\$ 1,041,934	\$ 1,095,495	\$ (80,180)	-6.8%
Capital	\$ 359,938	\$ 81,857	\$ 325,000	\$ 80,000	\$ -	\$ (325,000)	-100.0%
<b>Total Finance &amp; Administration</b>	<b>\$ 7,366,613</b>	<b>\$ 7,053,555</b>	<b>\$ 6,808,897</b>	<b>\$ 6,220,794</b>	<b>\$ 6,452,733</b>	<b>\$ (356,165)</b>	<b>-5.2%</b>
<b>Community &amp; Economic Development</b>							
<b>Building and Neighborhood Services</b>							
Personnel	\$ 2,584,516	\$ 2,686,867	\$ 3,125,639	\$ 2,824,673	\$ 2,818,296	\$ (307,343)	-9.8%
Operations	\$ 324,526	\$ 296,046	\$ 340,332	\$ 253,506	\$ 316,431	\$ (23,901)	-7.0%
Capital						\$ -	0.0%
<b>Total - Building &amp; Neighborhood Services</b>	<b>\$ 2,909,042</b>	<b>\$ 2,982,913</b>	<b>\$ 3,465,971</b>	<b>\$ 3,078,179</b>	<b>\$ 3,134,727</b>	<b>\$ (331,244)</b>	<b>-9.6%</b>
<b>Planning and Sustainability</b>							
Personnel	\$ 1,270,629	\$ 1,315,080	\$ 1,427,548	\$ 1,228,674	\$ 1,332,561	\$ (94,987)	-6.7%
Operations	\$ 201,127	\$ 242,556	\$ 173,488	\$ 154,692	\$ 202,108	\$ 28,620	16.5%
<b>Total - Planning &amp; Sustainability</b>	<b>\$ 1,471,756</b>	<b>\$ 1,557,636</b>	<b>\$ 1,601,036</b>	<b>\$ 1,383,366</b>	<b>\$ 1,534,669</b>	<b>\$ (66,367)</b>	<b>-4.1%</b>
<b>Engineering</b>							
Personnel	\$ 1,276,689	\$ 1,379,181	\$ 1,580,663	\$ 1,535,356	\$ 1,554,343	\$ (26,320)	-1.7%
Operations	\$ (152,995)	\$ (86,195)	\$ (185,311)	\$ (166,265)	\$ (149,756)	\$ 35,555	-19.2%
<b>Total Engineering &amp; TOC</b>	<b>\$ 1,123,694</b>	<b>\$ 1,292,986</b>	<b>\$ 1,395,352</b>	<b>\$ 1,369,091</b>	<b>\$ 1,404,587</b>	<b>\$ 9,235</b>	<b>0.7%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### General Fund Summary - Departmental Summary

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Actual 2021</u>	<u>Difference '20 vs. '21</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>
<b>Traffic Operations Center (TOC)</b>							
Personnel	\$ 340,475	\$ 408,517	\$ 428,494	\$ 376,714	\$ 375,872	\$ (52,622)	-12.3%
Operations	\$ 395,675	\$ 296,073	\$ 363,378	\$ 358,524	\$ 530,062	\$ 166,684	45.9%
Capital	\$ 432,053	\$ 261,166	\$ 2,350,000	\$ 543,197	\$ 2,150,000	\$ (200,000)	-8.5%
<b>Total Engineering &amp; TOC</b>	<b>\$ 1,168,203</b>	<b>\$ 965,756</b>	<b>\$ 3,141,872</b>	<b>\$ 1,278,435</b>	<b>\$ 3,055,934</b>	<b>\$ (85,938)</b>	<b>-2.7%</b>
<b>Economic Development</b>							
Operations	\$ 67,518	\$ 78,327	\$ 96,027	\$ 96,027	\$ 90,748	\$ (5,279)	-5.5%
<b>Total - Economic Development</b>	<b>\$ 67,518</b>	<b>\$ 78,327</b>	<b>\$ 96,027</b>	<b>\$ 96,027</b>	<b>\$ 90,748</b>	<b>\$ (5,279)</b>	<b>-5.5%</b>
<b>Community &amp; Economic Development Summary</b>							
Personnel	\$ 5,472,309	\$ 5,789,645	\$ 6,562,344	\$ 5,965,416	\$ 6,081,072	\$ (481,272)	-7.3%
Operations	\$ 835,851	\$ 826,807	\$ 787,914	\$ 696,484	\$ 989,593	\$ 201,678	25.6%
Capital	\$ 432,053	\$ 261,166	\$ 2,350,000	\$ 543,197	\$ 2,150,000	\$ (200,000)	-8.5%
<b>Total Community &amp; Economic Developmen</b>	<b>\$ 6,740,213</b>	<b>\$ 6,877,618</b>	<b>\$ 9,700,258</b>	<b>\$ 7,205,097</b>	<b>\$ 9,220,665</b>	<b>\$ (479,593)</b>	<b>-4.9%</b>
<b>Public Works</b>							
<b>Streets Department - Maintenance Division</b>							
Personnel	\$ 2,481,898	\$ 2,605,408	\$ 2,706,260	\$ 2,707,807	\$ 2,789,281	\$ 83,021	3.1%
Operations	\$ 1,250,589	\$ 1,637,074	\$ 1,314,015	\$ 1,297,990	\$ 1,378,053	\$ 64,039	4.9%
Capital	\$ 55,144	\$ 209,451	\$ 244,000	\$ 236,488	\$ -	\$ (244,000)	-100.0%
<b>Total - Streets - Maintenance</b>	<b>\$ 3,787,631</b>	<b>\$ 4,451,933</b>	<b>\$ 4,264,275</b>	<b>\$ 4,242,285</b>	<b>\$ 4,167,334</b>	<b>\$ (96,941)</b>	<b>-2.3%</b>
<b>Streets Department - Traffic Division</b>							
Personnel	\$ 810,363	\$ 893,335	\$ 901,218	\$ 911,387	\$ 934,342	\$ 33,123	3.7%
Operations	\$ 410,388	\$ 559,096	\$ 567,147	\$ 521,488	\$ 652,384	\$ 85,237	15.0%
Capital	\$ -	\$ 110,000	\$ 212,000	\$ 212,411	\$ -	\$ (212,000)	-100.0%
<b>Total - Streets - Traffic</b>	<b>\$ 1,220,751</b>	<b>\$ 1,562,431</b>	<b>\$ 1,680,365</b>	<b>\$ 1,645,286</b>	<b>\$ 1,586,726</b>	<b>\$ (93,639)</b>	<b>-5.6%</b>
<b>Streets Department - Fleet Maintenance Division</b>							
Personnel	\$ 739,679	\$ 803,201	\$ 826,499	\$ 839,174	\$ 727,256	\$ (99,244)	-12.0%
Operations	\$ 97,183	\$ 4,971	\$ 72,331	\$ 51,317	\$ 80,562	\$ 8,231	11.4%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Total - Streets - Fleet Maintenance</b>	<b>\$ 836,862</b>	<b>\$ 808,172</b>	<b>\$ 898,831</b>	<b>\$ 890,491</b>	<b>\$ 807,818</b>	<b>\$ (91,013)</b>	<b>-10.1%</b>
<b>Parks</b>							
Personnel	\$ 2,544,989	\$ 2,730,526	\$ 3,091,568	\$ 2,847,244	\$ 3,045,393	\$ (46,175)	-1.5%
Operations	\$ 1,689,720	\$ 1,841,743	\$ 2,549,592	\$ 2,495,004	\$ 2,145,299	\$ (404,293)	-15.9%
Capital	\$ 895,593	\$ 385,213	\$ 463,983	\$ 519,549	\$ -	\$ (463,983)	-100.0%
<b>Total - Parks</b>	<b>\$ 5,130,302</b>	<b>\$ 4,957,482</b>	<b>\$ 6,105,143</b>	<b>\$ 5,861,797</b>	<b>\$ 5,190,692</b>	<b>\$ (914,451)</b>	<b>-15.0%</b>
<b>Public Works</b>							
Personnel	\$ 6,576,929	\$ 7,032,470	\$ 7,525,546	\$ 7,305,612	\$ 7,496,271	\$ (29,275)	-0.4%
Operations	\$ 3,447,880	\$ 4,042,884	\$ 4,503,085	\$ 4,365,799	\$ 4,256,298	\$ (246,787)	-5.5%
Capital	\$ 950,737	\$ 704,664	\$ 919,983	\$ 968,448	\$ -	\$ (919,983)	-100.0%
<b>Total Public Works</b>	<b>\$ 10,975,546</b>	<b>\$ 11,780,018</b>	<b>\$ 12,948,614</b>	<b>\$ 12,639,859</b>	<b>\$ 11,752,570</b>	<b>\$ (1,196,044)</b>	<b>-9.2%</b>
<b>Other Operating Expenditures</b>							
<b>General Expenses</b>							
Personnel	\$ (2,487,379)	\$ 319,636	\$ 1,278,910	\$ 591,650	\$ 1,017,383	\$ (261,527)	-20.4%
Operations	\$ 67,262	\$ 128,123	\$ 284,872	\$ 193,805	\$ 148,029	\$ (136,843)	-48.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Total - General Expenses</b>	<b>\$ (2,420,117)</b>	<b>\$ 447,759</b>	<b>\$ 1,563,782</b>	<b>\$ 785,455</b>	<b>\$ 1,165,412</b>	<b>\$ (398,370)</b>	<b>-25.5%</b>





**City of Franklin, Tennessee**

**FY 2021 Operating Budget**

**General Fund Summary - Departmental Summary**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Budget 2020</u>	<u>Estd 2020</u>	<u>Actual 2021</u>	<u>Difference '20 vs. '21</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>
<b>Appropriations</b>							
Personnel						\$ -	0.0%
Operations	\$ 464,073	\$ 466,424	\$ 480,894	\$ 480,944	\$ 451,450	\$ (29,444)	-6.1%
<b>Total Appropriations</b>	<b>\$ 464,073</b>	<b>\$ 466,424</b>	<b>\$ 480,894</b>	<b>\$ 480,944</b>	<b>\$ 451,450</b>	<b>\$ (29,444)</b>	<b>-6.1%</b>
<b>Interfund Transfers</b>							
Operations	\$ 1,644,399	\$ 4,100,884	\$ 6,070,051	\$ 6,070,051	\$ 1,153,034	\$ (4,917,017)	-81.0%
<b>Total Interfund Transfers</b>	<b>\$ 1,644,399</b>	<b>\$ 4,100,884</b>	<b>\$ 6,070,051</b>	<b>\$ 6,070,051</b>	<b>\$ 1,153,034</b>	<b>\$ (4,917,017)</b>	<b>-81.0%</b>

<b>Other General Fund Operating Expenditures Summary</b>							
Personnel	\$ (2,487,379)	\$ 319,636	\$ 1,278,910	\$ 591,650	\$ 1,017,383	\$ (261,527)	-20.4%
Operations	\$ 2,175,734	\$ 4,695,431	\$ 6,835,817	\$ 6,744,800	\$ 1,752,513	\$ (5,083,304)	-74.4%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Total Other GF Oper. Exp.</b>	<b>\$ (311,645)</b>	<b>\$ 5,015,067</b>	<b>\$ 8,114,727</b>	<b>\$ 7,336,450</b>	<b>\$ 2,769,896</b>	<b>\$ (5,344,831)</b>	<b>-65.9%</b>

**General Fund Expenditures (by major category)**

Personnel	\$ 45,524,570	\$ 50,656,009	\$ 54,192,116	\$ 52,720,244	\$ 53,757,358	\$ (434,758)	-0.8%
Operations	\$ 15,260,105	\$ 17,081,720	\$ 19,415,549	\$ 18,719,522	\$ 14,188,945	\$ (5,226,603)	-26.9%
Capital	\$ 2,138,550	\$ 1,224,687	\$ 4,594,983	\$ 2,341,645	\$ 2,275,000	\$ (2,319,983)	-50.5%
<b>Total - General Fund Departments</b>	<b>\$ 62,923,225</b>	<b>\$ 68,962,416</b>	<b>\$ 78,202,648</b>	<b>\$ 73,781,411</b>	<b>\$ 70,221,303</b>	<b>\$ (7,981,344)</b>	<b>-10.2%</b>



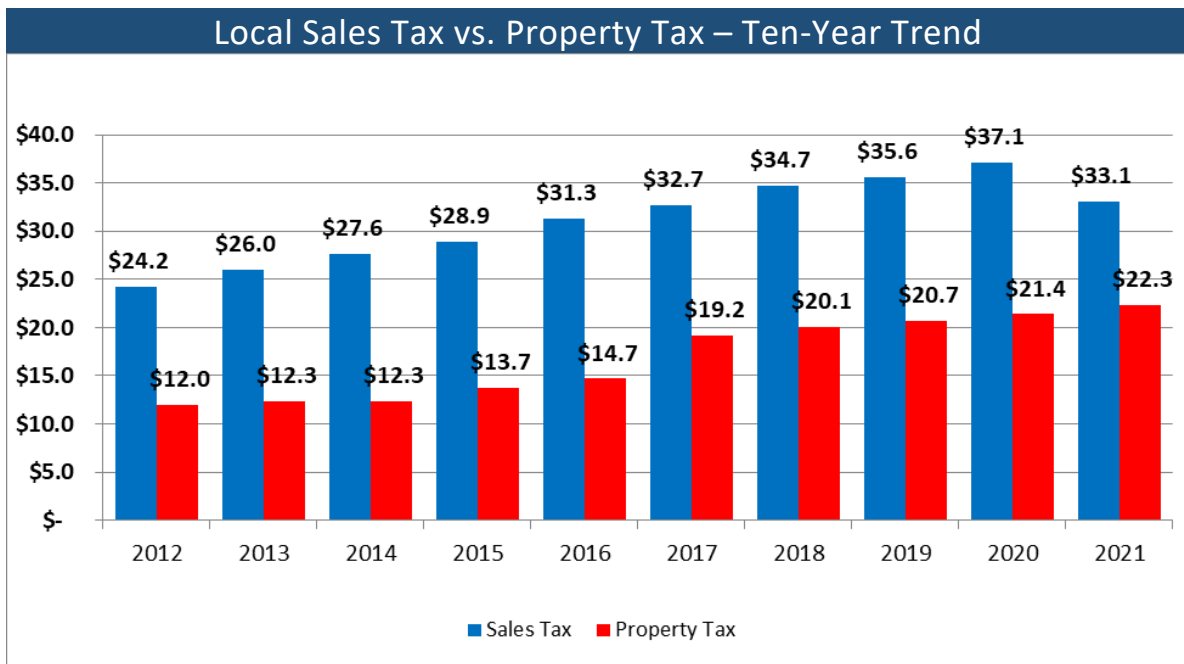
# City of Franklin, Tennessee

## FY 2021 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 FY 2020, the \$22.3 million is split \$8.3 million in the General Fund, \$10.8 million in the Debt Service Fund, \$2.4 million due to the Industrial Development Board, and \$800,000 to the Street Aid Fund.)



**Local Sales Tax** is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). .5% which goes to the County will return to the City in full starting in April 2021. 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.



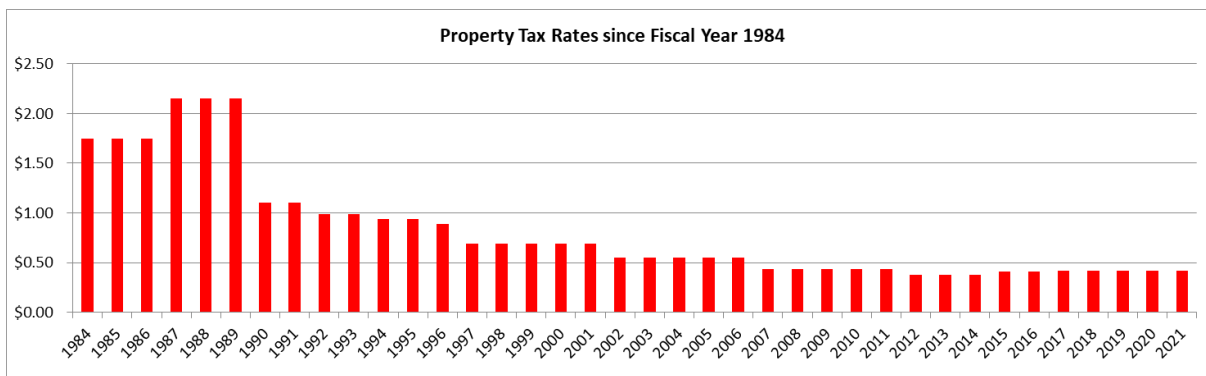
# City of Franklin, Tennessee

## FY 2021 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. This process last occurred three years ago (2017 for Fiscal Year 2018). As of FY 2021, the certified tax rate is 41.76 cents per \$100 of assessed value (the second lowest rate for Tennessee municipalities with a population of 25,000 or greater). The history of Property Tax Rates for the City of Franklin since 1984 is shown below:



Fiscal Year	Rate	Increase / (Decrease)	Fiscal Year	Rate	Increase / (Decrease)
1984	\$1.7500	---	2003	\$0.5500	\$0.0000
1985	\$1.7500	\$0.0000	2004	\$0.5500	\$0.0000
1986	\$1.7500	\$0.0000	2005	\$0.5500	\$0.0000
1987	\$2.1500	\$0.4000	2006	\$0.5500	\$0.0000
1988	\$2.1500	\$0.0000	2007	\$0.4340	(\$0.1160)
1989	\$2.1500	\$0.0000	2008	\$0.4340	\$0.0000
1990	\$1.1000	(\$1.0500)	2009	\$0.4340	\$0.0000
1991	\$1.1000	\$0.0000	2010	\$0.4340	\$0.0000
1992	\$0.9900	(\$0.1100)	2011	\$0.4340	\$0.0000
1993	\$0.9900	\$0.0000	2012	\$0.3765	(\$0.0575)
1994	\$0.9400	(\$0.0500)	2013	\$0.3765	\$0.0000
1995	\$0.9400	\$0.0000	2014	\$0.3765	\$0.0000
1996	\$0.8900	(\$0.0500)	2015	\$0.4065	\$0.0300
1997	\$0.6900	(\$0.2000)	2016	\$0.4065	\$0.0000
1998	\$0.6900	\$0.0000	2017	\$0.4176	\$0.0111
1999	\$0.6900	\$0.0000	2018	\$0.4176	\$0.0000
2000	\$0.6900	\$0.0000	2019	\$0.4176	\$0.0000
2001	\$0.6900	\$0.0000	2020	\$0.4176	\$0.0000
2002	\$0.5500	(\$0.1400)	2021	\$0.4176	\$0.0000



## *City of Franklin, Tennessee* **FY 2021 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.

This system has been reviewed and comprehensively modified twice since 2013. In 2015, the City of Franklin completed implementation of a new, market-based classification and compensation plan. The review found the need to increase all pay grades by 10% to keep up with market conditions in the exceedingly tight labor market of middle Tennessee and Williamson County in particular. It also found the need to implement a progression adjustment component to avoid compression within pay grades between established and newer employees. The new plan focused on making the City highly competitive in terms of attracting and retaining talented staff to serve the community. And as part of the FY18 and FY 19 budgets, a full update of the compensation plan was implemented. This update included two components: 1) an evaluation of the City's pay grades compared to market conditions and 2) a department-by-department review of positions compared to the market.

The unique challenges of the COVID-19 pandemic and the resulting economic turmoil have forced the City to forgo planned raises or modifications to the compensation plan in FY 2021. In addition, to begin the fiscal year, 27 full-time and 11 part-time positions are frozen and unbudgeted. Should staffing needs change and economic conditions improve, positions may be funded for part of the fiscal year, but will be evaluated on a needs basis one-by-one.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Personnel Changes

Proposed for July 1, 2020, total authorized employment for the municipal government's General, Special and Enterprise Funds is 749 full-time employees. However, only 722 of these authorized positions are supported within the FY 2021 budget. This represents a 4% reduction of budgeted staff from FY 2020.

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

Function / Program	2017	2018	2019	2020	2021		Total
					Budgeted	Not-Budgeted	
Administration	6	9	10	11	10	1	11
Building & Neighborhood Services	35	36	36	36	31	5	36
Communications	4	4	4	4	4	0	4
Court	3	2	3	3	3	0	3
Engineering	14	13	14	15	14	1	15
Finance	10	9	9	9	9	0	9
Fire	171	172	172	172	171	1	172
HR	11	12	12	12	12	0	12
IT	21	22	23	24	24	1	25
Law	5	5	5	5	5	0	5
Parks	39	41	44	46	43	3	46
Planning & Sustainability	16	15	15	15	14	1	15
Police	142	143	142	145	143	2	145
Project & Facilities Management	6	6	6	6	6	0	6
Purchasing	3	3	3	4	3	1	4
Revenue Management	13	14	14	14	13	1	14
Sanitation & Environmental Services	45	45	45	45	44	1	45
Stormwater	20	21	22	22	22	0	22
Streets	55	58	59	60	58	2	60
Traffic Operations Center	3	4	4	4	4	0	4
Water & Wastewater	92	94	96	96	89	7	96
<b>Total (All Funds)</b>	<b>714</b>	<b>728</b>	<b>738</b>	<b>748</b>	<b>722</b>	<b>27</b>	<b>749</b>

Notes:

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Personnel Changes

### Authorized, Unbudgeted Positions in FY 2021

<u>Dept</u>	<u>Position Title</u>	<u>Grade</u>	<u>Full Time</u>	<u>Part Time</u>
<b>General Fund</b>				
ADMIN	Management Fellow	E	1	
BNS	Plans Examiner II	G	1	
BNS	Development Services Analyst	G	1	
BNS	Building Inspector IV	H	1	
BNS	Plans Examiner I	F	1	
BNS	Building Inspector II	F	1	
COURT	Deputy Court Clerk(PT)	D		1
ENGIN	Engineering Associate	E	1	
FINANC	Intern	Intern		1
FIRE	Firefighter	E	1	
IT	Info Technology Director	M	1	
LEGAL	Intern	Intern		1
PARKS	Parks-Rec Superintendent	H	1	
PARKS	Turf Specialist II	E	1	
PARKS	Tree Worker PT	C		1
PARKS	Facilities Worker	B	1	
PARKS	Facilities Worker (Part-Time)	B		1
PLAN	Principal Planner	H	1	
PLAN	Intern	Intern		1
POLADM	Crime Analyst	F	1	
POLCID	Police Deputy Chief	K	1	
POLPAT	School Patrol - 2 ZONES	A		1
POLPAT	School Patrol - 2 ZONES	A		1
POLPAT	School Patrol - 2 ZONES	A		1
POLPAT	School Patrol - 2 ZONES	A		1
PURCH	Procurement Officer I	E	1	
RECORD	Billing/Collections Technician	D	1	
RECORD	Cashier Part-Time	B		1
FLEET	Fleet Maintenance Manager	I	1	
STREET	Asst Director Street	J	1	
<b>Sanitation and Environmental Services Fund</b>				
SWCOL	SES Worker	B	1	
<b>Water Management</b>				
DIST	Equipment Operator	D	1	
DIST	Grounds Worker	B	1	
WP	Water Operator Sr	E	1	
WADMIN	Utility Inspector	F	1	
COLL	Utility Locator	D	1	
COLL	Utility Service Worker	C	1	
WWP	Wastewater Operator Sr	E	1	
<b>Total Unbudgeted Positions City-Wide</b>			<b>27</b>	<b>11</b>



HISTORIC  
FRANKLIN  
TENNESSEE

# *City of Franklin, Tennessee*

## FY 2021 Operating Budget

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## GOVERNANCE & MANAGEMENT

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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:**

- #6 Best Place to Live in America – 2018 (Money Magazine)
- #1 Best Town in Tennessee – 2015 & 2016 (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)
- Most Beautiful Town Finalist by Rand McNally/USA Today
- Greatest Southern Town (*Garden & Gun Magazine*)

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Under this operating unit are:

- **Elected Officials**
- **Administration**
- **Human Resources**
- **Law**
- **Communications**



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Elected Officials

Dr. Ken Moore, Mayor

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	Estimated		\$	%
<b>Personnel</b>	245,042	247,764	243,181	243,904	264,610	21,429	8.8%
<b>Operations</b>	87,438	42,738	127,575	126,218	95,701	-31,874	-25.0%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>332,480</b>	<b>290,502</b>	<b>370,756</b>	<b>370,122</b>	<b>360,311</b>	<b>-10,445</b>	<b>-2.8%</b>

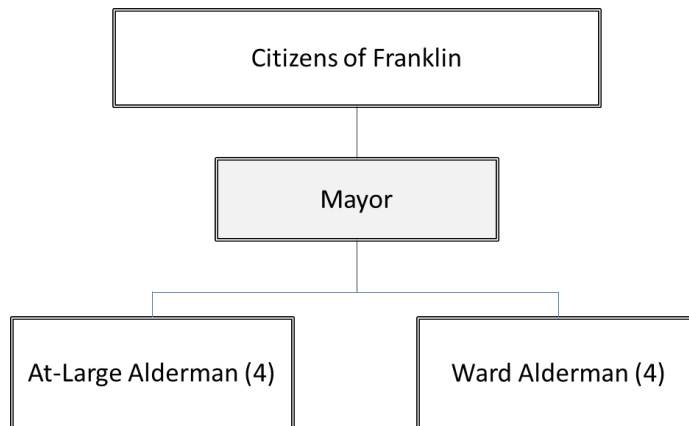
#### Departmental Summary

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 2021 Outlook

The City held a municipal election October 22, 2019 for the offices of Mayor and Aldermen at Large. The following City election for the offices of Ward Aldermen will be in October of 2021.

### Organizational Chart



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

### Staffing by Position

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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
<b>Totals</b>		<b>9</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>0</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budgeted 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Officials Fees	129,255	130,055	129,267	129,990	131,935	2,668	2.1%
Employee Benefits	115,787	117,709	113,914	113,914	132,675	18,761	16.5%
<b>Total Personnel</b>	<b>245,042</b>	<b>247,764</b>	<b>243,181</b>	<b>243,904</b>	<b>264,610</b>	<b>21,429</b>	<b>8.8%</b>
<b>Operations</b>							
Transportation Services	58	333	200	200	200	-	0.0%
Operating Services	-	115	660	660	660	-	0.0%
Notices, Subscriptions, etc.	69,520	21,187	87,150	96,045	37,350	(49,800)	-57.1%
Utilities	1,612	930	1,850	1,000	1,900	50	2.7%
Contractual Services	-	-	-	2,000	2,500	2,500	100.0%
Professional Development/Travel	8,942	8,512	23,000	14,500	31,500	8,500	37.0%
Office Supplies	5,825	9,233	8,800	5,800	9,400	600	6.8%
Operating Supplies	297	81	650	650	800	150	23.1%
Fuel & Mileage	-	-	1,000	1,000	1,000	-	0.0%
Machinery & Equipment (<\$25,000)	-	-	1,800	1,800	7,700	5,900	327.8%
Property & Liability Costs	1,184	2,347	2,465	2,563	2,691	226	9.2%
<b>Total Operations</b>	<b>87,438</b>	<b>42,738</b>	<b>127,575</b>	<b>126,218</b>	<b>95,701</b>	<b>(31,874)</b>	<b>-25%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Total Elected Officials</b>	<b>332,480</b>	<b>290,502</b>	<b>370,756</b>	<b>370,122</b>	<b>360,311</b>	<b>(10,445)</b>	<b>-2.8%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Administration

Eric S. Stuckey, City Administrator

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	1,057,174	1,131,496	1,311,599	1,324,003	1,297,372	-14,227	-1.1%
<b>Operations</b>	7,036	-88,068	-11,619	-34,393	-43,950	-32,330	278.2%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>1,064,210</b>	<b>1,043,428</b>	<b>1,299,980</b>	<b>1,289,610</b>	<b>1,253,422</b>	<b>-46,558</b>	<b>-3.6%</b>

#### 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 via an agenda software management program. In FY 2020, a new agenda program, Civic Clerk will be implemented. Upon completion of training this spring, this web based program will replace the Granicus program currently in place. Board members, staff, and citizens are able to access current and past meeting agendas, supporting documents, videos of meetings, and minutes 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.

The Administration Department continues to codify the Municipal Code on the City’s website. It is updated on a constant basis through 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. “Shred days” continue for all departments; once in the spring and again in the fall. This continuing practice has eliminated a number of file cabinets, thereby saving departments valuable storage space.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Administration

*Eric S. Stuckey, City Administrator*

#### **FY 2021 Outlook**

The Administration Department will continue to process the Board's agendas using an agenda management system, converting from iLegislate/Granicus to Civic Plus. This will include a technology change, moving from the use of the Apple iPad to the Microsoft Surface tablet. Staff believes this will be a better product with additional software for the tablet user which includes Microsoft Office 365 products including Word, Excel, Outlook, and PowerPoint.

The preservation of historical records will also continue. Working with Facilities Maintenance, we continue to look at options for permanent, long term storage options. 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.

The City implemented a public records policy effective July 1, 2017, in accordance with State requirement. Staff has implemented a software program (JustFOIA) to process these requests for public records. We are now able to process these requests for records more efficiently and expediently while maintaining the integrity of the records with the new software.

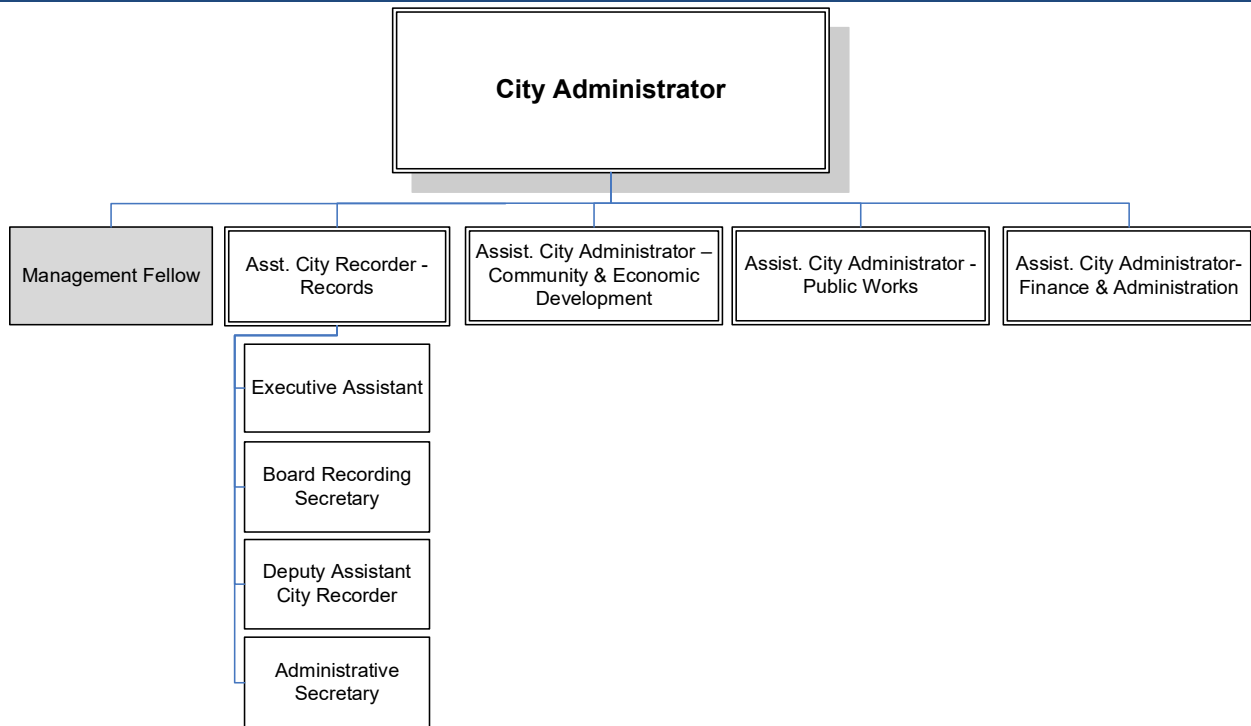
In FY2021, we will bring before the Board an update to the Records Retention policy suggested by MTAS (Municipal Technical Advisory Service). Our current Records Retention policy was approved in 2005. We will also continue our sustainability efforts by researching 'better practices' for city-wide document storage.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



White: Positions Authorized and budgeted in FY 2021

Grey: Positions Authorized but not budgeted in FY 2021

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

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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-Community Development	Grade N	0	0	1	0	1	0	1	0	1	0
Asst. City Admin-Finance/Admin	Grade N	0	0	1	0	1	0	1	0	1	0
Asst. City Admin-Public Works	Grade N	1	0	1	0	1	0	1	0	1	0
Contract Administrator	Grade H	0	0	0	0	0	0	1	0	1	0
Asst City Recorder - Admin	Grade G	1	0	1	0	1	0	1	0	1	0
Management Fellow	Grade E	0	1	0	1	1	0	1	0	0	0
Executive Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Deputy Assistant City Recorder	Grade E	0	0	0	0	0	0	1	0	1	0
Administrative Assistant	Grade D	0	0	1	0	1	0	0	0	0	0
Recording Secretary to BOMA	Grade C	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	1	1	1	0	1	0	1	0	1	0
<b>Sub-Total - Budgeted Positions</b>		<b>6</b>	<b>2</b>	<b>9</b>	<b>1</b>	<b>10</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>10</b>	<b>0</b>
Authorized, Unbudgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
Management Fellow	Grade E	0	0	0	0	0	0	0	0	1	0
<b>Sub-Total - Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Total Authorized Positions</b>		<b>6</b>	<b>2</b>	<b>9</b>	<b>1</b>	<b>10</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>11</b>	<b>0</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	844,394	895,311	1,042,341	1,038,012	995,278	(47,063)	-4.5%
Employee Benefits	212,780	236,185	269,258	285,991	302,094	32,836	12.2%
<b>Total Personnel</b>	<b>1,057,174</b>	<b>1,131,496</b>	<b>1,311,599</b>	<b>1,324,003</b>	<b>1,297,372</b>	<b>(14,227)</b>	<b>-1.1%</b>
<b>Operations</b>							
Transportation Services	192	135	970	970	970	-	0.0%
Operating Services	14,273	13,724	20,900	19,976	24,650	3,750	17.9%
Notices, Subscriptions, etc.	20,486	22,092	24,370	24,924	26,585	2,215	9.1%
Utilities	15,531	13,753	16,625	16,625	16,675	50	0.3%
Contractual Services	16,560	310	9,800	9,800	10,300	500	5.1%
Repair & Maintenance Services	7,255	7,365	7,350	7,350	7,600	250	3.4%
Employee programs	8,205	4,022	26,400	7,400	11,500	(14,900)	-56.4%
Professional Development/Travel	24,957	22,229	28,660	32,620	47,840	19,180	66.9%
Office Supplies	15,174	23,153	16,650	16,650	18,050	1,400	8.4%
Operating Supplies	621	637	3,010	3,010	3,335	325	10.8%
Fuel & Mileage	447	224	700	700	750	50	7.1%
Machinery & Equipment (<\$25,000)	29,249	33,154	80,615	72,959	40,099	(40,516)	-50.3%
Repair & Maintenance Supplies	-	696	180	475	180	-	0.0%
Property & Liability Costs	9,535	13,013	11,729	11,726	12,312	584	5.0%
Permits	-	-	1,320	1,320	1,320	-	0.0%
Other Business Expenses	-	(745)	-	-	-	-	0.0%
Interfund Reimbursements	(155,449)	(241,830)	(260,898)	(260,898)	(266,116)	(5,218)	2.0%
<b>Total Operations</b>	<b>7,036</b>	<b>(88,068)</b>	<b>(11,619)</b>	<b>(34,393)</b>	<b>(43,950)</b>	<b>(32,330)</b>	<b>278.2%</b>
<b>Capital</b>							
	-	-	-	-	-	-	0.0%
<b>Total Administration</b>	<b>1,064,210</b>	<b>1,043,428</b>	<b>1,299,981</b>	<b>1,289,610</b>	<b>1,253,422</b>	<b>(46,559)</b>	<b>-3.6%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Human Resources

Kevin G. Townsel, J.D., Director

#### Budget Summary

	2018 Actual	2019 Estimated	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	913,585	1,060,300	1,111,737	1,125,253	1,121,867	10,130	0.9%
<b>Operations</b>	73,795	90,888	214,289	198,896	302,482	88,192	41.2%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>987,380</b>	<b>1,151,188</b>	<b>1,326,027</b>	<b>1,324,149</b>	<b>1,424,349</b>	<b>98,322</b>	<b>7.4%</b>

#### Departmental Summary

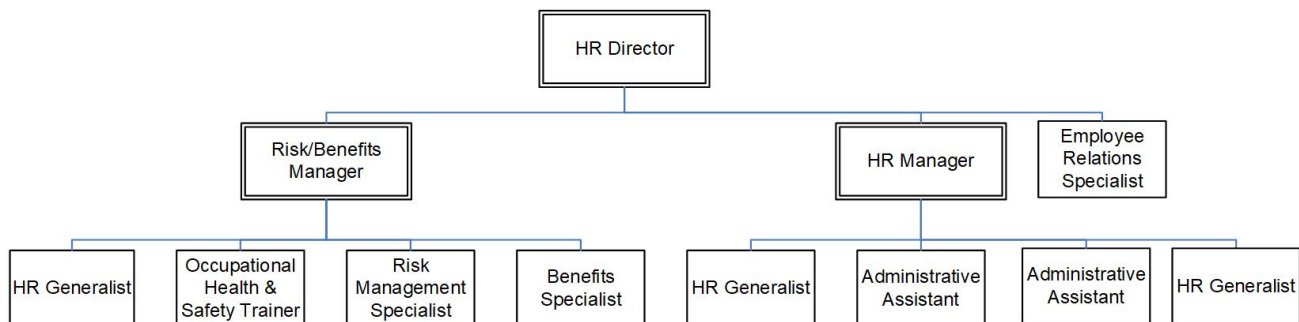
The goal of the Human Resources Department is to administer a comprehensive human resources program for all City of Franklin employees.

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

### Organizational Chart



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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Human Resources Director	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant HR Director	Grade K	1	0	0	0	0	0	0	0	0	0
Risk/Benefits Manager	Grade K	1	0	1	0	1	0	1	0	1	0
HR Manager	Grade J	0	0	1	0	1	0	1	0	1	0
Benefits Specialist	Grade I	1	0	0	0	0	0	1	0	1	0
Risk Management Specialist	Grade I	0	0	0	0	0	0	1	0	1	0
Occupational Health & Safety Trainer	Grade H	1	0	1	0	1	0	1	0	1	0
Safety Coordinator	Grade H	1	0	1	0	1	0	0	0	0	0
Employee Relations Specialist	Grade G	1	0	1	0	1	0	1	0	1	0
Human Resources Generalist	Grade G	2	0	4	0	4	0	3	0	3	0
Human Resources Technician	Grade D	2	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade D	0	1	2	0	2	0	2	0	2	0
<b>TOTALS</b>		<b>11</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>0</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	668,003	805,707	827,731	841,500	820,707	(7,024)	-0.8%
Employee Benefits	245,582	254,594	284,006	283,753	301,161	17,155	6.0%
<b>Total Personnel</b>	<b>913,585</b>	<b>1,060,300</b>	<b>1,111,737</b>	<b>1,125,253</b>	<b>1,121,867</b>	<b>10,130</b>	<b>0.9%</b>
<b>Operations</b>							
Transportation Services	2,993	2,159	3,600	3,100	4,100	500	13.9%
Operating Services	1,966	2,894	3,100	2,700	3,900	800	25.8%
Notices, Subscriptions, etc.	17,646	20,848	10,900	12,500	23,250	12,350	113.3%
Utilities	7,059	6,483	6,725	6,700	8,050	1,325	19.7%
Contractual Services	82,813	66,574	117,303	122,000	132,468	15,165	12.9%
Repair & Maintenance Services	4,964	5,607	5,250	6,350	5,750	500	9.5%
Employee Programs	218,063	197,026	252,750	241,250	302,750	50,000	19.8%
Professional Development/Travel	26,418	24,507	23,600	23,675	27,275	3,675	15.6%
Office Supplies	12,140	19,000	15,250	21,000	28,000	12,750	83.6%
Operating Supplies	-	160	3,550	2,200	4,250	700	19.7%
Fuel & Mileage	2,017	2,830	2,100	2,100	3,500	1,400	66.7%
Machinery & Equipment (<\$25,000)	8,262	25,993	51,171	47,671	45,250	(5,921)	-11.6%
Repair & Maintenance Supplies	-	110	570	570	570	-	0.0%
Property & Liability Costs	11,311	18,206	19,369	8,589	20,338	968	5.0%
Other Business Expenses	-	-	560	-	570	10	1.8%
Debt Service and Lease Payments	2,493	-	-	-	-	-	0.0%
Interfund Reimbursements	(324,350)	(301,509)	(301,509)	(301,509)	(307,539)	(6,030)	2.0%
<b>Total Operations</b>	<b>73,795</b>	<b>90,888</b>	<b>214,289</b>	<b>198,896</b>	<b>302,482</b>	<b>88,192</b>	<b>41.2%</b>
<b>Total Human Resources</b>	<b>987,380</b>	<b>1,151,188</b>	<b>1,326,026</b>	<b>1,324,149</b>	<b>1,424,349</b>	<b>98,323</b>	<b>7.4%</b>

Human Resources





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Law

Shauna R. Billingsley, City Attorney

#### Budget Summary

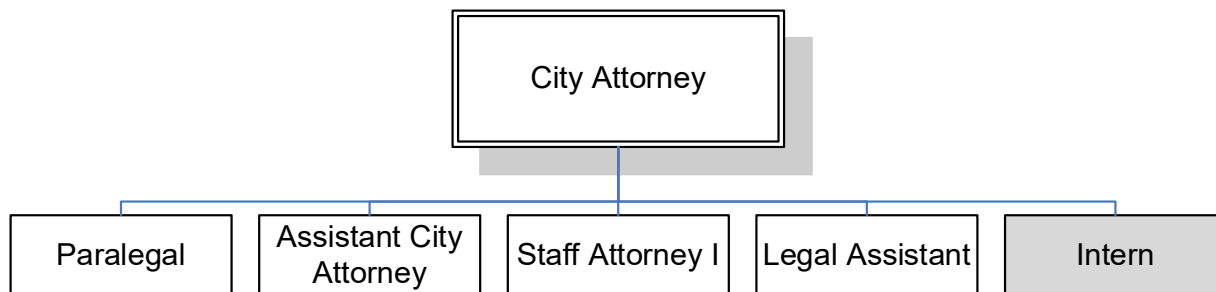
	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	501,025	752,703	571,287	569,003	601,468	30,181	5.3%
<b>Operations</b>	-47,632	5,378	39,223	-32,057	52,364	13,141	33.5%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>453,393</b>	<b>758,081</b>	<b>610,510</b>	<b>536,946</b>	<b>653,832</b>	<b>43,321</b>	<b>7.1%</b>

#### 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

### Organizational Chart



White: Authorized and budgeted in FY 2021

Gray: Authorized and unbudgeted in FY 2021

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Attorney	Grade N	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	Grade K	1	0	1	0	1	0	1	0	1	0
Staff Attorney I	Grade J	0	0	1	0	1	0	1	0	1	0
Paralegal	Grade G	2	0	1	0	1	0	1	0	1	0
Legal Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Intern	---	0	1	0	1	0	1	0	1	0	0
<b>Sub-Total Budgeted Positions</b>		<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>0</b>
<b>Authorized, Unbudgeted Positions</b>											
Intern	---	0	0	0	0	0	0	0	0	0	1
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total Authorized Positions</b>		<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>1</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	387,901	412,176	444,329	432,903	457,923	13,593	3.1%
Officials Fees	201	221,691	300	-	300	-	0.0%
Employee Benefits	112,923	118,836	126,658	136,100	143,245	16,587	13.1%
<b>Total Personnel</b>	<b>501,025</b>	<b>752,703</b>	<b>571,287</b>	<b>569,003</b>	<b>601,468</b>	<b>30,181</b>	<b>5.3%</b>
<b>Operations</b>							
Transportation Services	987	872	1,400	750	1,500	100	7.1%
Operating Services	8,340	7,470	12,845	4,226	14,000	1,155	9.0%
Notices, Subscriptions, etc.	14,930	16,318	23,250	16,750	30,000	6,750	29.0%
Utilities	3,296	3,080	3,870	2,808	4,500	630	16.3%
Contractual Services	21,389	87,609	81,940	61,337	94,500	12,560	15.3%
Repair & Maintenance Services	-	-	1,800	-	-	(1,800)	-100.0%
Employee programs	185	883	4,450	1,290	5,000	550	12.4%
Professional Development/Travel	17,031	16,361	21,500	11,100	25,000	3,500	16.3%
Office Supplies	2,993	2,273	4,850	2,100	5,200	350	7.2%
Operating Supplies	549	270	800	150	800	-	0.0%
Fuel & Mileage	-	-	500	-	500	-	0.0%
Machinery & Equipment (<\$25,000	8,108	2,569	23,500	16,500	15,500	(8,000)	-34.0%
Repair & Maintenance Supplies	-	-	150	-	150	-	0.0%
Property & Liability Costs	2,770	3,712	4,293	3,528	4,204	(89)	-2.1%
Financial Fees	685	670	750	40	800	50	6.7%
Permits	2,430	2,868	6,550	590	7,000	450	6.9%
Miscellaneous	(1,564)	(54)	-	-	-	-	0.0%
Interfund Services Reimbursement	(129,761)	(139,523)	(153,225)	(153,225)	(156,290)	(3,065)	2.0%
<b>Total Operations</b>	<b>(47,632)</b>	<b>5,378</b>	<b>39,223</b>	<b>(32,057)</b>	<b>52,364</b>	<b>13,141</b>	<b>33.5%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Law Department</b>	<b>453,393</b>	<b>758,081</b>	<b>610,510</b>	<b>536,946</b>	<b>653,832</b>	<b>43,321</b>	<b>7.1%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Communications

Milissa Reiersen, Communications Manager

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	402,368	412,049	403,467	390,200	410,458	6,992	1.7%
<b>Operations</b>	-39,395	-17,045	17,687	17,318	29,780	12,093	68.4%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>362,973</b>	<b>395,004</b>	<b>421,154</b>	<b>407,518</b>	<b>440,238</b>	<b>19,084</b>	<b>4.5%</b>

#### 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.

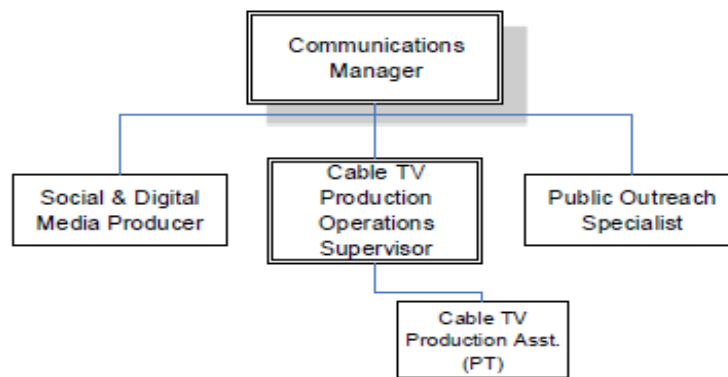
We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional



#### FY 2021 Outlook

The Communications Division continues to work to promote the City of Franklin services, events and achievements through the traditional media, social media, and Franklin TV. We recently updated our City website and received 1.5 million page views in 2018! We will continue to work to provide easy-to-understand information to our citizens through the web, social media, Franklin TV and through the news media. In 2020 we hope to put more emphasis on our ADA compliance with web oversight and closed captioning to provide ongoing maintenance of our overall communications mission. The Communications division works with all City departments to help them achieve their communications goals.

### Organizational Chart



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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing History

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Communications Manager	Grade J	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 F	1	0	1	0	1	0	1	0	1	0
Video/Production Assistant	Grade C	0	1	0	1	0	1	0	1	0	1
<b>TOTALS</b>		<b>4</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>1</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	295,938	314,077	303,190	291,656	302,001	(1,189)	-0.4%
Employee Benefits	106,430	97,972	100,277	98,544	108,458	8,181	8.2%
<b>Total Personnel</b>	<b>402,368</b>	<b>412,049</b>	<b>403,467</b>	<b>390,200</b>	<b>410,458</b>	<b>6,992</b>	<b>1.7%</b>
<b>Operations</b>							
Transportation Services	307	282	695	670	715	20	2.9%
Operating Services	-	236	485	510	530	45	9.3%
Notices, Subscriptions, etc.	18,983	32,993	43,410	43,280	44,210	800	1.8%
Utilities	3,209	3,001	3,965	3,965	4,065	100	2.5%
Contractual Services	18,174	12,036	22,770	22,770	23,440	670	2.9%
Repair & Maintenance Services	362	383	3,500	3,470	3,560	60	1.7%
Employee programs	-	225	500	500	500	-	0.0%
Professional Development/Travel	8,974	7,960	5,580	5,446	11,930	6,350	113.8%
Office Supplies	2,081	2,612	3,550	3,550	3,650	100	2.8%
Operating Supplies	383	4,498	6,945	7,050	7,180	235	3.4%
Fuel & Mileage	157	271	470	470	480	10	2.1%
Machinery & Equipment (<\$25,000)	10,733	11,047	16,670	16,670	22,200	5,530	33.2%
Repair & Maintenance Supplies	10,581	92	515	515	530	15	2.9%
Operational Units	3,082	2,411	4,600	4,600	4,700	100	2.2%
Property & Liability Costs	5,179	5,469	5,565	5,384	5,653	88	1.6%
Interfund Service Reimbursements	(121,600)	(100,561)	(101,532)	(101,532)	(103,563)	(2,031)	2.0%
<b>Total Operations</b>	<b>(39,395)</b>	<b>(17,045)</b>	<b>17,687</b>	<b>17,318</b>	<b>29,780</b>	<b>12,093</b>	<b>68.4%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Communications Department</b>	<b>362,973</b>	<b>395,004</b>	<b>421,154</b>	<b>407,518</b>	<b>440,238</b>	<b>19,084</b>	<b>4.5%</b>



HISTORIC  
FRANKLIN  
TENNESSEE

# City of Franklin, Tennessee

## FY 2021 Operating Budget

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### PUBLIC SAFETY

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Public Safety comprises the Police and Fire departments.



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Under this operating unit are:

- Police
- Drug Fund
- Fire



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Police

Chief Deborah Y. Faulkner, EdD

#### Budget Summary - Overall

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	12,125,458	12,717,869	13,276,599	13,442,832	13,304,126	27,527	0.2%
<b>Operations</b>	4,330,993	3,734,357	3,519,611	3,453,059	3,524,205	4,594	0.1%
<b>Capital</b>	395,822	0	1,000,000	750,000	0	(1,000,000)	-100.0%
<b>Total</b>	<b>16,852,273</b>	<b>16,452,226</b>	<b>17,796,210</b>	<b>17,645,891</b>	<b>16,828,331</b>	<b>(967,879)</b>	<b>-5.4%</b>

#### Budget Summary - By Division

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Administration</b>	5,474,545	4,501,094	5,749,377	5,024,282	5,032,483	(716,894)	-12.5%
<b>Operations</b>	8,267,347	8,724,193	8,702,319	9,340,301	9,113,468	411,149	4.7%
<b>CID</b>	3,110,381	3,226,939	3,344,514	3,281,308	2,682,379	(662,135)	-19.8%
<b>Total</b>	<b>16,852,273</b>	<b>16,452,226</b>	<b>17,796,210</b>	<b>17,645,891</b>	<b>16,828,331</b>	<b>(967,879)</b>	<b>-5.4%</b>

#### 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 FY 2021

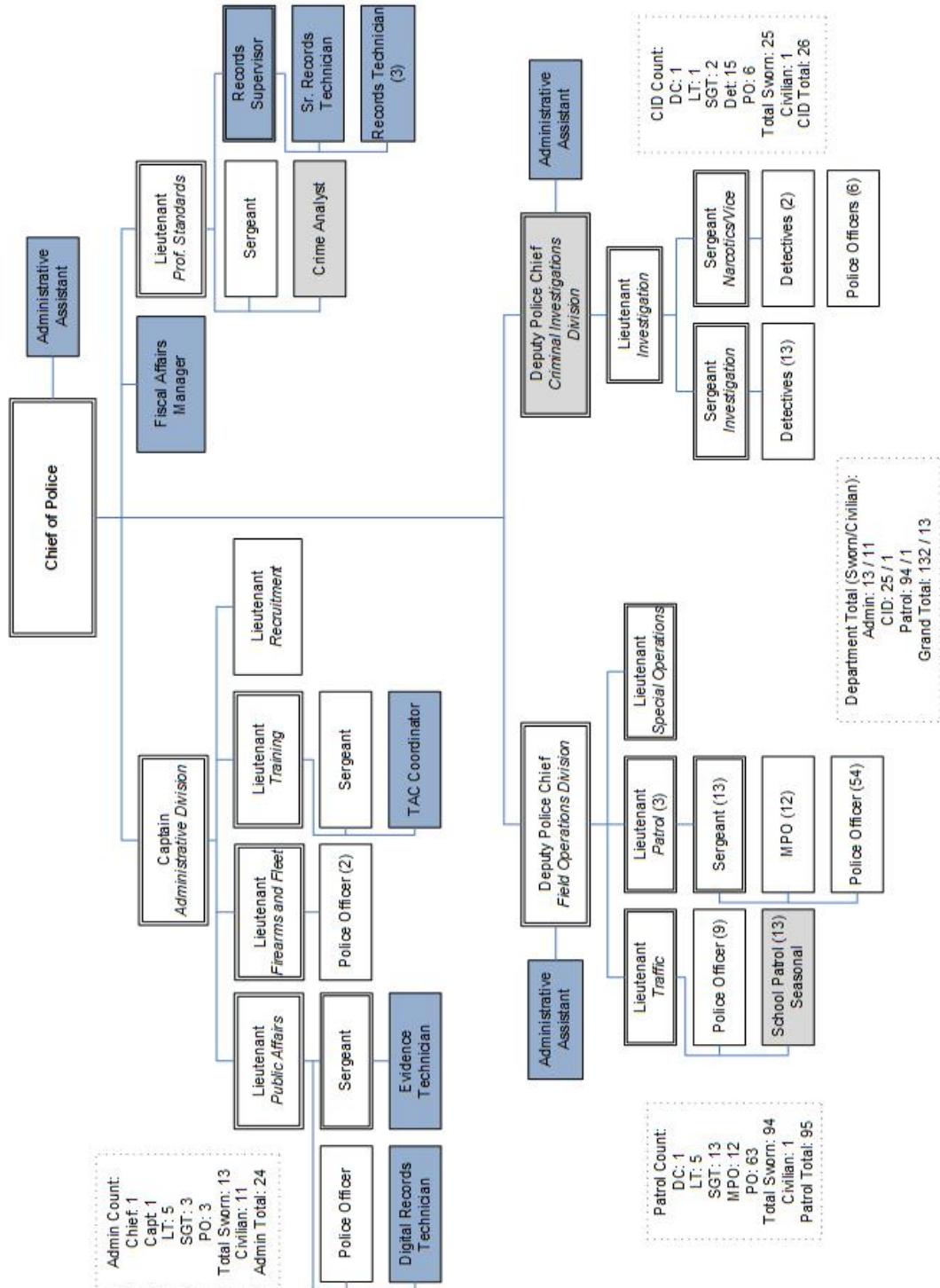
- Maintain a low crime rate
- Continue to keep the case clearance rate above the national average
- Continue building community partnerships
- Maintain the budgeted Staffing level
- Provide training that will move the department from good to great



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



White: Sworn Positions Authorized and Budgeted in FY 2021  
 Blue: Civilian Positions Authorized and Budgeted in FY 2021  
 Gray: Positions Authorized and Unbudgeted in FY 2021





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
<b>Sworn Officers</b>											
Police Chief	Grade M	1	0	1	0	1	0	1	0	1	0
Police Deputy Chief	Grade K	2	0	2	0	2	0	2	0	1	0
Field Operations Captain	Grade J	1	0	1	0	1	0	1	0	1	0
Police Lieutenants	Grade I	10	0	10	0	10	0	11	0	11	0
Police Sergeant	Grade G	18	0	18	0	18	0	18	0	18	0
Detective/Master Patrol	Grade F	27	0	27	0	27	0	27	0	27	0
Police Officers	Grade E	70	0	70	0	70	0	72	0	72	0
<b>Non-Sworn Personnel</b>											
Fiscal Affairs Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Crime Analyst	Grade F	1	0	1	0	1	0	1	0	0	0
Digital Records Technician	Grade F	1	0	1	0	1	0	1	0	1	0
Asst. Comm. Super.*	Grade E	0	0	0	0	0	0	0	0	0	0
Records Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Sr. Communications Officer*	Grade E	0	0	0	0	0	0	0	0	0	0
Admin. Asst.	Grade D	3	0	3	0	3	0	3	0	3	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
Sr. Records Technician	Grade D	0	0	0	0	0	0	0	0	1	0
Communications Officer*	Grade D	0	0	0	0	0	0	0	0	0	0
Records Technician	Grade C	0	0	0	0	0	0	0	0	3	0
Records Clerk	Grade B	3	0	4	0	4	0	4	0	0	0
Parking Enforcement Officer	Grade B	1	0	1	0	0	0	0	0	0	0
School Patrol (Part-time)	Grade A	0	11	0	11	0	11	0	13	0	9
<b>Sub-total Budgeted Positions</b>		<b>142</b>	<b>13</b>	<b>143</b>	<b>11</b>	<b>142</b>	<b>11</b>	<b>145</b>	<b>13</b>	<b>143</b>	<b>9</b>

<b>Authorized, Unbudgeted Positions</b>											
Police Deputy Chief	Grade K	0	0	0	0	0	0	0	0	1	0
Crime Analyst	Grade F	0	0	0	0	0	0	0	0	1	0
School Patrol (Part-time)	Grade A	0	0	0	0	0	0	0	0	0	4
<b>Sub-total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>

<b>Total Authorized Staffing</b>		<b>142</b>	<b>13</b>	<b>143</b>	<b>11</b>	<b>142</b>	<b>11</b>	<b>145</b>	<b>13</b>	<b>145</b>	<b>13</b>
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#### Positions by Division

Administration		15	0	17	0	17	0	24	0	24	0
Patrol		97	11	96	11	95	11	95	13	95	13
CID		30	2	30	0	30	0	26	0	26	0
<b>Total Authorized Staffing</b>		<b>142</b>	<b>13</b>	<b>143</b>	<b>11</b>	<b>142</b>	<b>11</b>	<b>145</b>	<b>13</b>	<b>145</b>	<b>13</b>

The City continues to provide for salary costs of 14 communications employees who were transferred to Williamson County in November 2016.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget - Overall

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	8,289,022	8,852,576	9,166,033	9,407,553	9,213,266	47,233	0.5%
Officials Fees	-	-	3,200	-	3,200	-	0.0%
Employee Benefits	3,836,436	3,865,293	4,107,366	4,035,279	4,087,660	(19,706)	-0.5%
<b>Total Personnel</b>	<b>12,125,458</b>	<b>12,717,869</b>	<b>13,276,599</b>	<b>13,442,832</b>	<b>13,304,126</b>	<b>27,527</b>	<b>0.2%</b>
<b>Operations</b>							
Transportation Services	13,749	11,876	31,566	12,481	32,198	632	2.0%
Operating Services	85,648	108,945	88,121	105,312	113,761	25,640	29.1%
Notices, Subscriptions, etc.	39,371	29,490	30,010	30,037	30,610	600	2.0%
Utilities	399,915	414,168	441,985	421,933	439,825	(2,160)	-0.5%
Contractual Services	811,481	586,329	840,601	838,150	848,176	7,575	0.9%
Repair & Maintenance Services	323,317	363,896	328,031	289,962	334,592	6,561	2.0%
Employee programs	172,963	179,522	204,340	219,040	139,402	(64,938)	-31.8%
Professional Development/Travel	2,260	811	-	4,128	-	-	0.0%
Office Supplies	27,515	27,367	25,084	34,514	25,586	502	2.0%
Operating Supplies	265,115	369,034	379,246	378,398	393,717	14,471	3.8%
Fuel & Mileage	234,670	254,018	282,982	244,812	267,500	(15,482)	-5.5%
Machinery & Equipment (<\$25,000)	629,112	310,530	289,535	296,242	243,997	(45,538)	-15.7%
Repair & Maintenance Supplies	4,737	462	7,010	8,457	7,150	140	2.0%
Operational Units	88,069	117,878	82,443	96,270	84,092	1,649	2.0%
Property & Liability Costs	481,503	431,357	483,210	467,292	558,043	74,833	15.5%
Rentals	3,078	2,922	2,472	2,972	2,521	49	2.0%
Permits	43	24	-	-	-	-	0.0%
Other Business Expenses	796	5,259	2,975	3,059	3,035	60	2.0%
Debt Service and Lease Payments	747,651	520,469	-	-	-	-	0.0%
<b>Total Operations</b>	<b>4,330,993</b>	<b>3,734,357</b>	<b>3,519,611</b>	<b>3,453,059</b>	<b>3,524,205</b>	<b>4,594</b>	<b>0.1%</b>
<b>Capital</b>	<b>395,822</b>	<b>-</b>	<b>1,000,000</b>	<b>750,000</b>	<b>-</b>	<b>(1,000,000)</b>	<b>-100.0%</b>
<b>Total Police Department</b>	<b>16,852,273</b>	<b>16,452,226</b>	<b>17,796,210</b>	<b>17,645,891</b>	<b>16,828,331</b>	<b>(967,879)</b>	<b>-5.4%</b>

### Notes & Objectives



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget - Administration Division

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	1,001,129	1,026,970	1,314,851	1,057,335	1,483,789	168,938	12.8%
Officials Fees	-	-	3,200	-	3,200	-	0.0%
Employee Benefits	441,499	447,173	602,079	467,663	695,703	93,624	15.6%
<b>Total Personnel</b>	<b>1,442,628</b>	<b>1,474,143</b>	<b>1,920,130</b>	<b>1,524,998</b>	<b>2,182,692</b>	<b>262,562</b>	<b>13.7%</b>
<b>Operations</b>							
Transportation Services	11,469	11,036	31,566	12,200	32,198	632	2.0%
Operating Services	83,520	103,897	75,584	102,750	105,563	29,979	39.7%
Notices, Subscriptions, etc.	31,883	23,160	26,558	25,100	27,089	531	2.0%
Utilities	399,915	414,168	441,985	421,933	439,825	(2,160)	-0.5%
Contractual Services	791,569	552,372	803,601	798,150	809,716	6,115	0.8%
Repair & Maintenance Services	323,317	359,846	328,031	289,758	334,592	6,561	2.0%
Employee programs	27,654	72,467	81,228	99,040	32,853	(48,375)	-59.6%
Professional Development/Travel	1,550	493	-	900	-	-	0.0%
Office Supplies	25,648	25,618	25,084	28,700	25,586	502	2.0%
Operating Supplies	216,534	314,598	280,840	315,791	305,277	24,437	8.7%
Fuel & Mileage	234,627	253,940	282,982	244,647	267,500	(15,482)	-5.5%
Machinery & Equipment (<\$25,000)	616,545	215,130	239,213	239,213	243,997	4,784	2.0%
Repair & Maintenance Supplies	1,782	439	7,010	7,010	7,150	140	2.0%
Operational Units	16,505	19,911	20,825	21,275	21,242	417	2.0%
Property & Liability Costs	102,009	131,202	179,293	136,845	191,648	12,355	6.9%
Rentals	3,078	2,922	2,472	2,972	2,521	49	2.0%
Permits	43	24	-	-	-	-	0.0%
Other Business Expenses	796	5,259	2,975	3,000	3,035	60	2.0%
Debt Service and Lease Payments	747,651	520,469	-	-	-	-	0.0%
<b>Total Operations</b>	<b>3,636,095</b>	<b>3,026,951</b>	<b>2,829,247</b>	<b>2,749,284</b>	<b>2,849,791</b>	<b>20,544</b>	<b>0.7%</b>
<b>Capital</b>	<b>395,822</b>	<b>-</b>	<b>1,000,000</b>	<b>750,000</b>	<b>-</b>	<b>(750,000)</b>	<b>-100.0%</b>
<b>Total Administration Division</b>	<b>5,474,545</b>	<b>4,501,094</b>	<b>5,749,377</b>	<b>5,024,282</b>	<b>5,032,483</b>	<b>5,032,483</b>	<b>-12.5%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget - CID Division

	Actual 2018	Actual 2019	Budget 2020	Est 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	2,075,231	2,150,931	2,157,811	2,177,883	1,695,644	(462,167)	-21.4%
Officials Fees	-	-	-	-	-	-	0.0%
Employee Benefits	830,439	833,482	974,541	890,107	763,144	(211,397)	-21.7%
<b>Total Personnel</b>	<b>2,905,670</b>	<b>2,984,413</b>	<b>3,132,352</b>	<b>3,067,990</b>	<b>2,458,787</b>	<b>(673,565)</b>	<b>-21.5%</b>
<b>Operations</b>							
Transportation Services	393	840	-	281	-	-	0.0%
Operating Services	359	455	8,037	-	8,198	161	2.0%
Notices, Subscriptions, etc.	1,521	590	1,051	1,200	1,072	21	2.0%
Utilities	-	-	-	-	-	-	0.0%
Contractual Services	19,912	33,957	37,000	40,000	38,460	1,460	3.9%
Repair & Maintenance Services	-	1,094	-	-	-	-	0.0%
Employee programs	37,699	44,340	43,260	45,000	44,125	865	2.0%
Professional Development/Travel	244	78	-	750	-	-	0.0%
Office Supplies	1,164	668	-	2,614	-	-	0.0%
Operating Supplies	2,677	-	-	107	-	-	0.0%
Fuel & Mileage	43	78	-	65	-	-	0.0%
Machinery & Equipment (<\$25,000)	5,511	26,058	-	1,403	-	-	0.0%
Repair & Maintenance Supplies	253	14	-	175	-	-	0.0%
Operational Units	14,127	31,132	19,354	20,673	19,741	387	2.0%
Property & Liability Costs	120,808	103,222	103,460	100,991	111,996	8,536	8.3%
Other Business Expenses	-	-	-	59	-	-	0.0%
<b>Total Operations</b>	<b>204,711</b>	<b>242,526</b>	<b>212,162</b>	<b>213,318</b>	<b>223,592</b>	<b>11,430</b>	<b>5.4%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total CID Division</b>	<b>3,110,381</b>	<b>3,226,939</b>	<b>3,344,514</b>	<b>3,281,308</b>	<b>2,682,379</b>	<b>(662,135)</b>	<b>-19.8%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget - Patrol Division

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	5,212,662	5,674,675	5,693,371	6,172,334	6,033,834	340,463	6.0%
Officials Fees	-	-	-	-	-	-	0.0%
Employee Benefits	2,564,498	2,584,638	2,530,746	2,677,510	2,628,813	98,067	3.9%
<b>Total Personnel</b>	<b>7,777,160</b>	<b>8,259,313</b>	<b>8,224,117</b>	<b>8,849,844</b>	<b>8,662,647</b>	<b>438,530</b>	<b>5.3%</b>
<b>Operations</b>							
Transportation Services	1,887	-	-	-	-	-	0.0%
Operating Services	1,769	4,593	4,500	2,562	-	(4,500)	-100.0%
Notices, Subscriptions, etc.	5,967	5,740	2,401	3,737	2,449	48	2.0%
Utilities	-	-	-	-	-	-	0.0%
Contractual Services	-	-	-	-	-	-	0.0%
Repair & Maintenance Services	-	2,956	-	204	-	-	0.0%
Employee programs	107,610	62,715	79,852	75,000	62,424	(17,428)	-21.8%
Professional Development/Travel	466	240	-	2,478	-	-	0.0%
Office Supplies	703	1,081	-	3,200	-	-	0.0%
Operating Supplies	45,904	54,436	98,406	62,500	88,440	(9,966)	-10.1%
Fuel & Mileage	-	-	-	100	-	-	0.0%
Machinery & Equipment (<\$25,000)	7,056	69,342	50,322	55,626	-	(50,322)	-100.0%
Repair & Maintenance Supplies	2,702	9	-	1,272	-	-	0.0%
Operational Units	57,437	66,835	42,264	54,322	43,109	845	2.0%
Property & Liability Costs	258,686	196,933	200,457	229,456	254,399	53,942	26.9%
Rentals	-	-	-	-	-	-	0.0%
Permits	-	-	-	-	-	-	0.0%
Other Business Expenses	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	-	-	-	-	-	-	0.0%
<b>Total Operations</b>	<b>490,187</b>	<b>464,880</b>	<b>478,202</b>	<b>490,457</b>	<b>450,822</b>	<b>(27,380)</b>	<b>-5.7%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Patrol Division</b>	<b>8,267,347</b>	<b>8,724,193</b>	<b>8,702,319</b>	<b>9,340,301</b>	<b>9,113,468</b>	<b>411,149</b>	<b>4.7%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Drug Fund

Chief Deborah Y. Faulkner, EdD

#### Budget Summary

	2018	2019	2020		2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Beginning Fund Balance</b>	<b>541,205</b>	<b>508,522</b>	<b>438,184</b>	<b>438,184</b>	<b>465,384</b>		
Revenues	<b>226,100</b>	<b>129,156</b>	<b>243,364</b>	<b>116,700</b>	<b>221,955</b>	(21,409)	-8.80%
Expenditures	<b>258,783</b>	<b>199,494</b>	<b>134,900</b>	<b>89,500</b>	<b>117,500</b>	(17,400)	-12.90%
<b>Ending Balance</b>	<b>508,522</b>	<b>438,184</b>	<b>546,648</b>	<b>465,384</b>	<b>569,839</b>		

#### Fund Summary

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.

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 chargers, 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 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>541,205</b>	<b>508,522</b>	<b>438,184</b>	<b>438,184</b>	<b>465,384</b>		
<b>Revenues</b>							
DRUG FINES RECEIVED	67,571	59,413	82,538	60,000	78,843	(3,695)	-4.5%
DRUG CONTRIBUTIONS TO FPD	36,900	29,850	33,495	32,000	33,511	16	0.0%
CONFISCATED GOODS (FEDERAL)	49,204	7,820	73,654	-	61,785	(11,869)	-16.1%
CONFISCATED GOODS (STATE)	44,611	18,444	23,361	10,000	23,966	605	2.6%
INTEREST INCOME	8,317	13,629	12,000	13,700	5,995	(6,005)	-50.0%
SALE OF SURPLUS ASSETS	19,496	-	18,316	1,000	17,855	(461)	-2.5%
<b>Total Available Funds</b>	<b>226,100</b>	<b>129,156</b>	<b>243,364</b>	<b>116,700</b>	<b>221,955</b>	<b>(21,409)</b>	<b>-8.8%</b>
<b>Expenses (Operations)</b>							
MACHINERY & EQUIPMENT (<\$25,000)	59,386	89,324	-	68,000	-	-	0.0%
OPERATIONAL UNITS	38,039	24,260	72,500	19,000	55,000	(17,500)	-24.1%
PERMITS	-	-	-	-	-	-	0.0%
OTHER BUSINESS EXPENSES	2,235	2,554	2,400	2,500	2,500	100	4.2%
Capital	159,123	83,356	60,000	-	60,000	-	0.0%
<b>Total Expenditures</b>	<b>258,783</b>	<b>199,494</b>	<b>134,900</b>	<b>89,500</b>	<b>117,500</b>	<b>(17,400)</b>	<b>-12.9%</b>
<b>Ending Fund Balance</b>	<b>508,522</b>	<b>438,184</b>	<b>546,648</b>	<b>465,384</b>	<b>569,839</b>		



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Fire

Rocky Garzarek, Fire Chief

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	15,827,329	16,079,006	16,599,224	16,663,512	16,805,492	206,268	1.2%
<b>Operations</b>	2,272,459	1,889,661	2,206,292	2,141,464	2,134,465	-71,827	-3.3%
<b>Capital</b>	0	177,000	0	0	125,000	125,000	100.0%
<b>Total</b>	<b>18,099,788</b>	<b>18,145,667</b>	<b>18,805,516</b>	<b>18,804,976</b>	<b>19,064,957</b>	<b>259,441</b>	<b>1.4%</b>

#### Departmental Summary



We continue to thank the Board of Mayor and Aldermen and the City leadership for supporting our vision of "Service through Excellence."

The Fire Department responded to 8,879 incidents in 2019, experiencing a 1.98 percent decrease in call volume over the previous year. Our average response time after receiving the dispatch is four minutes and eleven seconds (4:11).

Having completed our five-year strategic plan, we are focusing our efforts to create a Standards of Response Coverage document. This effort will define those adopted, written policies and procedures that determines the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other forces of technical response. We will endeavor to analyze all areas of resource allocation for emergency response using nationally recognized best practices to assess where we are today and to set the direction for our future.

Construction of new station 7 located at 911 Brunacini Way has begun with an estimated completion date of May 2020. This station will primarily serve the Goose Creek area located in south Franklin. This station will be a joint venture between the City and Williamson County allowing for the provision of an ambulance and living quarters for EMS staff. It will replace the existing temporary fire station erected in early 2015.

On August 31, 2019 the city deployed nine personnel and equipment to Florida in response to Hurricane Dorian. Our personnel assisted with boat evacuations of residents who were stranded by flood waters over a six day deployment. These deployments are invaluable learning opportunities that help educate us to respond effectively to disasters that may affect our area and which would require significant outside assistance.

Fire apparatus, like other automotive products, require regular maintenance and repair. Each time that a fire truck is taken in for repairs, service to the community is negatively affected. To lessen the chance of this occurring, the fire department maintains three reserve apparatus. Because fire apparatuses are custom built, purchasing and equipping a new truck takes approximately 18 months. At a cost between \$400,000 and \$1.3 million depending upon the vehicle, and a 15 plus year service life; the significant cost and time involved in procuring fire apparatus make it wise to establish





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Fire

*Rocky Garzarek, Fire Chief*

a strict vehicle replacement program. This ensures that both front line and reserve apparatus are maintained in a state of readiness, and that parts are available to service the fleet. FY21 requests includes the replacement of a shift commander SUV, two rescue trucks, an Engine and two staff vehicles.

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. Although we have made improvements in our training programs, delivery methods, and training content; we have not increased our training staff since 2006. As a result, overtime usage has increased significantly because shift personnel have filled this deficiency off-duty. The department has requested the addition two (2) FTEs to help rectify this situation.

Life safety inspections in new construction projects continue to monopolize most of our fire inspectors' time. As these inspections do not show any signs of reduction and our current staffing does not allow us to conduct routine inspections of existing facilities, the department continues to request the addition of three (3) Fire Safety Officers. These personnel would be assigned to a 24-hour shift but detailed to the prevention division for 8 of these hours on their weekdays. Our fire prevention efforts continue to provide for a safer and more educated community. In 2019, the department reviewed 904 projects, conducted 1,625 building inspections and 647 fire case inspections, installed 311 car seats, conducted 18 fire drills involving 7,127 people, presented the "Great Escapes" program to 974 fifth grade students and taught 195 people CPR.

We thank the Board of Mayor and Alderman for allowing us to present a few of our needs for funding consideration and will continue to be good stewards of the appropriations given to us.

#### **Departmental Goals**

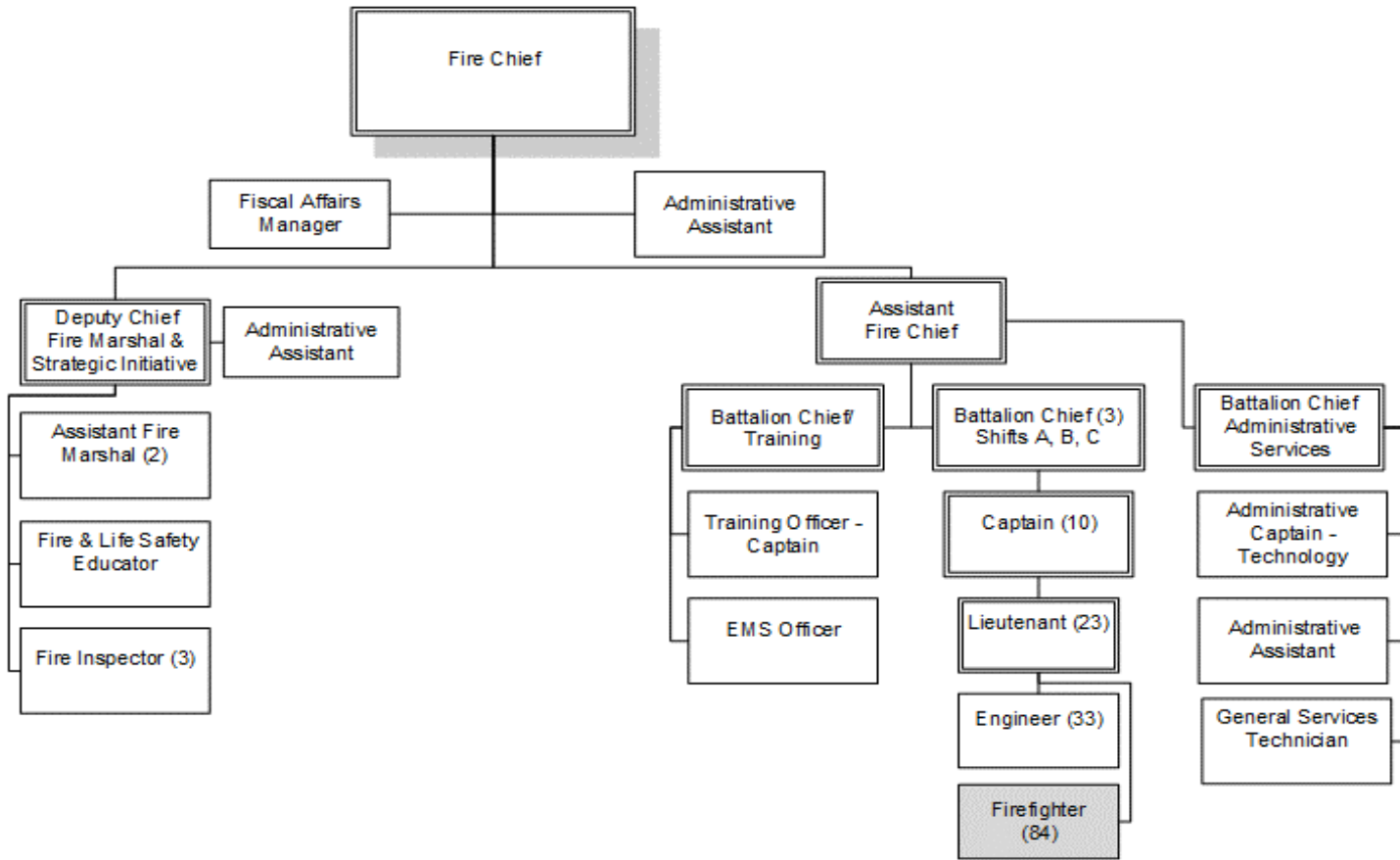
- Maintain a Class 1 Public Protection rating from the Insurance Services Office.
- Provide appropriate training and professional development.
- Increase specialized rescue capabilities based upon known risks.
- Complete a multi-year strategic plan and standard of coverage.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



White: Positions Authorized and Budgeted in FY 2021

Gray: Positions Authorized and Unbudgeted in FY 2021.

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fire Chief	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant Fire Chief	Grade L	0	0	0	0	1	0	1	0	1	0
Fire Deputy Chief - Administration	Grade K	1	0	1	0	1	0	0	0	0	0
Fire Deputy Chief - Operations	Grade K	1	0	1	0	0	0	0	0	0	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 - Administrative Services	Grade J	0	0	0	0	0	0	1	0	1	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	11	0	10	0	10	0	10	0	10	0
Training Officer (Captain)	Grade I	1	0	1	0	1	0	1	0	1	0
Administrative Captain - Technology	Grade I	0	0	0	0	0	0	1	0	1	0
Administrative Services Officer	Grade I	1	0	1	0	1	0	0	0	0	0
Assistant Fire Marshal	Grade H	1	0	1	0	2	0	2	0	2	0
Fiscal Affairs Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Fire Inspector Supervisor	Grade H	0	0	1	0	0	0	0	0	0	0
Fire & Life Safety Educator	Grade G	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	Grade G	22	0	23	0	23	0	23	0	23	0
Fire Inspector	Grade G	3	0	3	0	3	0	3	0	3	0
Fire Engineer	Grade F	33	0	33	0	33	0	33	0	33	0
Firefighter	Grade E	84	0	84	0	84	0	84	0	83	0
Administrative Assistant	Grade D	3	0	3	0	3	0	3	0	3	0
General Services Technician	Grade D	1	0	1	0	1	0	1	0	1	0
<b>Sub-Total Budgeted Positions</b>		<b>171</b>	<b>0</b>	<b>172</b>	<b>0</b>	<b>172</b>	<b>0</b>	<b>172</b>	<b>0</b>	<b>171</b>	<b>0</b>
<b>Authorized, Unbudgeted Positions</b>											
Firefighter	Grade E	0	0	0	0	0	0	0	0	1	0
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Total Authorized Positions</b>		<b>171</b>	<b>0</b>	<b>172</b>	<b>0</b>	<b>172</b>	<b>0</b>	<b>172</b>	<b>0</b>	<b>172</b>	<b>0</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	10,865,322	11,236,648	11,651,842	11,544,557	11,329,346	(322,496)	-2.8%
Employee Benefits	4,962,007	4,842,358	4,947,382	5,118,955	5,476,146	528,764	10.7%
<b>Total Personnel</b>	<b>15,827,329</b>	<b>16,079,006</b>	<b>16,599,224</b>	<b>16,663,512</b>	<b>16,805,492</b>	<b>206,268</b>	<b>1.2%</b>
<b>Operations</b>							
Transportation Services	1,146	1,260	2,900	2,000	2,900	-	0.0%
Operating Services	130,781	99,756	158,750	141,350	127,150	(31,600)	-19.9%
Notices, Subscriptions, etc.	43,412	27,980	59,197	51,700	44,125	(15,072)	-25.5%
Utilities	249,833	238,395	263,500	284,400	306,559	43,059	16.3%
Contractual Services	73,198	84,083	114,550	110,550	114,450	(100)	-0.1%
Repair & Maintenance Services	456,983	379,512	438,000	418,000	449,350	11,350	2.6%
Employee programs	61,995	83,679	146,815	134,315	107,900	(38,915)	-26.5%
Professional Development/Travel	69,194	87,668	108,562	106,000	108,724	162	0.1%
Office Supplies	22,197	19,569	29,000	24,500	29,000	-	0.0%
Operating Supplies	236,441	213,222	265,150	260,650	244,300	(20,850)	-7.9%
Fuel & Mileage	74,955	78,847	80,500	89,432	89,400	8,900	11.1%
Machinery & Equipment (<\$25,000)	269,552	300,645	284,900	277,870	249,600	(35,300)	-12.4%
Repair & Maintenance Supplies	81,604	79,383	102,500	97,500	105,170	2,670	2.6%
Operational Units	1,211	4,902	6,000	450	6,000	-	0.0%
Property & Liability Costs	114,225	129,893	134,968	133,297	139,962	4,994	3.7%
Rentals	264	65	1,000	450	1,000	-	0.0%
Permits	6,783	6,285	10,000	9,000	8,875	(1,125)	-11.3%
Other Business Expenses	(1,911)	(5,348)	-	-	-	-	0.0%
Debt Service and Lease Payments	380,596	59,865	-	-	-	-	0.0%
<b>Total Operations</b>	<b>2,272,459</b>	<b>1,889,661</b>	<b>2,206,292</b>	<b>2,141,464</b>	<b>2,134,465</b>	<b>(71,827)</b>	<b>-3.3%</b>
Machinery & Equipment (>\$25,000)	-	177,000	-	-	125,000	125,000	100.0%
<b>Capital</b>	<b>-</b>	<b>177,000</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>125,000</b>	<b>100.0%</b>
<b>Total Fire Department</b>	<b>18,099,788</b>	<b>18,145,667</b>	<b>18,805,516</b>	<b>18,804,976</b>	<b>19,064,957</b>	<b>259,441</b>	<b>1.4%</b>



HISTORIC  
FRANKLIN  
TENNESSEE

# *City of Franklin, Tennessee*

## **FY 2021 Operating Budget**

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## **FINANCE & ADMINISTRATION**

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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.

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Under this operating unit are:

- **Finance**
- **Purchasing**
- **Information Technology**
- **Revenue Management**
- **Municipal Court**
- **Project & Facilities Management**



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

#### Budget Summary

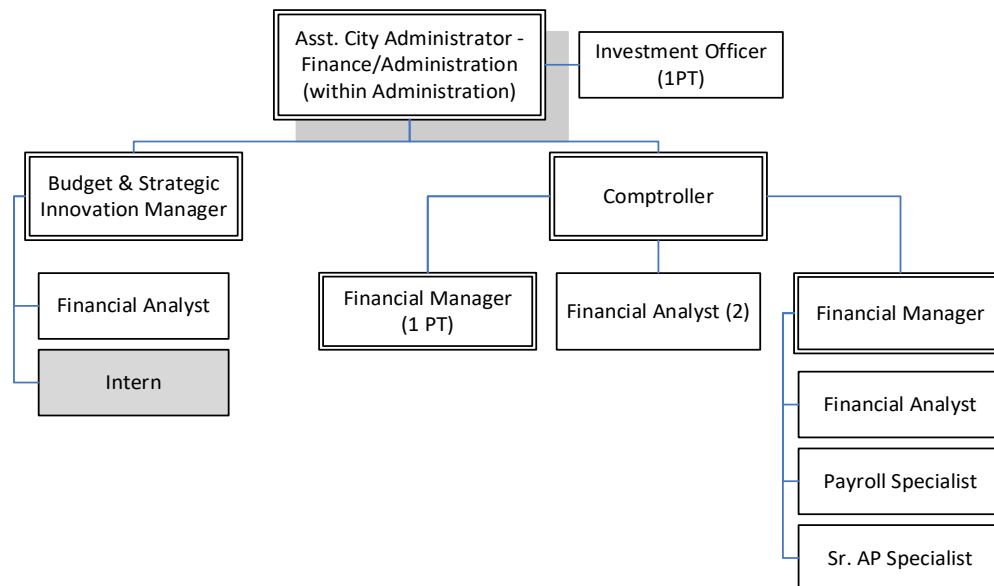
	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	896,292	958,798	971,292	967,235	1,016,035	44,743	4.6%
<b>Operations</b>	-77,689	-41,509	-52,021	-53,720	-64,505	-12,484	24.0%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>818,603</b>	<b>917,289</b>	<b>919,271</b>	<b>913,515</b>	<b>951,530</b>	<b>32,259</b>	<b>3.5%</b>

#### 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)

### Organizational Chart



White: Positions Authorized and budgeted in FY 2021

Gray: Positions Authorized and unbudgeted in FY 2021

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst. City Admin-Fin./Adm.	Grade N	1	0	0	0	0	0	0	0	0	0
Investment Officer	Grade M	0	1	0	1	0	1	0	1	0	1
Comptroller	Grade K	1	0	1	0	1	0	1	0	1	0
Budget & Strat. Inn. Mgr.	Grade K	1	0	1	0	1	0	1	0	1	0
Business Process Imp. Mgr.	Grade I	0	0	0	0	0	0	0	0	0	0
Financial Manager	Grade I	1	1	1	1	1	1	1	1	1	1
Financial Analyst	Grade H	3	0	4	0	4	0	4	0	4	0
Payroll Specialist	Grade F	0	0	1	0	1	0	1	0	1	0
Sr. AP Specialist	Grade F	1	0	1	0	1	0	1	0	1	0
Financial Technician 1	Grade E	1	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	0	0	0	0	0	0	0	0
Intern	Intern	0	1	0	1	0	1	0	1	0	0
<b>Sub-total - Budgeted Positions</b>		<b>10</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>9</b>	<b>2</b>
<b>Authorized, Unbudgeted Positions</b>											
Intern	Intern	0	0	0	0	0	0	0	0	0	1
<b>Sub-total - Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total Authorized Positions</b>		<b>10</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>9</b>	<b>3</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	654,825	706,392	726,385	712,546	741,544	15,159	2.1%
Employee Benefits	241,467	252,406	244,907	254,689	274,491	29,584	12.1%
<b>Total Personnel</b>	<b>896,292</b>	<b>958,798</b>	<b>971,292</b>	<b>967,235</b>	<b>1,016,035</b>	<b>44,743</b>	<b>4.6%</b>
<b>Operations</b>							
Transportation Services	1,068	812	2,000	1,742	2,000	-	0.0%
Operating Services	1,491	2,101	1,100	676	1,350	250	22.7%
Notices, Subscriptions, etc.	6,062	4,055	6,945	6,575	6,645	(300)	-4.3%
Utilities	3,916	4,522	4,300	5,263	5,700	1,400	32.6%
Contractual Services	9,580	4,461	15,000	15,055	10,055	(4,945)	-33.0%
Repair & Maintenance Services	2,661	2,927	3,000	3,000	3,000	-	0.0%
Employee programs	578	2,477	-	430	-	-	0.0%
Professional Development/Travel	11,843	14,320	11,620	14,619	17,520	5,900	50.8%
Office Supplies	5,353	4,981	6,300	4,826	6,100	(200)	-3.2%
Operating Supplies	-	660	650	961	650	-	0.0%
Fuel & Mileage	51	-	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	13,970	12,543	22,700	19,821	15,700	(7,000)	-30.8%
Repair & Maintenance Supplies	309	896	700	690	700	-	0.0%
Property & Liability Costs	3,990	4,838	5,130	4,679	5,649	520	10.1%
Permits	809	400	400	400	800	400	100.0%
Financial Fees	77,645	100,009	98,500	97,911	94,601	(3,899)	-4.0%
Miscellaneous	(2)	-	10	10	10	-	0.0%
Interfund Reimbursements	(217,013)	(201,511)	(230,377)	(230,377)	(234,985)	(4,608)	2.0%
<b>Total Operations</b>	<b>(77,689)</b>	<b>(41,509)</b>	<b>(52,021)</b>	<b>(53,720)</b>	<b>(64,505)</b>	<b>(12,484)</b>	<b>24.0%</b>
<b>Total Finance Department</b>	<b>818,603</b>	<b>917,289</b>	<b>919,271</b>	<b>913,515</b>	<b>951,530</b>	<b>32,259</b>	<b>3.5%</b>





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Purchasing

Brian Wilcox, Purchasing Manager

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	242,492	256,361	282,135	251,760	280,709	-1,425	-0.5%
<b>Operations</b>	-20,231	-31,589	-5,818	-15,252	2,772	8,590	-147.6%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>222,261</b>	<b>224,772</b>	<b>276,317</b>	<b>236,508</b>	<b>283,481</b>	<b>7,164</b>	<b>2.6%</b>

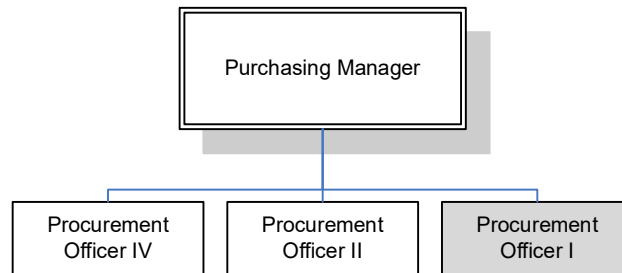
#### Departmental Summary

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

- administers the City’s purchasing card program, which allows, within card-specific spending limits, for authorized 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.

### Organizational Chart



White: Positions Authorized and Budgeted in FY 2021.

Gray: Positions Authorized and Unbudgeted in FY 2021.

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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
Procurement Officer IV	Grade H	0	0	0	0	0	0	1	0	1	0
Purchasing Analyst	Grade F	1	0	1	0	1	0	0	0	0	0
Procurement Officer II	Grade F	0	0	0	0	0	0	1	0	1	0
Procurement Officer I	Grade E	0	0	0	0	0	0	1	0	0	0
Purchasing Technician	Grade D	1	0	1	0	1	0	0	0	0	0
<b>Sub-total - Budgeted Positions</b>		<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>0</b>
<b>Authorized, Unbudgeted Positions</b>											
Procurement Officer I	Grade E	0	0	0	0	0	0	0	0	1	0
<b>Sub-Total - Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Total Authorized Positions</b>		<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	165,036	170,160	212,146	186,129	197,799	(14,347)	-6.8%
Employee Benefits	77,456	86,201	69,989	65,631	82,912	12,923	18.5%
<b>Total Personnel</b>	<b>242,492</b>	<b>256,361</b>	<b>282,135</b>	<b>251,760</b>	<b>280,709</b>	<b>(1,425)</b>	<b>-0.5%</b>
<b>Operations</b>							
Transportation Services	2	2,314	50	50	50	-	0.0%
Operating Services	85	327	550	550	550	-	0.0%
Notices, Subscriptions, etc.	1,972	1,727	3,894	2,985	4,475	581	14.9%
Utilities	728	857	1,285	1,295	1,325	40	3.1%
Contractual Services	13,621	14,298	16,350	13,274	22,245	5,895	36.1%
Repair & Maintenance Services	653	743	1,000	1,000	1,020	20	2.0%
Employee Programs	49	-	100	100	100	-	0.0%
Professional Development/Travel	5,666	2,032	18,745	14,968	18,775	30	0.2%
Office Supplies	966	559	1,530	1,450	1,575	45	2.9%
Operating Supplies	-	-	100	-	100	-	0.0%
Fuel & Mileage	-	-	300	25	50	(250)	-83.3%
Machinery & Equipment (<\$25,000)	6,167	141	7,000	5,500	10,600	3,600	51.4%
Property & Liability Costs	1,693	2,133	2,240	2,513	2,639	399	17.8%
Reimbursement of Interfund Trans.	(51,833)	(56,720)	(58,962)	(58,962)	(60,731)	(1,769)	3.0%
<b>Total Operations</b>	<b>(20,231)</b>	<b>(31,589)</b>	<b>(5,818)</b>	<b>(15,252)</b>	<b>2,772</b>	<b>8,590</b>	<b>-147.6%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Purchasing Department</b>	<b>222,261</b>	<b>224,772</b>	<b>276,317</b>	<b>236,508</b>	<b>283,481</b>	<b>7,165</b>	<b>2.6%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Information Technology

Jason Potts, Interim Director

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	2,114,163	2,246,342	2,335,961	2,287,479	2,366,370	30,410	1.3%
<b>Operations</b>	2,203,274	1,968,465	1,438,733	1,319,659	1,288,245	-150,488	-10.5%
<b>Capital</b>	160,978	39,762	75,000	0	0	-75,000	-100.0%
<b>Total</b>	<b>4,478,415</b>	<b>4,254,569</b>	<b>3,849,693</b>	<b>3,607,138</b>	<b>3,654,615</b>	<b>-195,078</b>	<b>-5.1%</b>

#### 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.

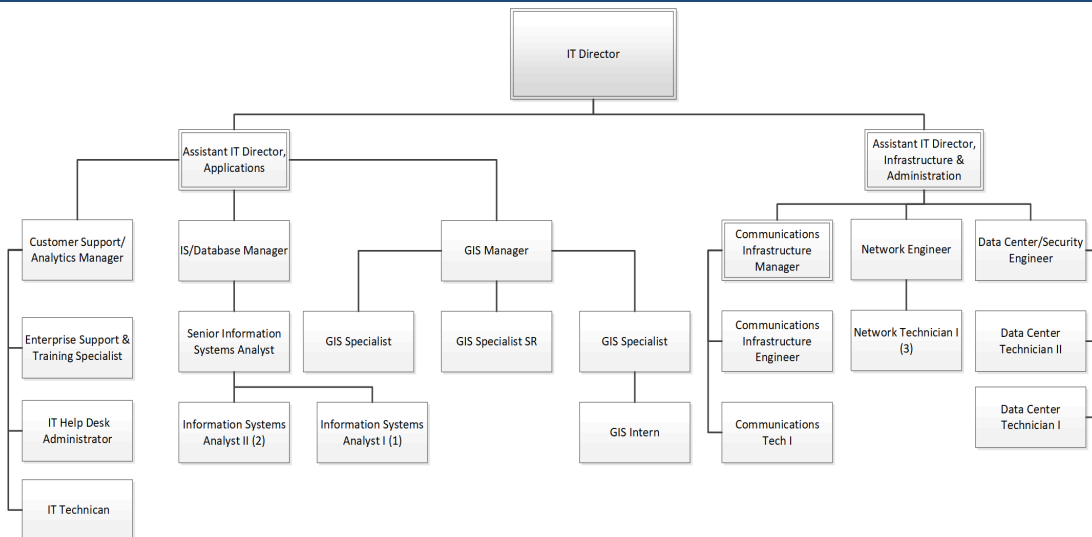
#### Departmental Vision:

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 needs and goals.

### Organizational Chart



White: Positions Authorized and Budgeted in FY 2021

Gray: Positions Authorized and Unbudgeted in FY 2021



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Staffing by Position**

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Info Technology Director	Grade M	1	0	1	0	1	0	1	0	0	0
Assistant IT Director - Infrastructure & Admin	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant IT Director - Applications	Grade L	0	0	1	0	1	0	1	0	1	0
Customer Support/Analytics Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Information Systems/Database Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Communications Infrastructure Manager	Grade J	1	0	1	0	1	0	1	0	1	0
GIS Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Network Operations Manager	Grade J	1	0	0	0	0	0	0	0	0	0
Network Engineer	Grade I	1	0	1	0	1	0	1	0	1	0
DataCenter/Security Engineer	Grade I	1	0	1	0	1	0	1	0	1	0
Senior Information Systems Analyst	Grade I	1	0	1	0	1	0	1	0	1	0
Information Systems Analyst II	Grade H	2	0	2	0	2	0	2	0	2	0
GIS Specialist Sr	Grade G	1	0	1	0	1	0	1	0	1	0
Enterprise Support & Training Specialist	Grade G	0	0	1	0	1	0	1	0	1	0
Information Systems Analyst I	Grade G	1	0	1	0	1	0	1	0	1	0
Information Imaging Specialist /Trainer	Grade G	0	0	0	0	0	0	0	0	0	0
Communications Infrastructure Engineer	Grade G	0	0	0	0	0	0	1	0	1	0
Communications Infrastructure Tech II	Grade G	1	0	1	0	1	0	0	0	0	0
DataCenter Tech II	Grade G	0	0	0	0	0	0	1	0	1	0
DataCenter Tech I	Grade F	1	0	1	0	1	0	0	0	1	0
Communications Infrastructure Tech I	Grade F	0	0	0	0	1	0	1	0	1	0
Network Technician I	Grade F	2	1	2	1	2	0	2	0	2	0
GIS Specialist I	Grade F	1	0	1	0	1	0	2	0	2	0
GPS/GIS Technician	Grade E	1	0	1	0	1	0	0	0	0	0
IT Help Desk Administrator	Grade E	1	0	1	0	1	0	1	0	1	0
IT Technician	Grade E	0	0	0	0	0	0	1	0	1	0
Intern	Intern	0	1	0	1	0	1	0	1	0	1
<b>Sub-Total Budgeted Positions</b>		<b>21</b>	<b>2</b>	<b>22</b>	<b>2</b>	<b>23</b>	<b>1</b>	<b>24</b>	<b>1</b>	<b>24</b>	<b>1</b>
<b>Authorized, Unbudgeted Positions</b>											
Info Technology Director	Grade M	0	0	0	0	0	0	0	0	1	0
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Total Authorized Positions</b>		<b>21</b>	<b>2</b>	<b>22</b>	<b>2</b>	<b>23</b>	<b>1</b>	<b>24</b>	<b>1</b>	<b>25</b>	<b>1</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	1,642,726	1,750,272	1,775,951	1,721,794	1,739,642	(36,309)	-2.0%
Employee Benefits	471,437	496,070	560,010	565,686	626,728	66,718	11.9%
<b>Total Personnel</b>	<b>2,114,163</b>	<b>2,246,342</b>	<b>2,335,961</b>	<b>2,287,479</b>	<b>2,366,370</b>	<b>30,410</b>	<b>1.3%</b>
<b>Operations</b>							
Transportation Services	770	604	850	636	750	(100)	-11.8%
Operating Services	761	516	460	997	835	375	81.5%
Notices, Subscriptions, etc.	1,552	1,738	1,850	1,352	1,602	(248)	-13.4%
Utilities	64,555	79,210	68,600	49,797	55,274	(13,326)	-19.4%
Contractual Services	1,504,619	1,750,197	1,614,000	1,501,532	1,793,612	179,612	11.1%
Repair & Maintenance Services	8,820	4,740	9,700	9,200	11,200	1,500	15.5%
Employee programs	11,960	10,030	20,000	20,250	20,200	200	1.0%
Professional Development/Travel	34,693	25,032	24,700	20,000	32,700	8,000	32.4%
Office Supplies	6,853	7,151	9,700	6,600	9,700	-	0.0%
Operating Supplies	1,245	3,392	2,600	1,900	3,700	1,100	42.3%
Fuel & Mileage	2,147	2,715	3,200	1,500	3,200	-	0.0%
Machinery & Equipment (<\$25,000)	233,980	170,965	201,000	317,500	145,000	(56,000)	-27.9%
Repair & Maintenance Supplies	115,548	76,185	106,300	19,375	121,300	15,000	14.1%
Property & Liability Costs	34,731	37,798	39,511	36,759	42,055	2,544	6.4%
Rentals	587	715	1,000	-	1,000	-	0.0%
Other Business Expenses	511	419	3,000	-	3,000	-	0.0%
Debt Service and Lease Payments	179,942	107,175	-	-	-	-	#DIV/0!
Interfund Reimbursements	-	(310,167)	(667,739)	(667,739)	(956,884)	(289,145)	43.3%
<b>Total Operations</b>	<b>2,203,274</b>	<b>1,968,465</b>	<b>1,438,733</b>	<b>1,319,659</b>	<b>1,288,245</b>	<b>(150,488)</b>	<b>-10.5%</b>
Machinery & Equipment (>\$25,000)	160,978	39,762	75,000	-	-	(75,000)	-100.0%
<b>Capital</b>	<b>160,978</b>	<b>39,762</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>(75,000)</b>	<b>-100.0%</b>
<b>Total Information Technology</b>	<b>4,478,415</b>	<b>4,254,569</b>	<b>3,849,693</b>	<b>3,607,138</b>	<b>3,654,615</b>	<b>(195,079)</b>	<b>-209.2%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	1,016,116	1,066,337	1,032,821	990,571	978,991	-53,830	-5.2%
<b>Operations</b>	-804,505	-825,203	-868,932	-880,640	-877,068	-8,136	0.9%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>211,611</b>	<b>241,134</b>	<b>163,889</b>	<b>109,931</b>	<b>101,923</b>	<b>-61,966</b>	<b>-37.8%</b>

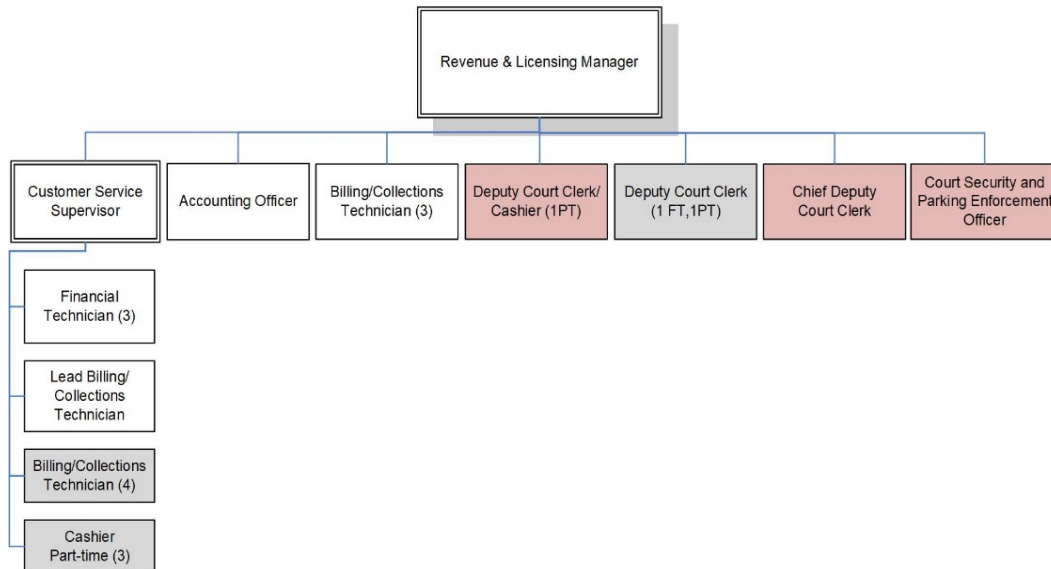
#### Departmental Summary

The Revenue Management group performs the billing, collections and customer service for City of Franklin water/wastewater/stormwater/sanitation & environmental services bills; business tax; alcohol

#### FY 2021 Outlook

While we will continue to work on providing excellent service to our customers in FY 2021, 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.

### Organizational Chart



Revenue Management: Shaded in White
City Court: Shaded in Red
Gray: Positions Authorized and Unbudgeted in FY 2021

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budget Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Revenue & Licensing Manager	Grade H	0	0	1	0	1	0	1	0	1	0
Asst City Recorder - Revenue Management	Grade G	1	0	0	0	0	0	0	0	0	0
Customer Service Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	0	0	0	0
Accounting Officer	Grade F	1	0	1	0	1	0	1	0	1	0
Lead Billing/Collections Technician	Grade E	0	0	0	0	0	0	1	0	1	0
Financial Technician I	Grade D	4	0	3	0	3	0	3	0	3	0
Billing/Collections Technician	Grade D	5	1	7	0	7	0	7	0	6	0
Cashier Part-Time	Grade B	0	5	0	3	0	3	0	3	0	2
<b>Sub-Total Budgeted Positions</b>		<b>13</b>	<b>6</b>	<b>14</b>	<b>3</b>	<b>14</b>	<b>3</b>	<b>14</b>	<b>3</b>	<b>13</b>	<b>2</b>
<b>Authorized, Unbudgeted Positions</b>											
Billing/Collections Technician	Grade D	0	0	0	0	0	0	0	0	1	0
Cashier Part-Time	Grade B	0	0	0	0	0	0	0	0	0	1
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Authorized Positions</b>		<b>13</b>	<b>6</b>	<b>14</b>	<b>3</b>	<b>14</b>	<b>3</b>	<b>14</b>	<b>3</b>	<b>14</b>	<b>3</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	723,087	759,977	719,161	702,927	678,401	(40,760)	-5.7%
Employee Benefits	293,029	306,360	313,660	287,644	300,590	(13,069)	-4.2%
<b>Total Personnel</b>	<b>1,016,116</b>	<b>1,066,337</b>	<b>1,032,821</b>	<b>990,571</b>	<b>978,991</b>	<b>(53,830)</b>	<b>-5.2%</b>
<b>Operations</b>							
Transportation Services	7,527	5,855	14,000	10,000	16,000	2,000	14.3%
Operating Services	2,212	3,400	1,300	1,300	1,300	-	0.0%
Notices, Subscriptions, etc.	735	723	600	500	2,000	1,400	233.3%
Utilities	2,150	2,563	2,600	2,300	2,600	-	0.0%
Contractual Services	1,358	250	1,000	1,000	4,650	3,650	365.0%
Repair & Maintenance Services	746	1,661	1,200	1,200	1,200	-	0.0%
Employee programs	56	618	3,000	3,000	3,000	-	0.0%
Professional Development/Travel	540	799	1,000	1,000	3,000	2,000	200.0%
Office Supplies	16,711	13,807	17,800	16,800	20,600	2,800	15.7%
Operating Supplies	985	2,121	2,800	2,800	2,800	-	0.0%
Fuel & Mileage	-	195	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	6,890	16,302	13,500	13,534	13,500	-	0.0%
Repair & Maintenance Supplies	-	-	-	22	-	-	0.0%
Property & Liability Costs	2,444	2,618	2,753	2,218	2,616	(138)	-5.0%
Permits	15,331	12,000	16,000	15,000	19,000	3,000	18.8%
Financial Fees	359,381	367,964	396,000	391,001	400,001	4,001	1.0%
Miscellaneous	-	38	-	170	-	-	0.0%
Interfund Reimbursements	(1,221,571)	(1,256,117)	(1,342,485)	(1,342,485)	(1,369,335)	(26,850)	2.0%
<b>Total Operations</b>	<b>(804,505)</b>	<b>(825,203)</b>	<b>(868,932)</b>	<b>(880,640)</b>	<b>(877,068)</b>	<b>(8,136)</b>	<b>0.9%</b>
<b>Total Revenue Management</b>	<b>211,611</b>	<b>241,134</b>	<b>163,889</b>	<b>109,931</b>	<b>101,923</b>	<b>(61,966)</b>	<b>-37.8%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Municipal Court

Lawrence Sullivan, Revenue & Licensing Manager

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	194,580	154,347	247,439	184,058	257,794	10,355	4.2%
<b>Operations</b>	123,286	58,640	66,042	66,667	71,968	5,926	9.0%
<b>Capital</b>	0	0	0	0	0	-	0.0%
<b>Total</b>	<b>317,866</b>	<b>212,987</b>	<b>313,481</b>	<b>250,725</b>	<b>329,762</b>	<b>16,281</b>	<b>5.2%</b>

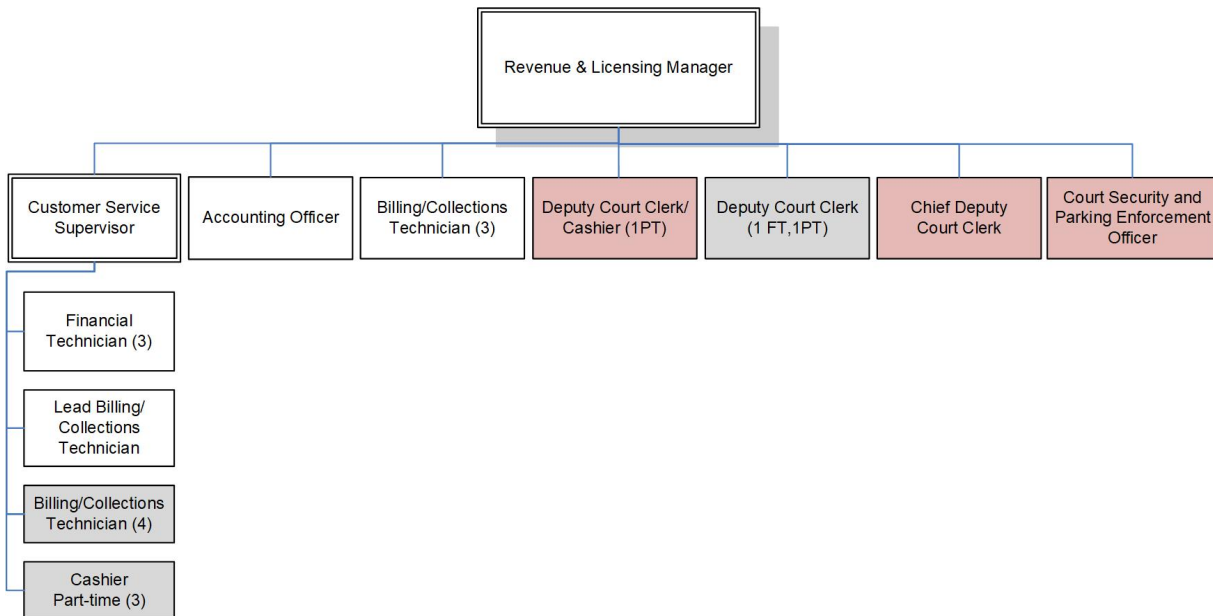
#### Department Mission

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.

### Organizational Chart



Revenue Management: Shaded in White
City Court: Shaded in Red
Gray: Positions Authorized but Unbudgeted in FY 2021

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





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budget Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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 F	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	Grade D	2	0	1	2	1	2	1	1	1	0
Deputy Court Clerk/Cashier	Grade D	0	0	0	0	0	0	0	1	0	1
Court Security and Parking Enforcement Officer	Grade C	0	0	0	0	1	0	1	0	1	0
<b>Sub-Total Budgeted Positions</b>		<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>
<b>Authorized, Unbudgeted Positions</b>											
Deputy Court Clerk	Grade D	0	0	0	0	0	0	0	0	0	1
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Total Authorized Positions</b>		<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	115,465	100,271	160,000	106,273	162,720	2,720	1.7%
Officials Fees	25,000	25,000	25,108	25,108	25,108	-	0.0%
Employee Benefits	54,115	29,076	62,330	52,677	69,965	7,635	12.2%
<b>Total Personnel</b>	<b>194,580</b>	<b>154,347</b>	<b>247,439</b>	<b>184,058</b>	<b>257,794</b>	<b>10,355</b>	<b>4.2%</b>
<b>Operations</b>							
Transportation Services	2,947	3,525	4,000	4,000	4,000	-	0.0%
Operating Services	473	889	2,450	2,450	2,450	-	0.0%
Notices, Subscriptions, etc.	295	406	750	500	750	-	0.0%
Utilities	660	841	1,025	1,625	1,625	600	58.5%
Contractual Services	34,875	42,541	41,000	41,000	41,700	700	1.7%
Repair & Maintenance Services	49	905	1,500	2,100	2,500	1,000	66.7%
Employee Programs	-	-	1,000	500	500	(500)	-50.0%
Professional Development/Travel	608	851	500	500	2,700	2,200	440.0%
Office Supplies	1,522	1,450	2,200	2,700	3,200	1,000	45.5%
Operating Supplies	141	2,537	300	410	300	-	0.0%
Fuel & Mileage	-	28	100	700	700	600	600.0%
Machinery & Equipment (<\$25,000)	1,757	-	5,000	5,000	5,000	-	0.0%
Repair & Maintenance Supplies	-	46	500	100	500	-	0.0%
Property & Liability Costs	2,273	2,587	2,717	2,666	3,043	326	12.0%
Financial Fees	1,582	2,034	3,000	2,416	3,000	-	0.0%
Debt Service and Lease Payments	76,105	-	-	-	-	-	0.0%
<b>Total Operations</b>	<b>123,286</b>	<b>58,640</b>	<b>66,042</b>	<b>66,667</b>	<b>71,968</b>	<b>5,927</b>	<b>9.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Municipal Court</b>	<b>317,866</b>	<b>212,987</b>	<b>313,481</b>	<b>250,725</b>	<b>329,762</b>	<b>16,281</b>	<b>5.2%</b>

Municipal Court



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Project & Facilities Management

Brad Wilson, Director

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	427,086	430,886	438,575	417,758	457,338	18,763	4.3%
<b>Operations</b>	691,812	729,823	597,671	605,221	674,083	76,412	12.8%
<b>Capital</b>	198,960	42,095	250,000	80,000	0	-250,000	-100.0%
<b>Total</b>	<b>1,317,858</b>	<b>1,202,804</b>	<b>1,286,246</b>	<b>1,102,979</b>	<b>1,131,421</b>	<b>(154,825)</b>	<b>-12.0%</b>

#### Department Goals

Facilities is responsible for the facilitation, design, planning, scheduling, maintenance, implementation of measures and management of City facilities and projects, along with maintaining work and repair requests for all managed structures. These projects cover a wide spectrum ranging from major new construction and 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, City parking garages, Police Headquarters, Public Works Facility, Fire Halls, and Sanitation and Environmental Services, while

#### FY 2021 Outlook

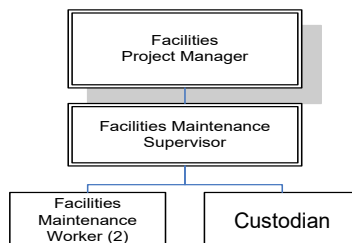
##### Department Goals

In the coming fiscal year, our goal remains to maintain a safe and healthy environment for City of Franklin staff and community. Facility accessibility will continue to be a priority in new and remodeling projects of municipal buildings along with maintaining a safe working environment.

##### Projects

Continuing projects in fiscal year 2019 will include construction in regards to COF Station 7 off Long Lane and within the Berry Farms corridor. Repairs to a few of the municipal buildings to keep them maintained along with work regarding some of the City of Franklin Fire Halls along with the continued maintenance, restructuring along with reconfiguring of staffing layouts at existing facilities. Proposed projects within City Hall include the aesthetic changes to the HR department along with some work within the Board Room. Momentum regarding a developmental plan for the existing City Hall site will also continue with in-house discussions and architectural assistance regarding the site, height of structures and exterior qualities for what the City may be looking for in a new facility.

### Organizational Chart



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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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	2	0	2	0	2	0	2	0	2	0
Custodian	Grade B	2	0	2	0	2	0	2	0	2	0
<b>Totals</b>		<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	291,208	311,651	308,148	302,147	314,086	5,938	1.9%
Employee Benefits	135,878	119,235	130,427	115,611	143,252	12,825	9.8%
<b>Total Personnel</b>	<b>427,086</b>	<b>430,886</b>	<b>438,575</b>	<b>417,758</b>	<b>457,338</b>	<b>18,763</b>	<b>4.3%</b>
<b>Operations</b>							
Transportation Services	39	161	120	120	120	-	0.0%
Operating Services	5,469	9,783	4,450	7,945	7,600	3,150	70.8%
Notices, Subscriptions, etc.	80	203	60	120	120	60	100.0%
Utilities	200,404	197,140	163,770	200,780	204,014	40,244	24.6%
Contractual Services	121,517	224,928	168,025	165,700	170,000	1,975	1.2%
Repair & Maintenance Services	540,111	570,698	477,700	476,797	533,950	56,250	11.8%
Office Supplies	4,292	2,196	1,250	2,175	2,450	1,200	96.0%
Operating Supplies	5,832	4,320	3,100	3,000	3,400	300	9.7%
Fuel & Mileage	1,408	1,022	5,000	1,250	4,600	(400)	-8.0%
Machinery & Equipment (<\$25,000)	16,548	-	32,850	3,552	7,500	(25,350)	-77.2%
Repair & Maintenance Supplies	74,608	58,481	46,150	47,655	49,600	3,450	7.5%
Property & Liability Costs	20,821	23,543	24,397	23,574	24,752	355	1.5%
Rentals	-	688	1,000	3,000	3,000	2,000	200.0%
Permits	940	782	800	550	600	(200)	-25.0%
Financial Fees	-	85	-	5	-	-	#DIV/0!
Interfund Reimbursements	(300,257)	(364,207)	(331,002)	(331,002)	(337,622)	(6,620)	2.0%
<b>Total Operations</b>	<b>691,812</b>	<b>729,823</b>	<b>597,671</b>	<b>605,221</b>	<b>674,083</b>	<b>76,412</b>	<b>12.8%</b>
Improvements	198,960	42,095	250,000	80,000	-	(250,000)	-100.0%
<b>Capital</b>	<b>198,960</b>	<b>42,095</b>	<b>250,000</b>	<b>80,000</b>	<b>-</b>	<b>(250,000)</b>	<b>-100.0%</b>
<b>Total Proj. &amp; Fac. Management</b>	<b>1,317,858</b>	<b>1,202,804</b>	<b>1,286,246</b>	<b>1,102,979</b>	<b>1,131,421</b>	<b>(154,825)</b>	<b>-12.0%</b>



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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HISTORIC  
FRANKLIN  
TENNESSEE

# *City of Franklin, Tennessee*

## FY 2021 Operating Budget

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# COMMUNITY & ECONOMIC DEVELOPMENT

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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.

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Under this operating unit are:

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



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Building & Neighborhood Services

Tom Marsh, Director

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	2,584,516	2,686,867	3,125,639	2,824,673	2,818,296	-307,343	-9.8%
<b>Operations</b>	324,526	296,046	340,332	253,506	316,431	-23,901	-7.0%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>2,909,042</b>	<b>2,982,913</b>	<b>3,465,971</b>	<b>3,078,179</b>	<b>3,134,727</b>	<b>-331,244</b>	<b>-9.6%</b>

#### Departmental Summary

The Building and Neighborhood Services Department supports the safety and quality of life for residents and visitors of the City of Franklin. The department has multiple responsibilities including: review of construction documents, issuing permits (building, signs, driveway, and short term vacation rental), construction inspections, and enforcement of standards and regulations found in the Zoning Ordinance, International Property Maintenance Code, and the City of Franklin Municipal Code. There are four divisions within the 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 dropped slightly in FY20, but is expected to be stable in the coming year. Several large multi-family, office, and commercial buildings have obtained building permits. Oversight of these large construction projects will continue to be a significant workload for our team, but we will always be cognizant of and focus attention as needed on needs and concerns of all residents. BNS will continue to emphasize technological improvements in service delivery to improve staff efficiency and applicant experience. BNS will also continue work with the Housing Commission and other stakeholders to provide housing options at various price points in the community.

#### Department Goals

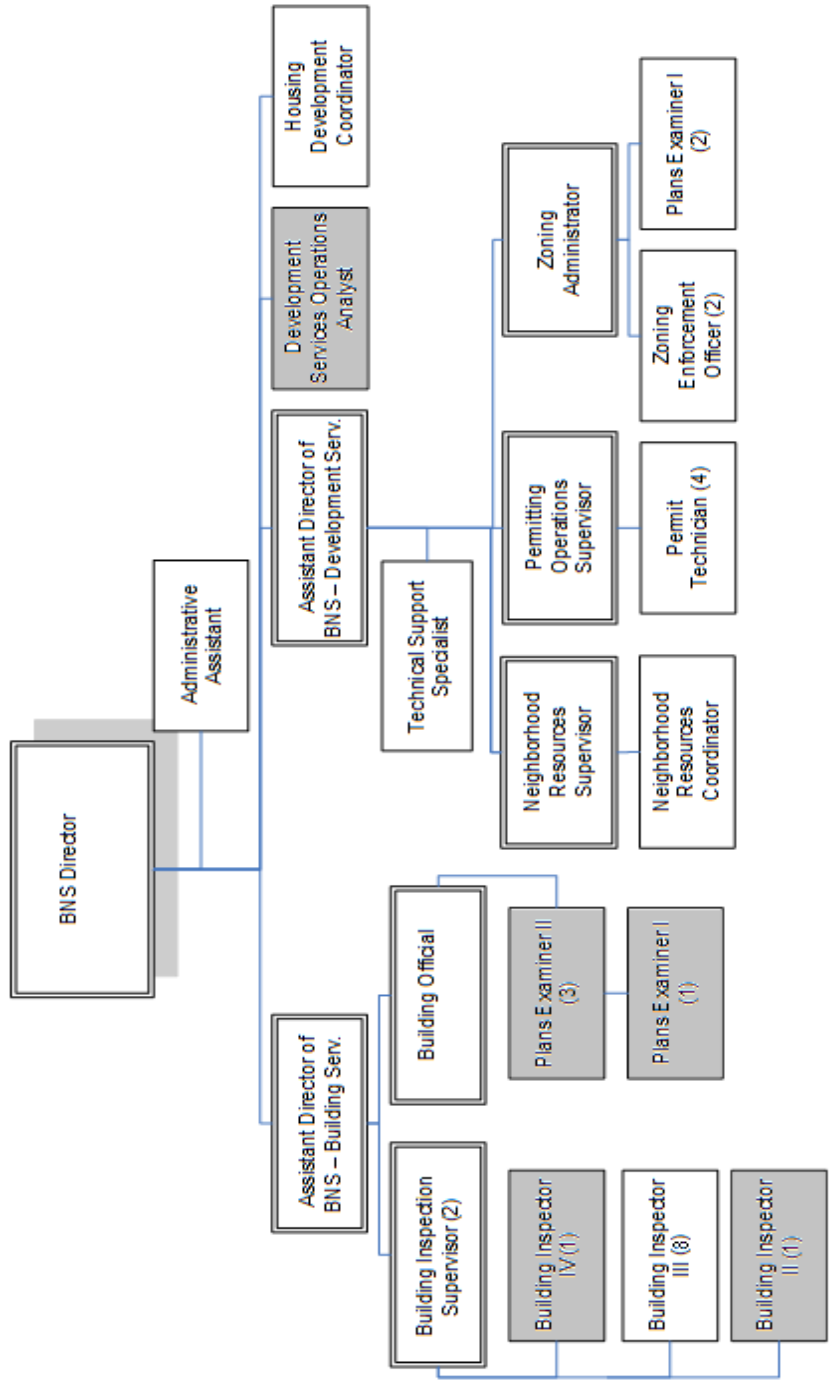
In the coming fiscal year, Building and Neighborhood Services will concentrate on meeting level of service commitments and maintaining a high level of customer-focused service due to the anticipated volume of development activity. Our team of highly skilled and technical employees will continue to train, gain certifications, and focus our team on professional development to better serve our citizens.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



White: Positions Authorized and Budgeted for FY 2021  
 Gray: Positions Authorized and Unbudgeted for FY 2021

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





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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 L	1	0	1	0	1	0	1	0	1	0
Asst. BNS Director - Development Services	Grade K	0	0	1	0	1	0	1	0	1	0
Asst. BNS Director - Building Services	Grade K	0	0	0	0	0	0	1	0	1	0
Building Inspection Supervisor	Grade I	0	0	0	0	0	0	2	0	2	0
Building Official / Plans Review Supervisor	Grade I	0	0	0	0	0	0	1	0	1	0
Building Official	Grade I	1	0	1	0	1	0	0	0	0	0
Development Services Coordinator	Grade H	1	0	0	0	0	0	0	0	0	0
Building Inspector IV	Grade H	2	0	2	0	2	0	1	0	0	0
Zoning Administrator	Grade H	1	0	1	0	1	0	1	0	1	0
Plans Examiner II	Grade G	3	0	3	0	3	0	3	0	2	0
Dev. Serv. Oper. Analyst	Grade G	0	0	1	0	1	0	1	0	0	0
Neighborhood Resources Super.	Grade G	1	0	1	0	1	0	1	0	1	0
Housing Development Coord.	Grade G	1	0	1	0	1	0	1	0	1	0
Permitting Operations Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Building Inspector III	Grade G	8	0	8	0	10	0	8	0	8	0
Plans Examiner I	Grade F	3	0	3	0	3	0	3	0	2	0
Building Inspector II	Grade F	2	0	2	0	1	0	1	1	0	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Zoning Enforcement Officer	Grade E	2	0	2	0	2	0	2	0	2	0
Neighborhood Resources Coord.	Grade E	1	0	1	0	1	0	1	0	1	0
Building Inspector I (obs.)	Grade E	1	0	1	0	0	0	0	0	0	0
Permit Technician	Grade D	4	0	4	0	4	0	4	0	4	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
<b>Sub-total Budgeted Positions</b>		<b>35</b>	<b>0</b>	<b>36</b>	<b>0</b>	<b>36</b>	<b>0</b>	<b>36</b>	<b>1</b>	<b>31</b>	<b>0</b>
<b>Authorized, Unbudgeted Positions</b>											
Building Inspector IV	Grade H	0	0	0	0	0	0	0	0	1	0
Plans Examiner II	Grade G	0	0	0	0	0	0	0	0	1	0
Dev. Serv. Oper. Analyst	Grade G	0	0	0	0	0	0	0	0	1	0
Plans Examiner I	Grade F	0	0	0	0	0	0	0	0	1	0
Building Inspector II	Grade F	0	0	0	0	0	0	0	0	1	0
<b>Sub-total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>
<b>Total</b>		<b>64</b>	<b>0</b>	<b>66</b>	<b>0</b>	<b>66</b>	<b>0</b>	<b>64</b>	<b>2</b>	<b>65</b>	<b>0</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	1,806,726	1,932,902	2,169,281	2,001,767	1,952,110	(217,170)	-10.0%
Employee Benefits	777,790	753,965	956,358	822,905	866,186	(90,173)	-9.4%
<b>Total Personnel</b>	<b>2,584,516</b>	<b>2,686,867</b>	<b>3,125,639</b>	<b>2,824,673</b>	<b>2,818,296</b>	<b>(307,343)</b>	<b>-9.8%</b>
<b>Operations</b>							
Transportation Services	1,140	1,182	2,350	2,350	1,850	(500)	-21.3%
Operating Services	5,824	6,216	6,150	5,450	6,450	300	4.9%
Notices, Subscriptions, etc.	48,064	42,447	24,175	15,880	33,465	9,290	38.4%
Utilities	27,211	32,853	25,410	33,200	27,615	2,205	8.7%
Contractual Services	35,751	68,718	58,900	50,615	74,200	15,300	26.0%
Repair & Maintenance Services	21,703	16,787	15,700	8,947	17,600	1,900	12.1%
Employee programs	5,889	11,239	16,450	14,700	26,500	10,050	61.1%
Professional Development/Travel	32,750	14,688	27,825	25,625	37,725	9,900	35.6%
Office Supplies	20,517	15,025	17,150	17,950	19,200	2,050	12.0%
Operating Supplies	13,535	12,010	8,500	11,414	10,250	1,750	20.6%
Fuel & Mileage	10,995	11,081	11,000	11,500	11,500	500	4.5%
Machinery & Equipment (<\$25,000)	61,251	23,658	89,500	30,000	23,000	(66,500)	-74.3%
Repair & Maintenance Supplies	732	153	-	85	-	-	0.0%
Property & Liability Costs	27,652	26,439	34,822	23,406	24,576	(10,246)	-29.4%
Permits	48	-	-	-	-	-	0.0%
Financial Fees	3,868	4,083	2,400	2,384	2,500	100	4.2%
Debt Service and Lease Payments	7,596	9,467	-	-	-	-	0.0%
<b>Total Operations</b>	<b>324,526</b>	<b>296,046</b>	<b>340,332</b>	<b>253,506</b>	<b>316,431</b>	<b>(23,901)</b>	<b>-7.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total BNS Department</b>	<b>2,909,042</b>	<b>2,982,913</b>	<b>3,465,971</b>	<b>3,078,179</b>	<b>3,134,727</b>	<b>(331,244)</b>	<b>-9.6%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	1,270,629	1,315,080	1,427,548	1,228,674	1,332,561	-94,987	-6.7%
<b>Operations</b>	201,127	242,556	173,488	154,692	202,108	28,620	16.5%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>1,471,756</b>	<b>1,557,636</b>	<b>1,601,036</b>	<b>1,383,366</b>	<b>1,534,669</b>	<b>-66,367</b>	<b>-4.1%</b>

#### 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:

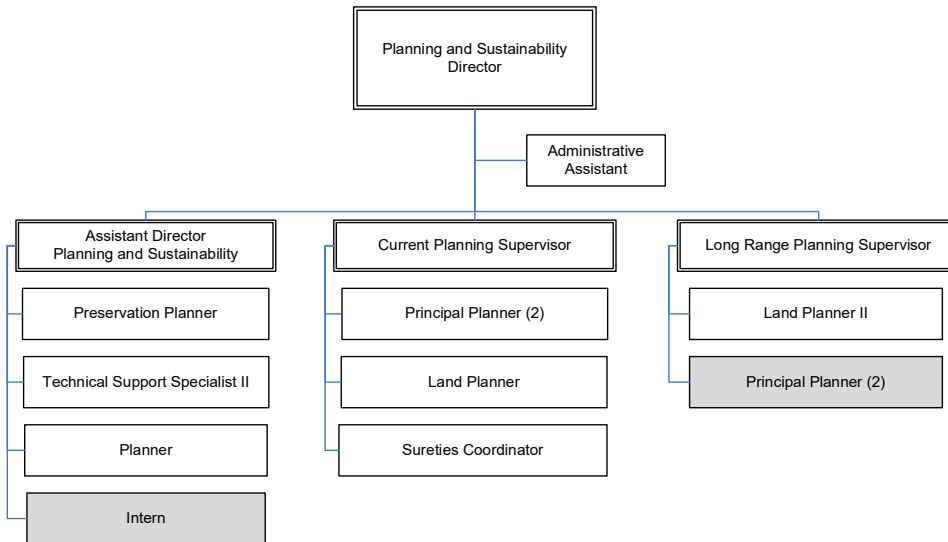
- Expertise, technical assistance, and staff support to the Planning Commission, the Board of Zoning Appeals, the Historic Zoning Commission, the Battlefield Commission, the Sustainability Commission, the Franklin Tree Commission, and various ad-hoc committees.
- Administration and Maintenance of Envision Franklin (the Land Use Plan) and the Zoning Ordinance in order to provide policies and regulations that continually strive to improve the built environment while protecting the City's natural and historic resources.
- Long-range planning initiatives to analyze, forecast, and guide future development.
- A leadership role in sustainability efforts for the City and the region.
- Implementation of processes in order to provide effective and efficient 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.
- Serves boards and committees related to regional and local transportation, including the MPO Board, the Technical Coordinating Committee to the MPO, and the RTA Board, and the TMA Board.
- 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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



White: Positions Authorized and budgeted in FY 2021  
 Grey: Positions Authorized but not budgeted in FY 2021

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

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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	0	0	0	0	0	0	0	0
Planning Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant Planning Director	Grade J	0	0	1	0	1	0	1	0	1	0
Planning Supervisor	Grade I	2	0	2	0	2	0	2	0	2	0
Principal Planner	Grade H	3	1	3	0	4	0	4	0	4	0
Preservation Planner	Grade H	1	0	1	0	1	0	1	0	1	0
Land Planner II	Grade H	0	0	0	0	1	0	1	0	1	0
Planning Senior	Grade G	1	0	1	0	0	0	0	0	0	0
Dev. Serv. Oper. Analyst	Grade G	1	0	0	0	0	0	0	0	0	0
Land Planner	Grade G	2	0	2	0	1	0	1	0	1	0
Sureties Coordinator	Grade G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist II	Grade F	1	0	1	0	1	0	1	0	1	0
Planner	Grade F	0	0	0	0	1	0	1	0	1	0
Technical Support Specialist I	Grade E	1	0	1	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	---	0	1	0	1	0	1	0	1	0	1
<b>Sub-Total Budgeted Positions</b>		<b>16</b>	<b>2</b>	<b>15</b>	<b>1</b>	<b>15</b>	<b>1</b>	<b>15</b>	<b>1</b>	<b>15</b>	<b>1</b>
<b>Authorized, Unbudgeted Positions</b>											
Principal Planner	Grade H	0	0	0	0	0	0	0	0	1	0
Intern	---	0	0	0	0	0	0	0	0	0	1
<b>Sub-Total - Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Authorized Staffing</b>		<b>16</b>	<b>2</b>	<b>15</b>	<b>1</b>	<b>15</b>	<b>1</b>	<b>15</b>	<b>1</b>	<b>16</b>	<b>2</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	933,093	976,570	1,041,961	910,839	959,146	(82,816)	-7.9%
Officials Fees	10,450	11,050	14,000	14,000	14,000	-	0.0%
Employee Benefits	327,086	327,460	371,586	303,835	359,415	(12,171)	-3.3%
<b>Total Personnel</b>	<b>1,270,629</b>	<b>1,315,080</b>	<b>1,427,548</b>	<b>1,228,674</b>	<b>1,332,561</b>	<b>(94,987)</b>	<b>-6.7%</b>
<b>Operations</b>							
Transportation Services	3,091	1,827	3,000	4,000	4,000	1,000	33.3%
Operating Services	3,241	2,673	6,000	6,000	14,500	8,500	141.7%
Notices, Subscriptions, etc.	26,165	15,949	25,250	24,000	30,500	5,250	20.8%
Utilities	6,032	6,721	8,000	7,000	9,000	1,000	12.5%
Contractual Services	27,750	138,798	37,000	30,000	18,500	(18,500)	-50.0%
Repair & Maintenance Services	5,361	2,447	4,500	3,750	4,500	-	0.0%
Employee programs	793	2,248	4,500	2,500	5,100	600	13.3%
Professional Development/Travel	34,457	31,619	37,000	30,000	54,000	17,000	45.9%
Office Supplies	14,035	14,828	14,300	12,575	15,100	800	5.6%
Operating Supplies	244	-	500	500	1,500	1,000	200.0%
Fuel & Mileage	284	798	1,100	500	1,100	-	0.0%
Machinery & Equipment (<\$25,000)	62,920	9,302	23,500	20,500	35,500	12,000	51.1%
Repair & Maintenance Supplies	-	-	-	5,000	-	-	0.0%
Operational Units	9,823	7,500	-	450	-	-	0.0%
Property & Liability Costs	6,931	7,846	8,338	7,917	8,308	(30)	-0.4%
Permits	-	-	400	-	400	-	0.0%
Other Business Expenses	-	-	100	-	100	-	0.0%
<b>Total Operations</b>	<b>201,127</b>	<b>242,556</b>	<b>173,488</b>	<b>154,692</b>	<b>202,108</b>	<b>28,620</b>	<b>16.5%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Planning &amp; Sustain.</b>	<b>1,471,756</b>	<b>1,557,636</b>	<b>1,601,036</b>	<b>1,383,366</b>	<b>1,534,669</b>	<b>(66,367)</b>	<b>-4.1%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Engineering & Traffic Operations Center

Paul P. Holzen, Director

#### Budget Summary

Engineering							
	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	1,276,689	1,379,181	1,580,663	1,535,356	1,554,343	-26,320	-1.7%
<b>Operations</b>	-152,995	-86,195	-185,311	-166,265	-149,756	35,555	-19.2%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>1,123,694</b>	<b>1,292,986</b>	<b>1,395,352</b>	<b>1,369,091</b>	<b>1,404,587</b>	<b>9,235</b>	<b>0.7%</b>

Traffic Operations Center (TOC)							
	2018 Actual	2019 Estimated	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	340,475	408,517	428,494	376,714	375,872	-52,621	-12.3%
<b>Operations</b>	395,675	296,073	363,378	358,524	530,062	166,684	45.9%
<b>Capital</b>	432,053	261,166	2,350,000	543,197	2,150,000	-200,000	-8.5%
<b>Total</b>	<b>1,168,203</b>	<b>965,756</b>	<b>3,141,872</b>	<b>1,278,435</b>	<b>3,055,934</b>	<b>-85,938</b>	<b>-2.7%</b>

#### Department Summary

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

The Engineering Department plans for the future infrastructure needs of the City of Franklin and consists of three divisions - 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.

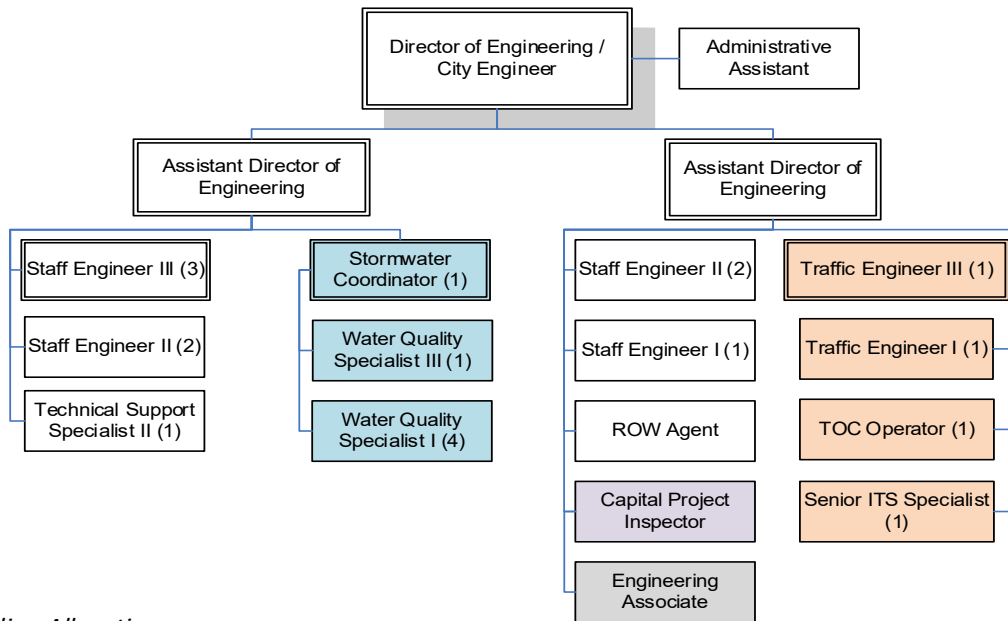
The Stormwater Division helps the City maintain compliance with mandates set by the federal (EPA) and state (TDEC) governments to minimize stormwater runoff pollution. Under the Clean Water Act of 1972, the Environmental Protection Agency (EPA) requires municipalities like Franklin to manage stormwater. 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 2021 Operating Budget

### Organizational Chart



1) Funding Allocation:

White: Positions funded through the Engineering budget are shaded in white.
Peach: The Traffic Eng III, Traffic Eng I and TOC Operator are included in TOC Budget.
Light Blue: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Lavender: Capital Project Inspector funded out of Capital Project Funds
Gray: Positions Authorized but Unbudgeted in FY 2021

2) For detailed counts and authorized positions, please see below



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Staffing by Position**

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
<b>Engineering</b>											
Director of Engineering	Grade M	1	0	1	0	1	0	1	0	1	0
Asst. Dir. Of Engineering	Grade K	2	0	2	0	2	0	2	0	2	0
Staff Engineer III	Grade J	2	0	2	0	3	0	3	0	3	0
Staff Engineer II	Grade I	4	0	4	0	4	0	4	0	4	0
Staff Engineer I	Grade G	0	0	0	0	0	0	1	0	1	0
Capital Project Inspector	Grade H	0	0	0	0	0	0	1	0	1	0
Right of Way Agent	Grade H	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist II	Grade F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	1	0	0	0	0	0	0	0	0	0
Engineering Associate	Grade E	1	0	1	0	1	0	1	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
<b>Sub-total Budgeted Positions</b>		<b>14</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>15</b>	<b>0</b>
<b>Authorized, Unbudgeted Positions</b>											
Engineering Associate	Grade E	0	0	0	0	0	0	0	0	1	0
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Total Authorized Positions</b>		<b>14</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>0</b>

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
<b>Traffic Operations Center</b>											
Traffic Engineer III	Grade J	1	0	1	0	1	0	1	0	1	0
Traffic Engineer II	Grade H	1	0	1	0	1	0	0	0	1	0
Traffic Engineer I	Grade G	0	0	0	0	0	0	1	0	0	0
ITS Specialist Senior	Grade G	0	0	1	0	1	0	1	0	1	0
TOC Operator	Grade E	1	0	1	0	1	0	1	0	1	0
<b>Sub-total budgeted positions</b>		<b>3</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget - Engineering

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	923,225	1,026,868	1,185,369	1,106,959	1,146,683	(38,687)	-3.3%
Employee Benefits	353,464	352,313	395,294	428,396	407,661	12,367	8.6%
<b>Total Personnel</b>	<b>1,276,689</b>	<b>1,379,181</b>	<b>1,580,663</b>	<b>1,535,356</b>	<b>1,554,343</b>	<b>(26,320)</b>	<b>11.6%</b>
<b>Operations</b>							
Transportation Services	667	1,569	1,400	1,400	1,470	70	5.0%
Operating Services	1,790	5,030	1,525	1,525	3,051	1,526	100.1%
Notices, Subscriptions, etc.	1,468	3,960	6,275	4,575	9,004	2,729	43.5%
Utilities	4,475	4,938	4,805	5,329	6,021	1,216	25.3%
Contractual Services	45,690	134,310	45,000	50,000	80,750	35,750	79.4%
Repair & Maintenance Services	1,027	318	2,213	2,213	2,324	111	5.0%
Employee programs	93	809	2,050	2,050	2,103	53	2.6%
Professional Development/Travel	16,117	14,352	8,250	8,750	19,688	11,438	138.6%
Office Supplies	3,639	4,181	6,980	6,980	7,329	349	5.0%
Operating Supplies	1,241	2,451	4,073	4,000	4,200	127	3.1%
Fuel & Mileage	885	477	2,205	2,205	2,315	110	5.0%
Machinery & Equipment (<\$25,000)	20,232	17,514	31,000	45,018	17,625	(13,375)	-43.1%
Repair & Maintenance Supplies	907	1,579	-	-	-	-	0.0%
Property & Liability Costs	8,186	8,813	9,070	8,847	9,284	214	2.4%
Rentals	-	20	-	-	-	-	0.0%
Permits	6,447	6,178	4,860	5,860	6,400	1,540	31.7%
Financial Fees	-	-	-	200	200	200	100.0%
Other Business Expenses	107	96	200	-	-	(200)	-100.0%
Interfund Reimbursement	(265,966)	(292,790)	(315,217)	(315,217)	(321,521)	(6,304)	2.0%
<b>Total Operations</b>	<b>(152,995)</b>	<b>(86,195)</b>	<b>(185,311)</b>	<b>(166,265)</b>	<b>(149,756)</b>	<b>35,555</b>	<b>-19.2%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Engineering</b>	<b>1,123,694</b>	<b>1,292,986</b>	<b>1,395,352</b>	<b>1,369,091</b>	<b>1,404,587</b>	<b>9,234</b>	<b>0.7%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Traffic Operations Center

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	249,991	317,877	315,088	281,631	279,305	(35,783)	-11.4%
Employee Benefits	90,484	90,640	113,406	95,081	96,567	(16,839)	-14.8%
<b>Total Personnel</b>	<b>340,475</b>	<b>408,517</b>	<b>428,494</b>	<b>376,714</b>	<b>375,872</b>	<b>(52,621)</b>	<b>-12.3%</b>
<b>Operations</b>							
Transportation Services	387	157	233	233	245	12	5.2%
Operating Services	179	128	263	263	276	13	4.9%
Notices, Subscriptions, etc.	1,770	1,729	3,000	3,000	8,400	5,400	180.0%
Utilities	7,918	3,260	3,759	3,759	3,948	189	5.0%
Contractual Services	112,253	103,846	245,000	240,000	360,000	115,000	46.9%
Repair & Maintenance Services	24,924	6,419	10,350	10,350	5,368	(4,982)	-48.1%
Employee programs	38	480	420	420	6,441	6,021	1433.6%
Professional Development/Travel	8,423	11,145	3,500	3,000	14,175	10,675	305.0%
Office Supplies	1,069	965	1,523	1,523	1,599	76	5.0%
Operating Supplies	7,258	1,359	2,403	2,403	2,524	121	5.0%
Fuel & Mileage	423	553	525	525	551	26	5.0%
Machinery & Equipment (<\$25,000)	184,099	146,128	65,000	67,500	84,000	19,000	29.2%
Repair & Maintenance Supplies	3,862	3,816	9,750	10,750	25,500	15,750	161.5%
Property & Liability Costs	41,973	15,219	15,980	14,550	15,278	(702)	-4.4%
Permits	1,080	850	1,620	195	1,701	81	5.0%
Other Business Expenses	19	19	53	53	56	3	5.7%
<b>Total Operations</b>	<b>395,675</b>	<b>296,073</b>	<b>363,378</b>	<b>358,524</b>	<b>530,062</b>	<b>166,684</b>	<b>45.9%</b>
Infrastructure	416,211	23,473	50,000	43,197	150,000	100,000	200.0%
Machinery & Equipment (>\$25,000)	15,842	237,693	2,300,000	500,000	2,000,000	(300,000)	-13.0%
<b>Capital</b>	<b>432,053</b>	<b>261,166</b>	<b>2,350,000</b>	<b>543,197</b>	<b>2,150,000</b>	<b>(200,000)</b>	<b>-8.5%</b>
<b>Total TOC</b>	<b>1,168,203</b>	<b>965,756</b>	<b>3,141,872</b>	<b>1,278,435</b>	<b>3,055,934</b>	<b>(85,938)</b>	<b>-2.7%</b>



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Economic Development**

*Eric Stuckey, City Administrator*

**Budget Summary**

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	Estimated		\$	%
Expenditures	67,518	78,327	96,027	96,027	90,748	-5,279	-5.5%
<b>Economic Development</b>	67,518	78,327	96,027	96,027	90,748	-5,279	-5.5%

**Department Summary**

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of \$30,000 plus an additional amount for the Greater Nashville Regional Council of \$24,728. Membership to the Nashville Area Chamber of Commerce is \$3,000 and the Metropolitan Planning Organization is budgeted at \$9,000. \$30,000 is included for continued funding of the business retention program being conducted by Williamson, Inc.

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	Est 2020	Budget 2021	Difference	
						\$	%
Economic Development / Chamber Support	25,000	25,000	30,000	30,000	27,000	(3,000)	-10.0%
Greater Nashville Regional Council	22,518	23,327	24,027	24,027	24,748	721	3.0%
Nashville Area Chamber of Commerce	-	-	3,000	3,000	3,000	-	0.0%
Nashville Area MPO	-	-	9,000	9,000	9,000	-	0.0%
Williamson Chamber - Business Retention / Development	20,000	30,000	30,000	30,000	27,000	(3,000)	-10.0%
<b>Total Expenditures</b>	<b>67,518</b>	<b>78,327</b>	<b>96,027</b>	<b>96,027</b>	<b>90,748</b>	<b>(5,279)</b>	<b>-5.5%</b>

<b>Ending Fund Balance</b>	<b>67,518</b>	<b>78,327</b>	<b>96,027</b>	<b>96,027</b>	<b>90,748</b>	<b>(5,279)</b>	<b>-5.5%</b>
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### Notes & Objectives



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Community Development Block Grant Fund

#### Budget Summary

	2018 Actual	2019 Actual	2020 Budget	2020 EOY	2021 Budget	2020 v. 2021	
						\$	%
<b>Beginning Fund Balance</b>	86,263	89,691	100,451	100,451	105,293		
Revenues	261,235	384,606	318,306	318,306	513,312	195,006	61.26%
Expenditures	257,807	373,846	314,000	313,464	513,000	199,000	63.38%
<b>Ending Balance</b>	89,691	100,451	104,757	105,293	105,605		

#### Fund Summary

The Community Development Block Grant is funded annually by the Department of Housing and Urban Development. The City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for various programs throughout the City. These include the rehabilitation of homes for our low to moderate income residents, fair housing outreach and education and the construction of new single family homes within our pocket communities. These communities have been identified by the US Census as Tract 508 subtracts 1, 2 and 3 and Tract 509.01 subtract 4 as the subtracts in Franklin; these tracts have incomes from \$31,250 to \$39,999 which constitutes less than 80% of the Nashville MSA medians.

Envision Franklin endorses the concept of vibrant neighborhoods being essential to the overall health of the community and should include a range of housing options.

#### Fund Goals

Acting within the HUD guidelines the City prepares an Annual Action Plan that outlines the City's goals for the coming year and a Consolidate Annual Performance Evaluation Report that shares our successes of the previous year. Additionally, the City prepares a five-year Consolidated Plan that serves as the guiding document for the City of Franklin's Community Development Block Grant (CDBG) Program. The City will prepare a new five-year plan for the years 2020-2025.

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.

The City anticipates receiving over \$300,000 for the 2020-2021 program year. The City will continue to identify needs and determine the best way to leverage the funds to assist with meeting our goals and priorities that support our partners and non-profits to assist our low to moderate income residents.



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

**Budget**

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>86,263</b>	<b>89,691</b>	<b>100,451</b>	<b>100,451</b>	<b>105,293</b>		
<b>Revenues</b>							
DEPT OF HOUSING AND URBAN DEV(FEDERAL)	257,808	373,845	318,000	318,000	300,000	(18,000)	-5.7%
FEDERAL GRANTS (COVID-19)			-	-	213,000	213,000	100.0%
INTEREST INCOME	3,427	10,761	306	306	312	6	2.0%
<b>Total Available Funds</b>	<b>261,235</b>	<b>384,606</b>	<b>318,306</b>	<b>318,306</b>	<b>513,312</b>	<b>195,006</b>	<b>61.3%</b>
<b>Expenses (Operations)</b>							
LEGAL NOTICES	-	-	1,000	-	1,000	-	0.0%
CONSULTANT SERVICES	10,585	3,750	15,000	15,000	15,000	-	0.0%
OTHER CONTRACTUAL SERVICES	77,222	145,361	115,000	115,000	135,000	20,000	17.4%
BUILDING REPAIR & MAINTENANCE SERVICES	170,000	189,624	153,000	153,000	149,000	(4,000)	-2.6%
GRANT PROGRAMS	-	35,111	30,000	30,464	213,000	183,000	0.0%
<b>Total Expenditures</b>	<b>257,807</b>	<b>373,846</b>	<b>314,000</b>	<b>313,464</b>	<b>513,000</b>	<b>199,000</b>	<b>63.4%</b>
<b>Ending Fund Balance</b>	<b>89,691</b>	<b>100,451</b>	<b>104,757</b>	<b>105,293</b>	<b>105,605</b>		



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Transit

Debbie Henry, Executive Director

#### Budget Summary

	2018 Actual	2019 Actual	2020 Budget	2020 EOY	2021 Budget	2020 v. 2021	
						\$	%
<b>Beginning Balance</b>	<b>\$ 374,758</b>	<b>\$ 817,649</b>	<b>\$ 817,649</b>	<b>\$ 817,649</b>	<b>\$ 786,983</b>		
Revenues	\$ 2,528,989	\$ 2,407,339	\$ 3,144,560	\$ 3,054,754	\$ 3,077,886	\$ (66,674)	-2.12%
Expenditures	\$ 2,086,098	\$ 2,407,339	\$ 3,128,060	\$ 3,085,420	\$ 3,250,679	\$ 122,619	3.92%
<b>Ending Balance</b>	<b>\$ 817,649</b>	<b>\$ 817,649</b>	<b>\$ 834,149</b>	<b>\$ 786,983</b>	<b>\$ 614,190</b>		

#### 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, service us comprised of: fixed routes service, as well as Transit On Demand (TODD) a pre-arranged curb-to-curb service, within the City of Franklin including Cool Springs.
- The TMA Group is the contractor of record for the operations and management of the transit system on behalf of the Franklin Transit Authority. The TMA Group is a regional leader in customizing innovative, environmentally friendly, multi-modal transportation solutions.



#### Department Accomplishments:

- **Increased ridership of 5% prior to Pandemic, essential service since February. Corona Virus Action Plan being executed.**
- **Customer satisfaction due to expansion of fixed routes service, doubling number of stops, increased frequency, and moving of Hub to Transit Center.**
- **Offering free rides on the fixed routes service to our Veterans and Active Military members.**
- **Implementing planning for operations for Transit Shelters with Kimley Horn.**
- **Transit partnership with CSCC-WC campus has been beneficial to both; Transit technology, i.e.. mobile app, transit software, will lay foundation for a Transit Technology Corridor in Franklin.**
- **Procured 2 new transit vehicles with improved safety and customer amenities.**
- **Successful completion of Federal Transit Triennial Review.**



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Opening Balance</b>	<b>374,758</b>	<b>817,649</b>	<b>817,649</b>	<b>817,649</b>	<b>786,983</b>		
<b>Revenues</b>							
DEPT OF TRANSPORTATION (FEDERAL)	983,102	-	1,586,255	1,581,447	1,644,844	58,589	3.7%
TDOT (STATE)	272,005	1,489,582	376,234	376,258	380,308	4,074	1.1%
TRANSIT FARES	112,418	84,945	149,000	83,978	140,000	(9,000)	-6.0%
INTEREST INCOME	7,465	36,927	20,000	-	-	(20,000)	-100.0%
RENTAL INCOME	9,600	-	9,700	9,700	9,700	-	0.0%
TRANSFER FROM GENERAL FUND*	1,144,399	795,884	1,003,371	1,003,371	903,034	(100,337)	-10.0%
<b>Total Available Funds</b>	<b>2,528,989</b>	<b>2,407,339</b>	<b>3,144,560</b>	<b>3,054,754</b>	<b>3,077,886</b>	<b>(66,674)</b>	<b>-2.1%</b>
<b>Expenses (Operations)</b>							
VEHICLE LICENSES & TITLES	162	-	-	-	-	-	0.0%
TRANSIT OPERATIONS	2,085,936	2,268,957	2,408,560	2,365,920	2,490,679	82,119	3.4%
TRANSIT PLANNING	-	8,250	137,500	137,500	250,000	112,500	81.8%
VEHICLES (>\$25,000)	-	130,132	582,000	582,000	510,000		-12.4%
<b>Total Expenditures</b>	<b>2,086,098</b>	<b>2,407,339</b>	<b>3,128,060</b>	<b>3,085,420</b>	<b>3,250,679</b>	<b>122,619</b>	<b>3.9%</b>
<b>Ending Balance</b>	<b>817,649</b>	<b>817,649</b>	<b>834,149</b>	<b>786,983</b>	<b>614,190</b>		

#### Notes & Objectives

City subsidy in FY 2021 is budgeted to drop 10%.

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.





HISTORIC  
FRANKLIN  
TENNESSEE

# *City of Franklin, Tennessee*

## **FY 2021 Operating Budget**

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### **PUBLIC WORKS**

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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.

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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**
- **Parks**
- **Sanitation & Environmental Services Fund**
- **Water & Wastewater Enterprise Fund**



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Streets - Maintenance

Steve Grubb, Director

#### Budget Summary

	2018	2019	2020		2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Personnel</b>	2,481,898	2,605,408	2,706,260	2,707,807	2,789,281	83,021	3.1%
<b>Operations</b>	1,250,589	1,637,074	1,314,015	1,297,990	1,378,053	64,039	4.9%
<b>Capital</b>	55,144	209,451	244,000	236,488	0	-244,000	-100.0%
<b>Total</b>	<b>3,787,631</b>	<b>4,451,933</b>	<b>4,264,275</b>	<b>4,242,285</b>	<b>4,167,334</b>	<b>-96,941</b>	<b>-2.3%</b>

#### Departmental Summary

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

The Street Maintenance Division currently maintains 337 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Public Works Facility and landscaping along the Mack Hatcher Pkwy right-of-way from Murfreesboro Road to Franklin Road. We currently have a team that performs repair and replacement activities on failing or unsafe sidewalks.

#### Compost

The Compost Facility defers yard waste and collected leaves from entering the Landfill. This valuable resource is processed and used to complete stormwater projects, backyard gardening, park projects, etc.. The City realizes a savings by diverting Landfill tipping fees.

#### Infrared Patch Truck

The Street Department began using infrared technology to perform routine patching practices in 2012. We utilize the truck to permanently repair potholes, utility cuts and longitudinal joints.

#### Road Salt and Salt Brine

We currently house 2,400 tons of road salt and 1,800 gallons of salt brine solution at two strategic locations.

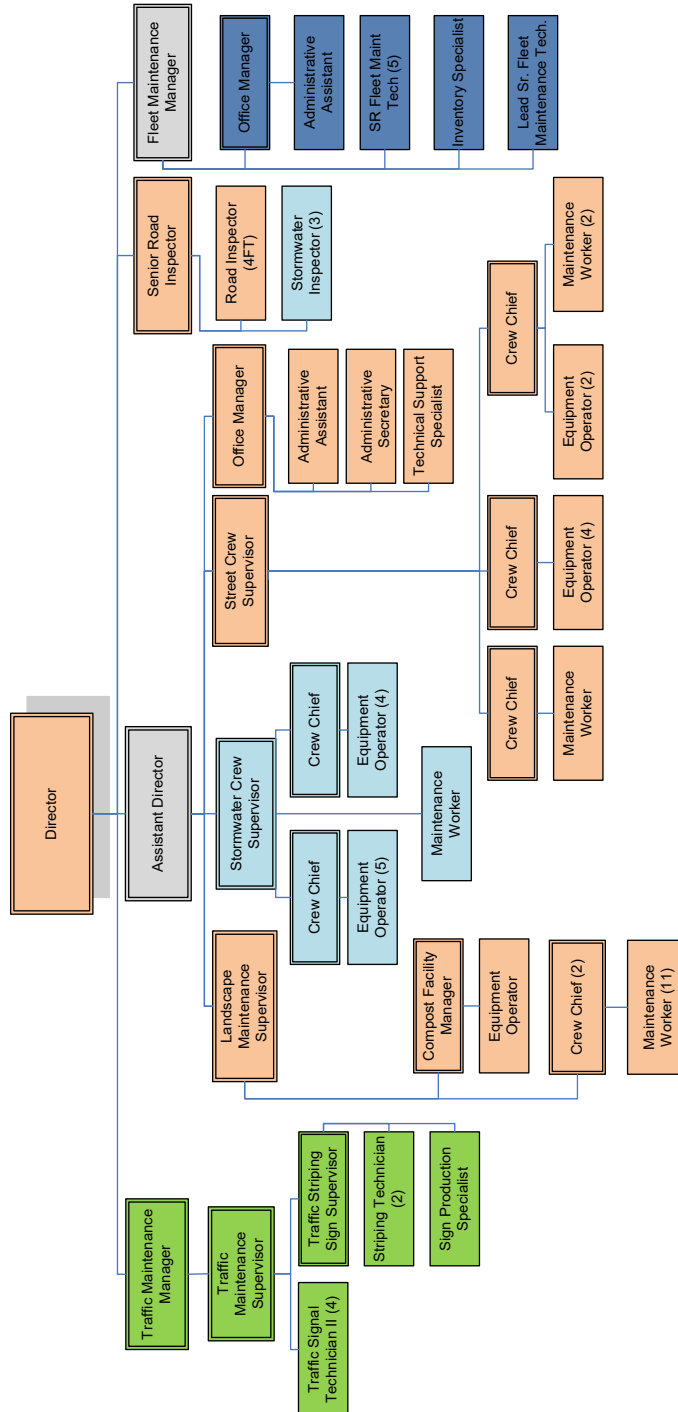
Pre-event calculated costs for standard salt spreading method are approx. \$7.50 per lane mile. Pre-event calculated costs for salt brine method are approx. \$1.70 per lane mile. Post-event calculations could double the amount for both methods.



# City of Franklin, Tennessee FY 2021 Operating Budget

## Organizational Chart

The organization chart below shows the entire Streets Department.



**Peach:** Streets - Maintenance Authorized and Budgeted Personnel in FY 2021  
**Gray:** Authorized and Unbudgeted Personnel in FY 2021

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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	0	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	1	3	0	3	0	4	0	4	0
Office Manager	Grade F	1	0	1	0	1	0	1	0	1	0
Street Crew Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Compost Facility Manager	Grade E	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Crew Chief	Grade E	2	0	2	0	2	0	5	0	5	0
Infrared System Technician	Grade E	1	0	1	0	1	0	0	0	0	0
Landscape Maint. Crew Chief	Grade E	1	0	1	0	1	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Equipment Operator	Grade D	6	0	7	0	7	0	7	0	7	0
Landscape Maint. Worker Sr.	Grade D	2	0	2	0	2	0	0	0	0	0
Administrative Secretary	Grade B	1	0	1	0	1	0	1	0	1	0
Maintenance Worker	Grade B	9	5	10	0	10	0	14	0	14	0
Crew Worker	Grade B	3	0	3	0	3	0	0	0	0	0
<b>Sub-Total Budgeted Positions</b>		<b>36</b>	<b>6</b>	<b>39</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>39</b>	<b>0</b>

Authorized, Unbudgeted Positions											
Assistant Director	Grade J	0	0	0	0	0	0	0	0	1	0
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>

<b>Total Authorized Positions</b>		<b>36</b>	<b>6</b>	<b>39</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0</b>
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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	1,652,112	1,780,667	1,826,379	1,825,126	1,827,706	1,326	0.1%
Employee Benefits	829,786	824,741	879,881	882,681	961,574	81,693	9.3%
<b>Total Personnel</b>	<b>2,481,898</b>	<b>2,605,408</b>	<b>2,706,260</b>	<b>2,707,807</b>	<b>2,789,281</b>	<b>83,021</b>	<b>3.1%</b>
<b>Operations</b>							
Transportation Services	506	219	550	350	500	(50)	-9.1%
Operating Services	2,961	2,311	5,060	3,950	5,100	40	0.8%
Notices, Subscriptions, etc.	1,770	3,122	5,110	4,509	4,940	(170)	-3.3%
Utilities	636,226	653,312	712,115	703,160	707,475	(4,640)	-0.7%
Contractual Services	4,598	12,149	5,540	5,909	7,900	2,360	42.6%
Repair & Maintenance Services	66,298	432,467	107,085	162,529	110,910	3,825	3.6%
Employee programs	9,908	12,269	10,650	12,250	17,645	6,995	65.7%
Professional Development/Travel	7,815	6,524	5,810	5,411	10,850	5,040	86.7%
Office Supplies	4,675	6,137	5,600	5,050	6,450	850	15.2%
Operating Supplies	35,265	52,357	44,805	42,700	49,325	4,520	10.1%
Fuel & Mileage	49,989	56,389	69,750	65,000	72,750	3,000	4.3%
Machinery & Equipment (<\$25,000)	40,299	54,673	65,470	66,170	82,500	17,030	26.0%
Repair & Maintenance Supplies	139,562	131,138	141,760	99,661	144,100	2,340	1.7%
Operational Units	-	-	-	226	-	-	0.0%
Property & Liability Costs	85,284	95,344	125,145	115,200	147,788	22,644	18.1%
Rentals	5,289	2,066	5,815	5,815	6,070	255	4.4%
Permits	3,500	71	3,750	100	3,750	-	0.0%
Other Business Expenses	1	26	-	-	-	-	0.0%
Debt Service and Lease Payments	156,643	116,500	-	-	-	-	0.0%
<b>Total Operations</b>	<b>1,250,589</b>	<b>1,637,074</b>	<b>1,314,015</b>	<b>1,297,990</b>	<b>1,378,053</b>	<b>64,039</b>	<b>4.9%</b>
<b>Capital</b>	<b>55,144</b>	<b>209,451</b>	<b>244,000</b>	<b>236,488</b>	<b>-</b>	<b>(236,488)</b>	<b>-100.0%</b>
<b>Total Streets - Maintenance</b>	<b>3,787,631</b>	<b>4,451,933</b>	<b>4,264,275</b>	<b>4,242,285</b>	<b>4,167,334</b>	<b>(96,942)</b>	<b>-2.3%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Streets - Traffic Division

Steve Grubb, Director

#### Budget Summary

	2018	2019	2020		2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Personnel</b>	810,363	893,335	901,218	911,387	934,342	33,123	3.7%
<b>Operations</b>	410,388	559,096	567,147	521,488	652,384	85,237	15.0%
<b>Capital</b>	0	110,000	212,000	212,411	0	-212,000	-100.0%
<b>Total</b>	<b>1,220,751</b>	<b>1,562,431</b>	<b>1,680,365</b>	<b>1,645,286</b>	<b>1,586,726</b>	<b>-93,639</b>	<b>-5.6%</b>

#### Department Summary

The Street Department - Traffic Division currently maintains 121 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 Cool springs 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 Department. Seasonal downtown decorative banners are produced bi-annually.

#### Department Outlook

We replaced all non-incandescent lighting within the downtown area to Light Emitting Diode. Currently, the Traffic Division has converted 100% of Downtown street lights to LED lighting. Since the High Mast Interstate lighting swap to LED was such a success we converted the remaining 44 Interstate lights along the median wall to LED.

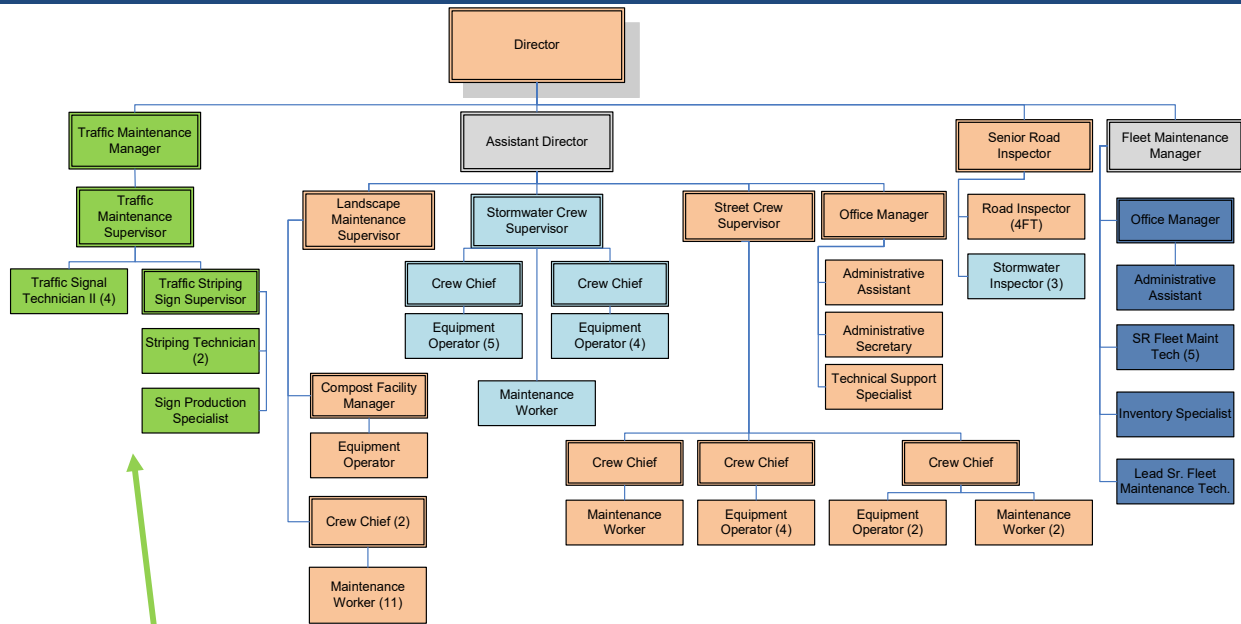
Reflectivity activities continue to be performed on City wide signage, including street names, advanced warning, directional, stop, yield etc. For asset management purposes, all signal data is gathered and entered into the Hansen data base system. As a major resurfacing project takes place, the Traffic division will be upgrading all signage along the course as well as vehicle detection. The upgrade to Wavetronix vehicle detection will be a key process to a relief in maintenance cost and traffic flow interruptions.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



Green: Streets - Traffic Personnel Budgeted in FY 2020.

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

### Staffing by Position

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maint. Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Traffic Maint. Supervisor	Grade H	0	0	1	0	1	0	1	0	1	0
Traffic Sign/Maint. Electrician	Grade F	1	0	1	0	1	0	0	0	0	0
Traffic Strip./Sign. Prod. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician II	Grade F	3	0	2	0	2	0	4	0	4	0
Traffic Signal Technician I	Grade E	1	0	1	0	1	0	0	0	0	0
Sign Production Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Striping Technician	Grade D	2	0	2	0	2	0	2	0	2	0
Asst. Striping Technician	---	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>		<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	538,280	590,592	590,218	605,037	603,299	13,081	2.2%
Employee Benefits	272,083	302,743	311,000	306,350	331,043	20,043	6.4%
<b>Total Personnel</b>	<b>810,363</b>	<b>893,335</b>	<b>901,218</b>	<b>911,387</b>	<b>934,342</b>	<b>33,123</b>	<b>3.7%</b>
<b>Operations</b>							
Transportation Services	668	72	1,255	770	1,575	320	25.5%
Operating Services	422	578	450	440	475	25	5.6%
Notices, Subscriptions, etc.	-	1,070	1,650	1,150	1,650	-	0.0%
Utilities	81,583	75,486	98,366	97,500	100,950	2,584	2.6%
Contractual Services		2,089		-	-	-	0.0%
Repair & Maintenance Services	57,465	46,024	51,090	49,110	60,150	9,060	17.7%
Employee programs	640	372	1,000	1,200	5,200	4,200	420.0%
Professional Development/Travel	6,167	1,160	2,250	2,900	18,200	15,950	708.9%
Office Supplies	1,716	2,071	2,000	2,000	3,000	1,000	50.0%
Operating Supplies	7,387	11,637	14,700	14,700	14,950	250	1.7%
Fuel & Mileage	13,367	13,828	16,750	15,000	16,700	(50)	-0.3%
Machinery & Equipment (<\$25,000)	34,235	82,789	49,998	47,998	82,998	33,000	66.0%
Repair & Maintenance Supplies	152,795	251,261	263,100	230,300	285,549	22,449	8.5%
Property & Liability Costs	39,069	57,233	63,788	57,607	60,237	(3,551)	-5.6%
Rentals	-	-	600	663	600	-	0.0%
Permits	-	-	150	150	150	-	0.0%
Debt Service and Lease Payments	14,874	13,426	-	-	-	-	0.0%
<b>Total Operations</b>	<b>410,388</b>	<b>559,096</b>	<b>567,147</b>	<b>521,488</b>	<b>652,384</b>	<b>85,237</b>	<b>15.0%</b>
<b>Capital</b>	<b>-</b>	<b>110,000</b>	<b>212,000</b>	<b>212,411</b>	<b>-</b>	<b>(212,000)</b>	<b>-100.0%</b>
<b>Total Streets - Traffic</b>	<b>1,220,751</b>	<b>1,562,431</b>	<b>1,680,365</b>	<b>1,645,286</b>	<b>1,586,726</b>	<b>(93,639)</b>	<b>-5.6%</b>



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Streets - Fleet Maintenance**

Steve Grubb, Director

**Budget Summary**

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	739,679	803,201	826,499	839,174	727,256	-99,244	-12.0%
<b>Operations</b>	97,183	4,971	72,331	51,317	80,562	8,231	11.4%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>836,862</b>	<b>808,172</b>	<b>898,831</b>	<b>890,491</b>	<b>807,818</b>	<b>-91,013</b>	<b>-10.1%</b>

**Departmental Summary**

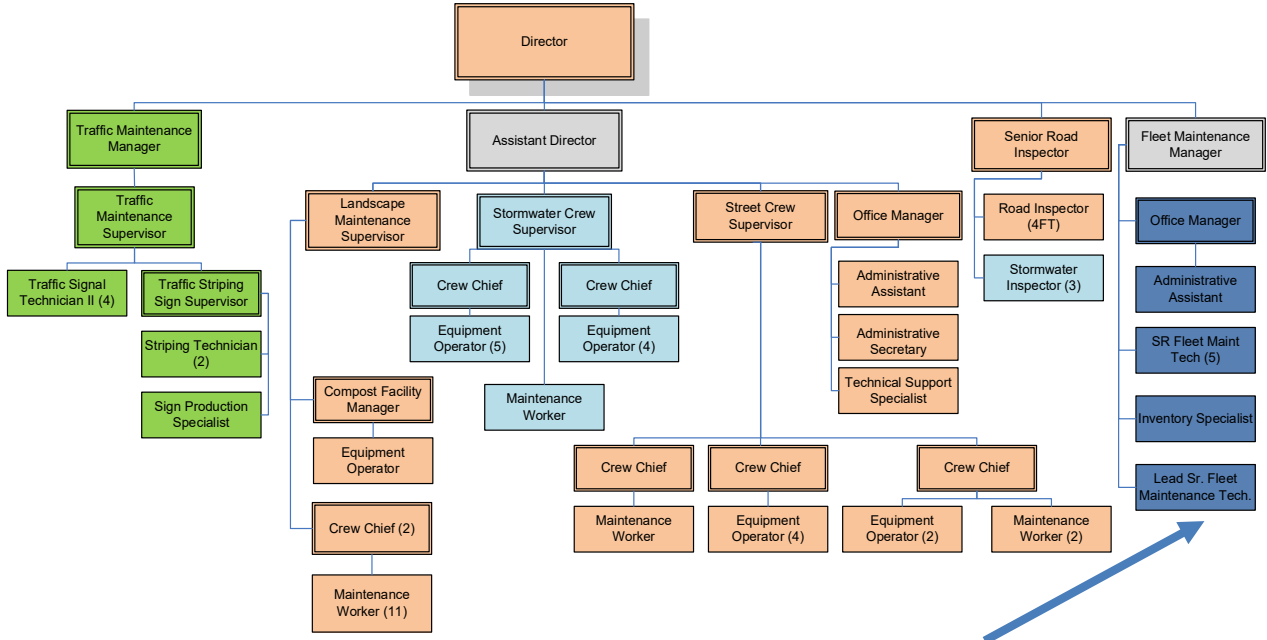
The Fleet Maintenance Division consists of ten full-time employees. This division provides mechanical services, and road service calls for the COF entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the COF fleet include: police cars, passenger vehicles, pickup trucks, dump trucks, heavy equipment, fire apparatus, small engines, mowers, etc. Due to EPA regulations, engines are more complex requiring additional service at PM's. The continual stop and go, and little to no interstate driving provides more needed shop time and service. City vehicles have more than the normal wear and tear placed on normal driven vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, engine diagnostic, and other miscellaneous services. The purchase of 45 new PD cars in 2019 budget year dramatically reduced PD's maintenance expense in FY2020.



# City of Franklin, Tennessee

## FY 2021 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

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	Grade I	1	0	1	0	1	0	1	0	0	0
Lead Sr. Maintenance Tech	Grade G	0	0	1	0	1	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade F	5	0	5	0	5	0	5	0	5	0
Office Manager	Grade F	1	0	1	0	1	0	1	0	1	0
Mechanic	Grade E	1	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade D	0	1	0	1	1	0	1	0	1	0
Inventory Specialist	Grade D	1	0	1	0	1	0	1	0	1	0
<b>Sub-Total Budgeted Positions</b>		<b>9</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>9</b>	<b>0</b>

Authorized, Unbudgeted Positions		FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
	Pay Grade	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	Grade I	0	0	0	0	0	0	0	0	1	0
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>

<b>Total Authorized Positions</b>		<b>9</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0</b>
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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	527,717	581,731	591,557	603,741	503,444	(88,113)	-14.9%
Employee Benefits	211,962	221,470	234,942	235,433	223,811	(11,131)	-4.7%
<b>Total Personnel</b>	<b>739,679</b>	<b>803,201</b>	<b>826,499</b>	<b>839,174</b>	<b>727,256</b>	<b>(99,244)</b>	<b>-12.0%</b>
<b>Operations</b>							
Transportation Services	7,811	7,108	6,025	6,000	8,025	2,000	33.2%
Operating Services	4,213	6,348	4,865	4,865	6,700	1,835	37.7%
Notices, Subscriptions, etc.	815	853	1,500	1,500	1,500	-	0.0%
Utilities	12,987	11,661	16,075	11,425	15,850	(225)	-1.4%
Contractual Services	807	-	1,250	325	1,250	-	0.0%
Repair & Maintenance Services	362,722	238,700	335,000	321,500	334,000	(1,000)	-0.3%
Employee programs	1,035	1,834	2,500	4,000	4,000	1,500	60.0%
Professional Development/Travel	6,103	5,306	6,645	6,450	9,700	3,055	46.0%
Office Supplies	4,105	4,001	4,950	4,950	5,200	250	5.1%
Operating Supplies	15,904	15,674	16,350	18,350	18,450	2,100	12.8%
Fuel & Mileage	4,558	5,620	6,000	6,000	8,000	2,000	33.3%
Machinery & Equipment (<\$25,000)	42,119	21,763	18,500	18,500	25,650	7,150	38.6%
Repair & Maintenance Supplies	(380,131)	(321,794)	(361,000)	(361,000)	(367,375)	(6,375)	1.8%
Property & Liability Costs	6,891	6,793	12,472	7,252	7,612	(4,860)	-39.0%
Rentals	1,611	1,104	1,200	1,200	2,000	800	66.7%
Debt Service and Lease Payments	5,632	-	-	-	-	-	0.0%
<b>Total Operations</b>	<b>97,183</b>	<b>4,971</b>	<b>72,331</b>	<b>51,317</b>	<b>80,562</b>	<b>8,231</b>	<b>11.4%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Streets - Maintenance</b>	<b>836,862</b>	<b>808,172</b>	<b>898,831</b>	<b>890,491</b>	<b>807,818</b>	<b>(91,013)</b>	<b>-10.1%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Stormwater

Steve Grubb, Director  
Paul Holzen, City Engineer

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Beginning Balance</b>	<b>4,687,695</b>	<b>4,171,436</b>	<b>3,800,010</b>	<b>3,800,010</b>	<b>2,524,218</b>		
<b>Revenues</b>	<b>2,559,489</b>	<b>2,710,760</b>	<b>2,647,500</b>	<b>2,647,500</b>	<b>2,647,500</b>	<b>0</b>	<b>0.0%</b>
<b>Personnel</b>	1,536,864	1,597,874	1,632,439	1,677,951	1,714,431	81,992	5.0%
<b>Operations</b>	1,017,214	734,169	927,788	895,341	984,455	56,666	6.1%
<b>Capital</b>	521,670	750,143	2,550,000	1,350,000	1,200,000	-1,350,000	-52.9%
<b>Total</b>	<b>3,075,748</b>	<b>3,082,186</b>	<b>5,110,228</b>	<b>3,923,292</b>	<b>3,898,886</b>	<b>-1,211,342</b>	<b>-23.7%</b>
<b>Ending Balance</b>	<b>4,171,436</b>	<b>3,800,010</b>	<b>1,337,282</b>	<b>2,524,218</b>	<b>1,272,832</b>		

#### Division Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Streets</b>	1,816,240	2,034,879	1,905,113	1,889,075	2,001,414	96,301	5.1%
<b>Engineering</b>	1,259,507	997,307	3,205,114	2,034,217	1,897,472	-1,307,643	-40.8%
<b>Transfers</b>	-	50,000	-	-	-	-	0.0%
<b>Total</b>	<b>3,075,748</b>	<b>3,082,186</b>	<b>5,110,228</b>	<b>3,923,292</b>	<b>3,898,886</b>	<b>-1,211,343</b>	<b>-23.7%</b>

#### Department Summary

The Stormwater Fund has two divisions contained within it - Streets and Engineering.

#### Streets

The Stormwater Division consists of 20 employees: one coordinator; five water quality specialists, three stormwater inspectors; one compliance inspector; one supervisor; & 10 maintenance personnel.

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 \$85,000 annually performing routine maintenance throughout local neighborhoods.

We currently operate three (3) Street Sweepers throughout the City daily.

A self-contained storm vacuum operates daily clearing storm drain inlet structures from debris collected on top of structures, where inlet clogging has occurred.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Stormwater

Steve Grubb, Director

Paul Holzen, City Engineer

#### 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

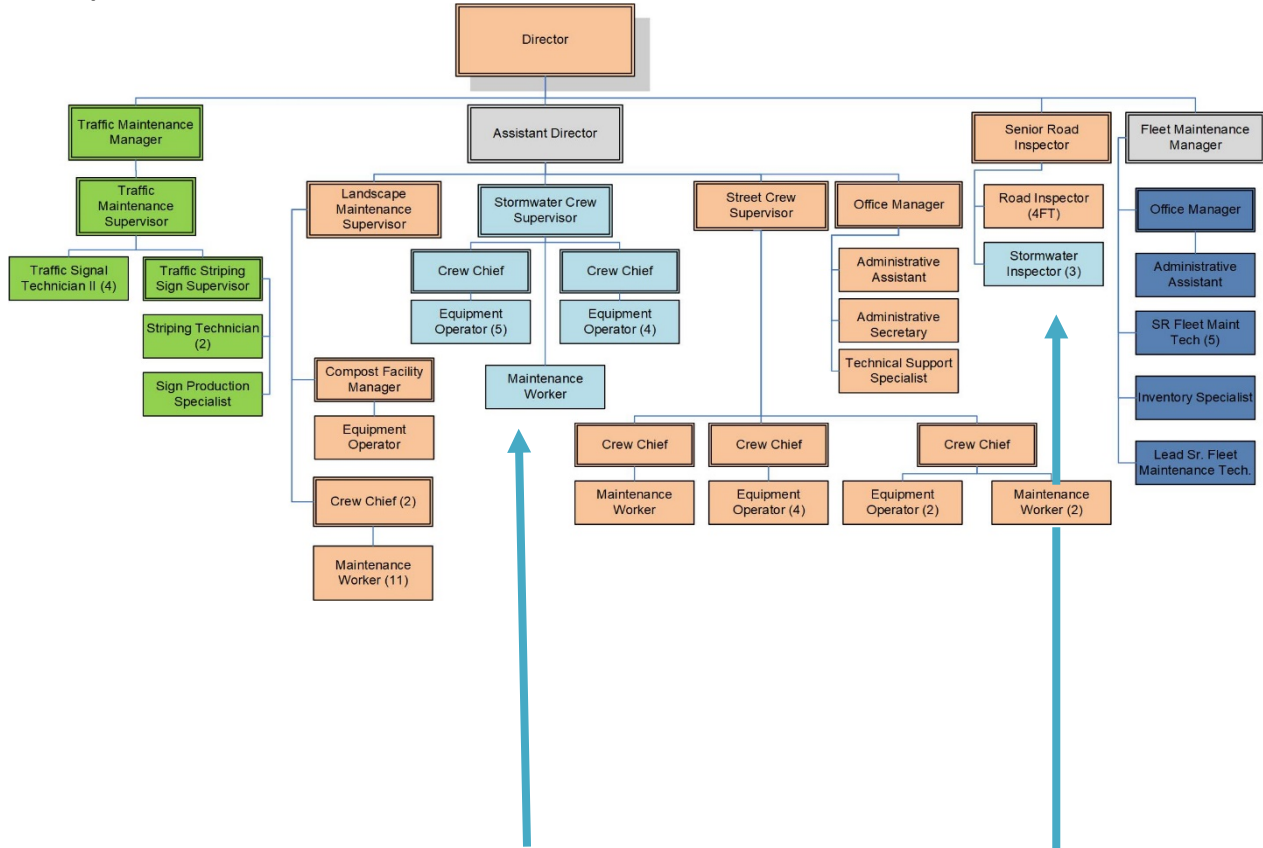


# City of Franklin, Tennessee

## FY 2021 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"

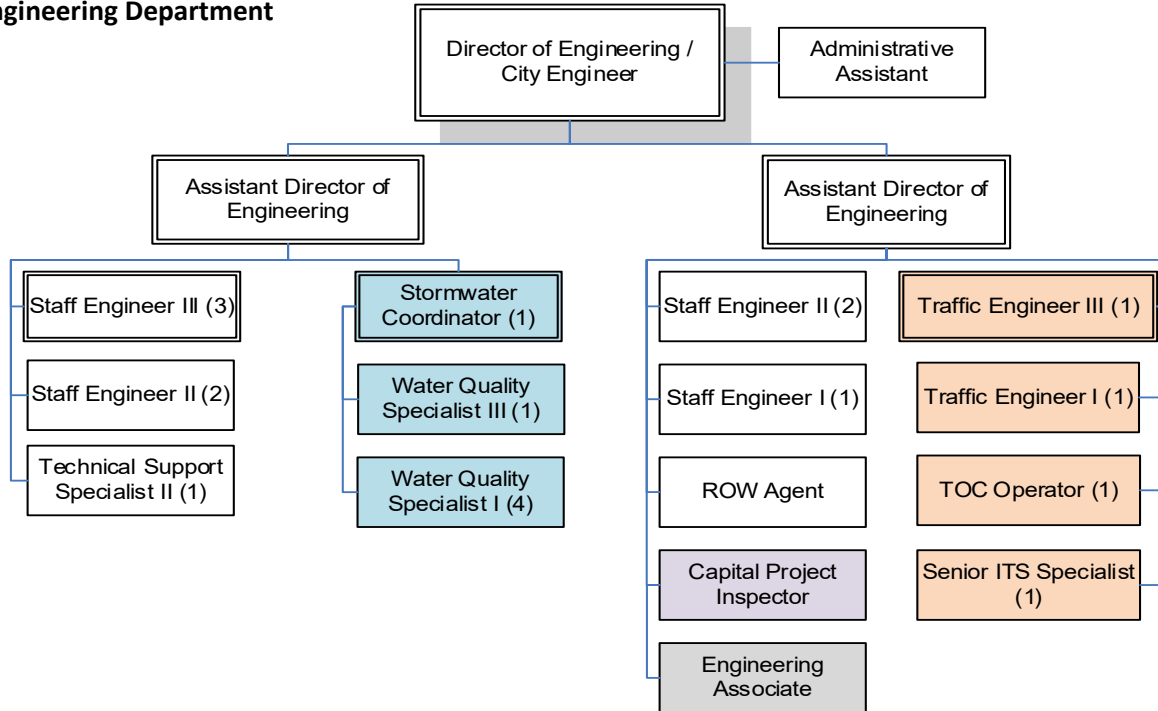


# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart

#### Engineering Department



**Notes:**

1) Funding Allocation:

White: Positions funded through the Engineering budget are shaded in white.
Peach: The Traffic Eng III, Traffic Eng I and TOC Operator are included in TOC Budget.
Teal: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Lavender: Capital Project Inspector funded out of Capital Project Funds
Gray: Positions Authorized but Unbudgeted in FY 2021.

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 2021 Operating Budget**

**Staffing by Position**

Position	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
<b>Stormwater - Engineering</b>											
Stormwater Man. Coordinator	Grade I	1	0	1	0	1	0	1	0	1	0
Water Quality Specialist III	Grade H	0	0	1	0	1	0	1	0	1	0
Water Quality Specialist II	Grade G	3	0	2	0	0	0	0	0	0	0
Water Quality Specialist I	Grade F	1	0	2	0	4	0	4	0	4	0
<b>Stormwater - Streets</b>											
Stormwater Inspector	Grade F	3	0	3	0	3	0	3	0	3	0
Stormwater Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Crew Chief	Grade E	2	0	2	0	2	0	2	0	2	0
Equipment Operator	Grade D	8	0	8	0	9	0	9	0	9	0
Maintenance Worker	Grade B	1	0	1	0	1	0	1	0	1	0
<b>Totals</b>		<b>20</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>0</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	1,053,129	1,118,768	1,113,780	1,175,916	1,145,076	31,296	2.8%
Employee Benefits	483,735	479,106	518,660	502,035	569,356	50,696	9.8%
<b>Total Personnel</b>	<b>1,536,864</b>	<b>1,597,874</b>	<b>1,632,439</b>	<b>1,677,951</b>	<b>1,714,431</b>	<b>81,992</b>	<b>5.0%</b>
<b>Operations</b>							
Transportation Services	571	1,057	1,016	802	1,052	36	3.5%
Operating Services	1,634	1,002	2,460	1,315	1,930	(530)	-21.5%
Notices, Subscriptions, etc.	6,521	9,994	13,300	18,775	38,413	25,113	188.8%
Utilities	35,040	30,840	40,117	25,547	36,959	(3,158)	-7.9%
Contractual Services	257,041	77,881	117,268	117,268	117,381	113	0.1%
Repair & Maintenance Services	146,569	82,880	149,629	117,810	144,058	(5,571)	-3.7%
Employee programs	3,165	4,723	4,068	11,018	12,334	8,266	203.2%
Professional Development/Travel	4,251	6,444	23,380	22,890	24,365	985	4.2%
Office Supplies	2,130	2,887	2,310	3,060	2,837	527	22.8%
Operating Supplies	11,211	7,827	16,975	17,125	17,363	388	2.3%
Fuel & Mileage	45,078	51,290	50,143	49,543	52,670	2,527	5.0%
Machinery & Equipment (<\$25,000)	15,664	14,764	44,810	37,510	45,020	210	0.5%
Repair & Maintenance Supplies	93,763	60,308	94,700	90,500	93,203	(1,497)	-1.6%
Operational Units	195,146	261,195	301,014	301,012	328,639	27,625	9.2%
Property & Liability Costs	35,231	62,226	54,688	50,668	53,116	(1,573)	-2.9%
Rentals	530	4,080	1,400	25,888	7,500	6,100	435.7%
Permits	3,382	4,762	5,400	4,500	5,000	(400)	-7.4%
Financial Fees	790	9	5,110	110	2,615	(2,495)	-48.8%
Transfers to Other Funds	-	50,000	-	-	-	-	0.0%
Debt Service and Lease Payments	159,497	-	-	-	-	-	0.0%
<b>Total Operations</b>	<b>1,017,214</b>	<b>734,169</b>	<b>927,788</b>	<b>895,341</b>	<b>984,455</b>	<b>56,666</b>	<b>6.1%</b>
<b>Capital</b>	<b>521,670</b>	<b>750,143</b>	<b>2,550,000</b>	<b>1,350,000</b>	<b>1,200,000</b>	<b>(1,350,000)</b>	<b>-52.9%</b>
<b>Total Stormwater Fund</b>	<b>3,075,748</b>	<b>3,082,186</b>	<b>5,110,228</b>	<b>3,923,292</b>	<b>3,898,886</b>	<b>(1,211,342)</b>	<b>-23.7%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	743,229	778,500	770,634	809,449	790,697	20,063	2.6%
Employee Benefits	388,379	370,823	401,223	381,572	450,427	49,204	12.3%
<b>Total Personnel</b>	<b>1,131,608</b>	<b>1,149,323</b>	<b>1,171,857</b>	<b>1,191,022</b>	<b>1,241,123</b>	<b>69,266</b>	<b>5.9%</b>
<b>Operations</b>							
Transportation Services	119	90	300	86	300	-	0.0%
Operating Services	1,453	685	1,545	400	1,000	(545)	-35.3%
Notices, Subscriptions, etc.	398	114	1,050	1,525	1,050	-	0.0%
Utilities	30,276	25,513	34,370	19,800	30,925	(3,445)	-10.0%
Contractual Services	750	3,745	15,000	15,000	15,000	-	0.0%
Repair & Maintenance Services	136,921	81,519	146,050	114,231	140,300	(5,750)	-3.9%
Employee programs	2,967	652	3,750	2,900	4,000	250	6.7%
Professional Development/Travel	158	660	11,280	10,790	11,660	380	3.4%
Office Supplies	1,184	1,909	1,275	2,025	1,750	475	37.3%
Operating Supplies	9,810	5,398	13,250	13,400	13,450	200	1.5%
Fuel & Mileage	43,598	49,047	47,600	47,000	50,000	2,400	5.0%
Machinery & Equipment (<\$25,000)	7,618	13,294	20,810	19,510	22,920	2,110	10.1%
Repair & Maintenance Supplies	92,673	58,738	93,650	89,450	92,100	(1,550)	-1.7%
Operational Units	195,145	261,195	301,014	301,012	328,639	27,625	9.2%
Property & Liability Costs	15,841	43,103	34,912	34,936	36,597	1,685	4.8%
Rentals	530	4,080	1,400	25,888	7,500	6,100	435.7%
Permits	-	-	1,000	100	600	(400)	-40.0%
Financial Fees	765	-	5,000	-	2,500	(2,500)	-50.0%
Debt Service and Lease Payments	144,426	-	-	-	-	-	0.0%
<b>Total Operations</b>	<b>684,632</b>	<b>549,742</b>	<b>733,256</b>	<b>698,053</b>	<b>760,291</b>	<b>27,035</b>	<b>3.7%</b>
<b>Capital</b>	<b>-</b>	<b>335,814</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Stormwater - Streets</b>	<b>1,816,240</b>	<b>2,034,879</b>	<b>1,905,113</b>	<b>1,889,075</b>	<b>2,001,414</b>		



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	309,900	340,268	343,146	366,466	354,379	11,234	3.3%
Employee Benefits	95,356	108,283	117,437	120,463	118,929	1,492	1.3%
<b>Total Personnel</b>	<b>405,256</b>	<b>448,551</b>	<b>460,582</b>	<b>486,929</b>	<b>473,308</b>	<b>12,726</b>	<b>2.8%</b>
<b>Operations</b>							
Transportation Services	452	967	716	716	752	36	5.0%
Operating Services	181	317	915	915	930	15	1.6%
Notices, Subscriptions, etc.	6,123	9,880	12,250	17,250	37,363	25,113	205.0%
Utilities	4,764	5,327	5,747	5,747	6,034	287	5.0%
Contractual Services	256,291	74,136	102,268	102,268	102,381	113	0.1%
Repair & Maintenance Services	9,648	1,361	3,579	3,579	3,758	179	5.0%
Employee programs	198	4,071	318	8,118	8,334	8,016	2520.8%
Professional Development/Travel	4,093	5,784	12,100	12,100	12,705	605	5.0%
Office Supplies	946	978	1,035	1,035	1,087	52	5.0%
Operating Supplies	1,401	2,429	3,725	3,725	3,913	188	5.0%
Fuel & Mileage	1,480	2,243	2,543	2,543	2,670	127	5.0%
Machinery & Equipment (<\$25,000)	8,046	1,470	24,000	18,000	22,100	(1,900)	-7.9%
Property & Liability Costs	19,390	19,123	19,776	15,732	16,519	(3,258)	-16.5%
Repair & Maintenance Supplies	1,090	1,570	1,050	1,050	1,103	53	5.0%
Permits	3,382	4,762	4,400	4,400	4,400	-	0.0%
Transfers to Other Funds	-	50,000	-	-	-	-	0.0%
Financial Fees	25	9	110	110	115	5	4.5%
Debt Service	15,071	-	-	-	-	-	0.0%
<b>Total Operations</b>	<b>332,581</b>	<b>184,427</b>	<b>194,532</b>	<b>197,288</b>	<b>224,164</b>	<b>29,631</b>	<b>15.2%</b>
<b>Capital</b>	<b>521,670</b>	<b>414,329</b>	<b>2,550,000</b>	<b>1,350,000</b>	<b>1,200,000</b>	<b>(1,350,000)</b>	<b>-52.9%</b>
<b>Total Stormwater-Engineering</b>	<b>1,259,507</b>	<b>1,047,307</b>	<b>3,205,114</b>	<b>2,034,217</b>	<b>1,897,472</b>		



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Street Aid Fund

#### Budget Summary

	2018	2019	2020		2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Beginning Fund Balance</b>	<b>502,481</b>	<b>645,435</b>	<b>496,410</b>	<b>496,410</b>	<b>509,816</b>		
<b>Revenues</b>	<b>3,250,164</b>	<b>3,637,421</b>	<b>3,794,206</b>	<b>3,794,206</b>	<b>3,529,625</b>	<b>-264,581</b>	<b>-7.0%</b>
<b>Expenditures</b>	<b>3,107,210</b>	<b>3,786,446</b>	<b>3,800,600</b>	<b>3,780,800</b>	<b>3,619,749</b>	<b>-180,851</b>	<b>-4.8%</b>
<b>Ending Balance</b>	<b>645,435</b>	<b>496,410</b>	<b>490,016</b>	<b>509,816</b>	<b>419,692</b>		

#### 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](http://trace.tennessee.edu/utk_mtastech/1)



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>502,481</b>	<b>645,435</b>	<b>496,410</b>	<b>496,410</b>	<b>509,816</b>		
<b>Revenues</b>							
TOTAL LOCAL TAXES	722,941	748,375	774,694	774,694	786,314	11,620	1.5%
GASOLINE TAX (STATE)	2,520,503	2,630,997	2,762,012	2,762,012	2,485,811	(276,201)	-10.0%
INTEREST INCOME	6,720	8,049	7,500	7,500	7,500	-	0.0%
TRANSFER FROM GENERAL FUND	-	250,000	250,000	250,000	250,000	-	0.0%
<b>Total Available Funds</b>	<b>3,250,164</b>	<b>3,637,421</b>	<b>3,794,206</b>	<b>3,794,206</b>	<b>3,529,625</b>	<b>(264,581)</b>	<b>-7.0%</b>
<b>Expenses (Operations)</b>							
PAVING & REPAIR SERVICES	2,663,695	3,282,407	3,330,000	3,000,000	3,094,749	(235,251)	-7.1%
SIDEWALK REPAIR	442,532	502,433	470,000	470,000	525,000	55,000	11.7%
OTHER OPERATING SUPPLIES	983	1,606	600	600	-	(600)	-100.0%
<b>Total Expenditures</b>	<b>3,107,210</b>	<b>3,786,446</b>	<b>3,800,600</b>	<b>3,780,800</b>	<b>3,619,749</b>	<b>(180,851)</b>	<b>-4.8%</b>
<b>Ending Fund Balance</b>	<b>645,435</b>	<b>496,410</b>	<b>490,016</b>	<b>509,816</b>	<b>419,692</b>		

### Notes & Objectives

The increase in paving and repair in FY 2019 by nearly a million dollars was attributable to the one time use of accumulated fund balance and higher than anticipated receipts as a result of year two of the IMPROVE Act. Future appropriations will not be as high, but recurring dollars will continue to rise nominally as consumption increases.

FY 2021 declines are based upon the lag in restarting the Tennessee economy and lower demand for gasoline. This will be amended up or down later in FY 2021.



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Road Impact Fund**

**Budget Summary**

	2018	2019	2020	2020	2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Beginning Fund Balance</b>	<b>5,889,789</b>	<b>11,339,848</b>	<b>16,589,763</b>	<b>16,589,763</b>	<b>19,007,097</b>		
Revenues	<b>11,706,536</b>	<b>8,411,765</b>	<b>10,000,438</b>	<b>10,651,387</b>	<b>4,550,000</b>	-5,450,438	-54.5%
Expenditures	<b>6,256,477</b>	<b>3,161,850</b>	<b>8,051,284</b>	<b>8,234,053</b>	<b>5,710,486</b>	-2,340,798	-29.1%
<b>Ending Balance</b>	<b>11,339,848</b>	<b>16,589,763</b>	<b>18,538,917</b>	<b>19,007,097</b>	<b>17,846,611</b>		

**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 \$5.7 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. Additional funds maybe transferred to support capital projects, but that decision is dependent upon ongoing economic conditions and will not occur until well into FY 2021.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>5,889,789</b>	<b>11,339,848</b>	<b>16,589,763</b>	<b>16,589,763</b>	<b>19,007,097</b>		
<b>Revenues</b>							
ROAD IMPACT FEES - ARTERIAL	11,585,500	4,800,171	5,845,202	6,398,889	3,000,000	(2,845,202)	-48.7%
ROAD IMPACT FEES - COLLECTOR	-	2,859,684	3,955,236	4,252,498	1,500,000	(2,455,236)	-62.1%
INTEREST INCOME	121,036	500,492	200,000	-	50,000	(150,000)	-75.0%
TRANSFER FROM GENERAL FUND	-	251,418	-	-	-	-	0.0%
OTHER	-	-	-	-	-	-	0.0%
<b>Total Available Funds</b>	<b>11,706,536</b>	<b>8,411,765</b>	<b>10,000,438</b>	<b>10,651,387</b>	<b>4,550,000</b>	<b>(5,450,438)</b>	<b>-54.5%</b>
<b>Expenses (Operations)</b>							
TRANSFER TO DEBT SERVICE FUND	2,699,646	2,755,143	2,710,869	2,710,869	2,710,486	(383)	0.0%
TRANSFER TO CAPITAL FUND	3,000,000	-	2,340,415	2,340,415	-	(2,340,415)	-100.0%
CAPITAL PROJECTS	-	41,315	-	182,769	-	-	0.0%
ROAD IMPACT OFFSET AGREEMENTS	556,831	365,392	3,000,000	3,000,000	3,000,000	-	0.0%
<b>Total Expenditures</b>	<b>6,256,477</b>	<b>3,161,850</b>	<b>8,051,284</b>	<b>8,234,053</b>	<b>5,710,486</b>	<b>(2,340,798)</b>	<b>-29.1%</b>
<b>Ending Fund Balance</b>	<b>11,339,848</b>	<b>16,589,763</b>	<b>18,538,917</b>	<b>19,007,097</b>	<b>17,846,611</b>		

### Notes & Objectives

The revenue forecast for FY 2021 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.

Expenses are both highly predictable and unpredictable. On the one hand, the transfer to the Debt Service Fund is set annually. But payments back to developers who have met the conditions of Road Impact Offset Agreements depend greatly on the speed of development and if the offset is necessary.





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Parks

Lisa Clayton, Director

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	2,544,989	2,730,526	3,091,568	2,847,244	3,045,393	-46,175	-1.5%
<b>Operations</b>	1,689,720	1,841,743	2,549,592	2,495,004	2,145,299	-404,293	-15.9%
<b>Capital</b>	895,593	385,213	463,983	519,549	0	-463,983	-100.0%
<b>Total</b>	<b>5,130,302</b>	<b>4,957,482</b>	<b>6,105,143</b>	<b>5,861,797</b>	<b>5,190,692</b>	<b>-914,451</b>	<b>-15.0%</b>

#### Department Goals

The City of Franklin Parks Department is an essential service established to improve the quality of life for all City residents by proactively responding to changing demographics and emerging trends, while maximizing all available resources to enhance each resident's health, and promote economic vitality and long-term sustainability now and for future generations.



#### Departmental Summary

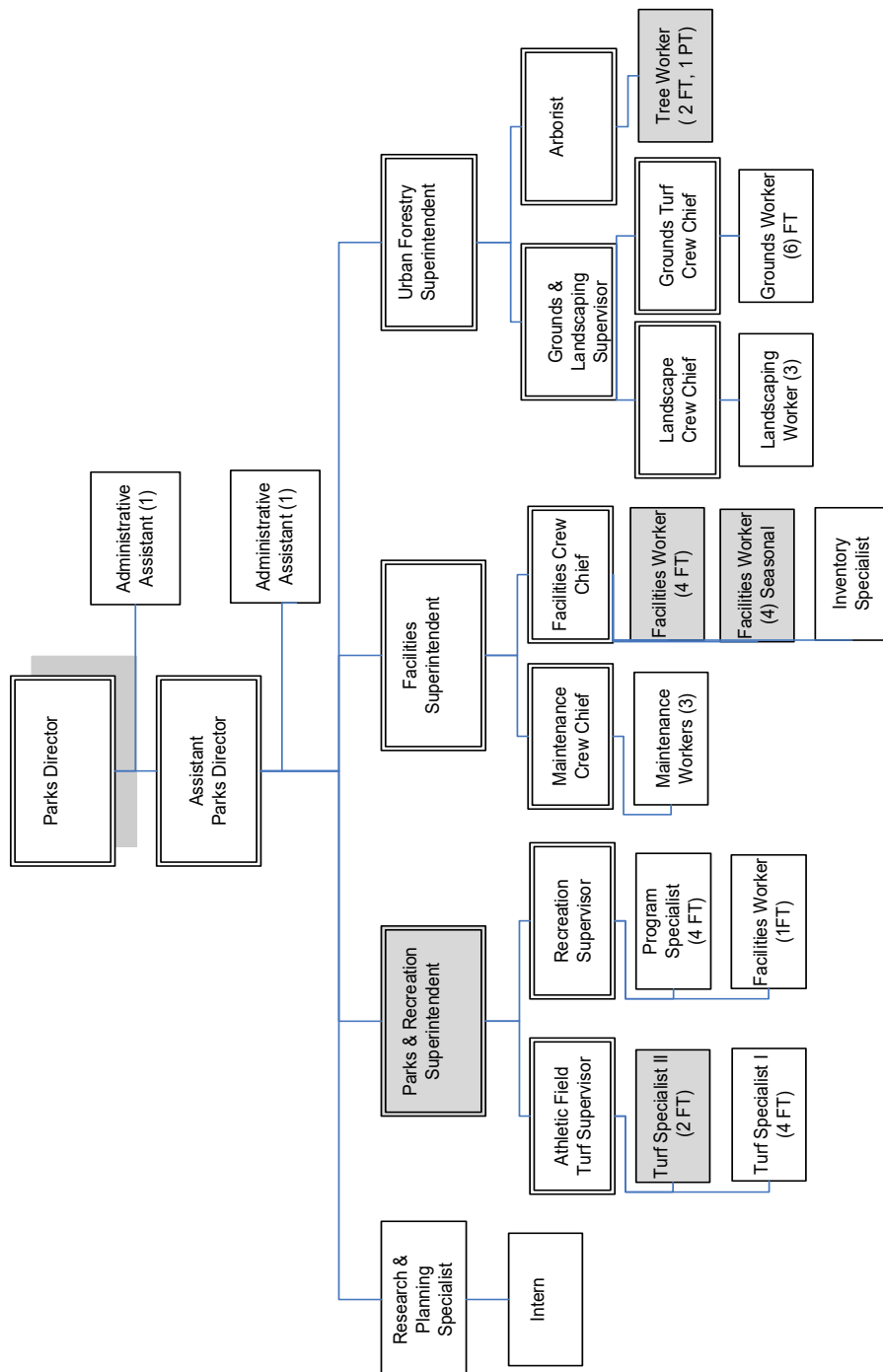
The primary challenge in development of the Parks budget for Fiscal Year 2020-21 will be implementing new CIP projects and day-to-day services while balancing the projections provided in the Comprehensive Parks Master Plan. There are three areas of concentration in the new fiscal year: Develop a comprehensive training program for all park employees; implementation of design for eight (8) Capital Investment Parks projects and the implementation of the new Parkland Impact Fee ordinance. 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 2021 Operating Budget

### Organizational Chart



White: Positions Authorized and Budgeted in FY 2021  
 Gray: Positions Authorized and Unbudgeted in FY 2021

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



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Staffing by Position**

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		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
Assistant Parks Director	J	0	0	0	0	0	0	1	0	1	0
Facilities Superintendent	H	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	H	1	0	1	0	1	0	1	0	0	0
Urban Forestry Superintendent	H	0	0	1	0	1	0	1	0	1	0
Athletic Field Turf Supervisor	G	0	0	0	0	0	0	1	0	1	0
Grounds & Landscape Supervisor	G	0	0	0	0	0	0	1	0	1	0
Facilities Foreman	G	1	0	1	0	0	0	0	0	0	0
Recreation Supervisor	G	0	0	0	0	0	0	1	0	1	0
Recreation Foreman	G	1	0	1	0	1	0	0	0	0	0
Arborist	F	1	0	1	0	1	0	1	0	1	0
Program Coordinator	E	0	1	0	1	0	0	0	0	0	0
Research & Planning Specialist	E	1	0	1	0	1	0	1	0	1	0
Facilities Crew Chief	E	0	0	0	0	1	0	1	0	1	0
Athletics Crew Chief	E	1	0	1	0	1	0	0	0	0	0
Maintenance Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Turf Specialist II	E	0	0	0	0	0	0	2	0	1	0
Program Specialist	D	2	1	3	1	4	0	4	0	4	0
Admin Assistant	D	2	0	2	0	2	0	2	0	2	0
Athletic Field Worker II	D	0	0	0	0	0	0	0	0	0	0
Maintenance Worker	D	3	0	3	0	3	0	3	0	3	0
Turf Specialist I	D	0	0	0	0	0	0	4	0	4	0
Athletic Worker	C	5	2	5	2	6	0	0	0	0	0
Tree Worker	B	2	1	2	1	2	1	2	1	2	0
Facilities Worker	B	4	5	4	5	5	4	5	4	4	3
Grounds Worker	B	6	7	6	7	6	0	6	0	6	0
Landscaping Worker	B	3	0	3	0	3	0	3	0	3	0
Intern	---	0	1	0	1	0	1	0	1	0	0
<b>Sub-Total Budgeted Positions</b>		<b>39</b>	<b>18</b>	<b>41</b>	<b>18</b>	<b>44</b>	<b>6</b>	<b>46</b>	<b>6</b>	<b>43</b>	<b>3</b>

Authorized, Unbudgeted Positions											
Parks & Recreation Superintendent	H	0	0	0	0	0	0	0	0	1	0
Turf Specialist II	E	0	0	0	0	0	0	0	0	1	0
Tree Worker	B	0	0	0	0	0	0	0	0	0	1
Facilities Worker	B	0	0	0	0	0	0	0	0	1	1
Intern	---	0	0	0	0	0	0	0	0	0	1
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>

<b>Total Authorized Positions</b>		<b>39</b>	<b>18</b>	<b>41</b>	<b>18</b>	<b>44</b>	<b>6</b>	<b>46</b>	<b>6</b>	<b>46</b>	<b>6</b>
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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	1,739,224	1,847,393	2,161,407	1,889,777	2,175,553	14,146	0.7%
Employee Benefits	805,765	883,133	930,161	957,467	869,841	(60,320)	-6.5%
<b>Total Personnel</b>	<b>2,544,989</b>	<b>2,730,526</b>	<b>3,091,568</b>	<b>2,847,244</b>	<b>3,045,393</b>	<b>(46,175)</b>	<b>-1.5%</b>
<b>Operations</b>							
Transportation Services	7,557	15,487	15,985	16,575	17,115	1,130	7.1%
Operating Services	10,634	14,457	15,740	15,355	19,320	3,580	22.7%
Notices, Subscriptions, etc.	52,723	56,498	50,090	54,350	61,735	11,645	23.2%
Utilities	309,525	300,601	280,360	277,600	286,346	5,986	2.1%
Contractual Services	45,463	108,783	96,990	91,795	46,455	(50,535)	-52.1%
Repair & Maintenance Services	438,311	597,487	565,735	545,090	566,871	1,136	0.2%
Employee programs	8,934	9,122	4,980	4,980	29,450	24,470	491.4%
Professional Development/Travel	28,727	28,739	35,642	39,407	40,015	4,373	12.3%
Office Supplies	16,265	15,833	15,620	15,620	16,215	595	3.8%
Operating Supplies	86,956	71,574	105,193	100,193	116,273	11,080	10.5%
Fuel & Mileage	46,178	43,096	35,480	35,480	41,695	6,215	17.5%
Machinery & Equipment (<\$25,000)	184,265	131,054	162,925	164,595	126,060	(36,865)	-22.6%
Repair & Maintenance Supplies	211,628	326,968	329,514	338,195	406,125	76,611	23.2%
Operational Units	43,006	15,644	738,500	701,264	250,000	(488,500)	-66.1%
Property & Liability Costs	52,359	57,447	66,593	60,690	63,724	(2,869)	-4.3%
Rentals	33,653	29,883	26,035	29,105	53,600	27,565	105.9%
Permits	1,441	1,448	3,400	3,900	3,500	100	2.9%
Other Business Expenses	307	614	810	810	800	(10)	-1.2%
Debt Service and Lease Payments	111,788	17,008	-	-	-	-	0.0%
<b>Total Operations</b>	<b>1,689,720</b>	<b>1,841,743</b>	<b>2,549,592</b>	<b>2,495,004</b>	<b>2,145,299</b>	<b>(404,293)</b>	<b>-15.9%</b>
Improvements	-	351,877	357,456	413,022	-	(357,456)	-100.0%
Infrastructure	608,652	33,336	-	-	-	-	0.0%
Machinery & Equipment (>\$25,000)	286,941	-	106,527	106,527	-	(106,527)	-100.0%
<b>Capital</b>	<b>895,593</b>	<b>385,213</b>	<b>463,983</b>	<b>519,549</b>	<b>-</b>	<b>(463,983)</b>	<b>-100.0%</b>
<b>Total Parks Department</b>	<b>5,130,302</b>	<b>4,957,482</b>	<b>6,105,143</b>	<b>5,861,797</b>	<b>5,190,692</b>	<b>(914,451)</b>	<b>-15.0%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Sanitation & Environmental Services

Jack Tucker, Director

#### Budget Summary - Overall

	2018	2019	2020		2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Beginning Balance</b>	687,099	1,160,474	1,957,563	1,957,563	1,192,646		
<b>Revenues</b>	8,861,406	9,357,230	10,347,659	9,791,873	10,142,494	(205,165)	-2.0%
<b>Expenses</b>							
Personnel	3,237,192	3,363,543	3,395,317	3,512,875	3,310,731	(84,587)	-2.5%
Operations	4,994,534	4,931,598	6,258,928	5,842,895	5,838,723	(420,205)	-6.7%
Capital	156,305	265,000	1,201,020	1,201,020	470,000	(731,020)	-60.9%
<b>Expenses</b>	<b>8,388,031</b>	<b>8,560,141</b>	<b>10,855,265</b>	<b>10,556,790</b>	<b>9,619,454</b>	<b>(1,235,811)</b>	<b>-11.4%</b>
<b>Ending Balance</b>	<b>1,160,474</b>	<b>1,957,563</b>	<b>1,449,957</b>	<b>1,192,646</b>	<b>1,715,687</b>		

#### Budget Summary - By Division

	2018	2019	2020	2020	2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Beginning Balance</b>	687,099	1,160,474	1,957,563	1,957,563	1,192,646		
<b>Revenues</b>	8,861,406	9,357,230	10,347,659	9,791,873	10,142,494	(205,165)	-2.0%
<b>Expenses</b>							
Administration	883,014	1,353,718	1,640,760	1,525,025	1,885,277	244,518	14.9%
Collection	3,134,249	3,392,446	5,118,347	4,718,681	3,619,729	(1,498,618)	-29.3%
Disposal	4,370,768	3,813,977	4,096,158	4,313,084	4,114,448	18,290	0.4%
<b>Expenses</b>	<b>8,388,031</b>	<b>8,560,141</b>	<b>10,855,265</b>	<b>10,556,790</b>	<b>9,619,454</b>	<b>(1,235,811)</b>	<b>-11.4%</b>
<b>Ending Balance</b>	<b>1,160,474</b>	<b>1,957,563</b>	<b>1,449,957</b>	<b>1,192,646</b>	<b>1,715,687</b>		

#### Departmental Summary

The Sanitation and Environmental Services (SES) Department team is responsible for collection and disposal of residential and non-residential solid waste, residential recyclables, yard wastes and bulk wastes. We strive to provide and maintain a high level of service, through efficient use of resources, as we focus on the safety of our team while maintaining continued growth within our community. Our SES collection team collected MSW waste from over 2,200,000 service points in FY2019.

During the past ten years, we have enforced our biodegradable yard bag requirement for collection of small yard waste, added the Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services for Williamson County residents, started a curbside blue bag recycling services which is converting to Blue Bins for our residents, streamlined our hauling and landfilling functions through a long-term agreement with Bi-County Solid Waste, established a long-term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service, and continued to make small changes, internally, to ensure we are operating as efficiently as possible to ensure responsible use of our existing resources as well as answering the service needs of our community.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Sanitation & Environmental Services

Jack Tucker, Director

#### Departmental Summary (con't)

Beginning in January of 2020 our team received, assembled and began delivering over 8,000 new Blue Bin roll out carts for the city's voluntary curbside recycling program to registered customers. Our goal is to have over 10,000 registered customers by the end of 2020. The conversion from blue bas to roll out carts will increase safety and efficiency to help sustain our city's curbside recycling efforts in years to come.

Our partnership with Bi-County Solid Waste to receive and properly dispose of waste coming from our transfer station continues to be successful.

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 waste generated from residents and downtown businesses. SES continues providing residential solid waste collection to include household garbage, bulky wastes, white goods, Blue Bins for recyclables, and yard waste which includes brush and brown bags.

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

#### 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 customers, at a competitive and affordable service fee.

Continuous improvement for the long-term development of our department remains a top priority. We set a goal to review and assess all resources and manage them in the most efficient, effective way possible.

Due to the tremendous success of our blue bag recycling program and new recycling standards in the US market, our staff has rolled out and implemented the Blue Bin roll-out cart recycling for our customers whom choose to participate. Our staff realizes that in order to sustain an effective curbside recycling program, education has to be consistent and ongoing throughout the year.

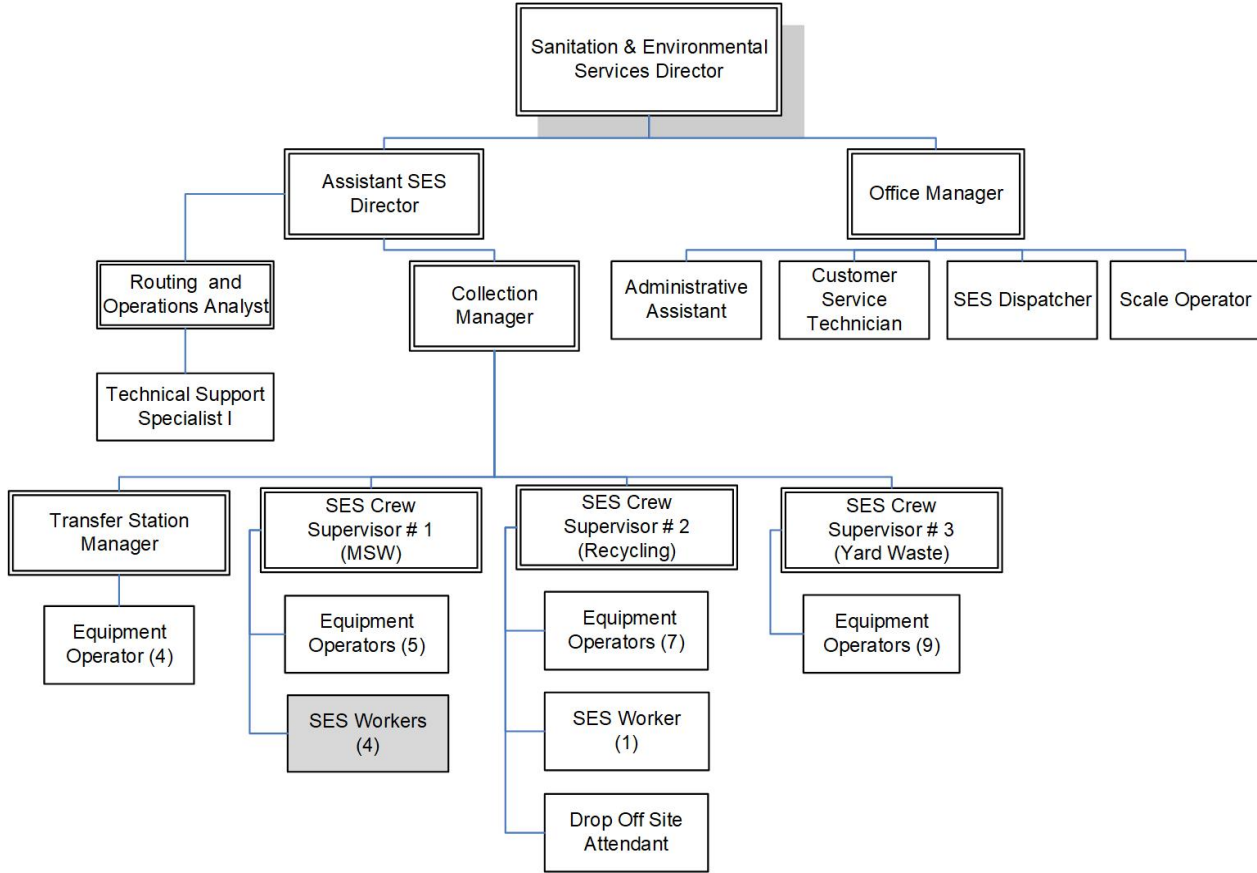
Our department recently received an air permit from TDEC that will enable us to burn yard waste generated from our collection efforts with a state of the art burner specifically designed for this purpose. The charcoal from the burning process will be utilized in the city's compost program. This process will eliminate the need to grind, haul, and dispose of approximately 4,000 tons of yard waste a year.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



White: Positions Authorized and Budgeted in FY 2021  
 Gray: Positions Authorized and Unbudgeted in FY 2021

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
<b>Administration</b>											
San. & Env. Services Director	K	1	0	1	0	1	0	1	0	1	0
Assistant SES Director	I	1	0	1	0	1	0	1	0	1	0
Routing and Operations Analyst	G	0	0	0	0	0	0	0	0	1	0
Office Manager	F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist II	F	0	0	0	0	1	0	1	0	0	0
Technical Support Specialist I	E	1	0	1	0	0	0	1	0	1	0
Customer Services Technician	D	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	D	0	0	0	0	0	0	0	0	1	0
HHW Drop Off Site Attendant	C	1	0	1	0	1	0	1	0	1	0
Scale Operator	C	0	0	0	0	0	0	1	0	1	0
Administrative Secretary	B	1	0	1	0	1	0	1	0	0	0
<b>Totals</b>		<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>0</b>
<b>Collection</b>											
Collection Manager	G	1	0	1	0	1	0	1	0	1	0
SES Crew Supervisor	E	4	0	4	0	4	0	3	0	3	0
SES Equipment Operator	D	21	0	21	0	21	0	21	0	21	0
SES Dispatcher	C	1	0	1	0	1	0	1	0	1	0
SES Worker	B	5	0	5	0	5	0	5	0	4	0
<b>Totals</b>		<b>32</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>30</b>	<b>0</b>
<b>Disposal</b>											
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	0	0	0	0
<b>Totals</b>		<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>
<b>Sub-Total Budgeted Positions</b>		<b>45</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>44</b>	<b>0</b>
<b>Authorized, Unbudgeted Positions</b>											
SES Worker	B	0	0	0	0	0	0	0	0	1	0





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Available Funds</b>							
Charges for Services	8,308,341	9,118,864	9,376,873	8,876,873	9,470,700	93,827	1.0%
Use of Money and Property	53,065	65,644	700,786	645,000	420,000	(280,786)	-40.1%
Other Revenue	500,000	172,722	270,000	270,000	251,794	(18,206)	-6.7%
<b>Total Available Funds</b>	<b>8,861,406</b>	<b>9,357,230</b>	<b>10,347,659</b>	<b>9,791,873</b>	<b>10,142,494</b>	<b>(205,165)</b>	<b>-2.0%</b>
<b>Personnel</b>							
Salaries & Wages	2,054,608	2,293,998	2,320,349	2,424,589	2,166,338	(154,011)	-6.6%
Employee Benefits	1,182,584	1,069,545	1,074,969	1,088,286	1,144,393	69,424	6.5%
<b>Total Personnel</b>	<b>3,237,192</b>	<b>3,363,543</b>	<b>3,395,317</b>	<b>3,512,875</b>	<b>3,310,731</b>	<b>(84,587)</b>	<b>-2.5%</b>
<b>Operations</b>							
Transportation Services	629	565	2,341	286	1,150	(1,191)	-50.9%
Operating Services	3,072,204	3,041,435	2,999,274	3,058,176	3,055,690	56,416	1.9%
Notices, Subscriptions, etc.	22,287	23,081	32,385	48,940	11,400	(20,985)	-64.8%
Utilities	78,067	90,958	100,988	83,306	105,188	4,200	4.2%
Contractual Services	35,344	132,281	60,486	51,372	141,000	80,514	133.1%
Repair & Maintenance Services	435,483	444,083	745,901	409,844	579,100	(166,801)	-22.4%
Employee programs	4,153	1,294	11,854	252	23,850	11,996	101.2%
Professional Development/Travel	4,029	2,153	15,776	13,049	14,950	(826)	-5.2%
Office Supplies	9,762	11,029	13,390	9,216	14,300	910	6.8%
Operating Supplies	103,655	87,633	149,087	130,713	152,155	3,068	2.1%
Fuel & Mileage	222,280	246,154	269,046	248,884	276,641	7,595	2.8%
Machinery & Equipment (<\$25,000)	58,281	95,493	570,066	567,624	127,278	(442,788)	-77.7%
Repair & Maintenance Supplies	45,100	37,026	68,850	21,804	48,939	(19,911)	-28.9%
Operational Units	223,024	457,091	752,528	752,529	821,593	69,065	9.2%
Property & Liability Costs	80,996	90,473	108,665	94,842	108,609	(56)	-0.1%
Rentals	17,000	1,713	410	2,076	418	8	1.9%
Permits	1,675	1,960	1,684	1,500	1,718	34	2.0%
Financial Fees	3,279	214	7,803	-	7,959	156	2.0%
Other Business Expenses	87	84	-	92	100	100	100.0%
Debt Service and Lease Payments	303,808	69,948	-	-	-	-	0.0%
Transfers to Other Funds	273,390	96,930	348,390	348,390	346,684	(1,706)	-0.5%
<b>Total Operations</b>	<b>4,994,534</b>	<b>4,931,598</b>	<b>6,258,928</b>	<b>5,842,895</b>	<b>5,838,723</b>	<b>(420,205)</b>	<b>-6.7%</b>
<b>Capital</b>	<b>156,305</b>	<b>265,000</b>	<b>1,201,020</b>	<b>1,201,020</b>	<b>470,000</b>	<b>(731,020)</b>	<b>-60.9%</b>
<b>SES</b>	<b>8,388,031</b>	<b>8,560,141</b>	<b>10,855,265</b>	<b>10,556,790</b>	<b>9,619,454</b>	<b>(1,235,811)</b>	<b>-11.4%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

#### Administration Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	337,096	412,374	482,954	430,709	503,195	20,241	4.2%
Employee Benefits	204,849	194,564	202,164	143,671	223,137	20,973	10.4%
<b>Total Personnel</b>	<b>541,945</b>	<b>606,938</b>	<b>685,118</b>	<b>574,380</b>	<b>726,332</b>	<b>41,214</b>	<b>14.6%</b>
<b>Operations</b>							
Transportation Services	27	27	-	-	1,000	1,000	100.0%
Operating Services	909	4,028	1,097	100	10,450	9,354	853.0%
Notices, Subscriptions, etc.	302	2,792	4,845	48,000	11,400	6,555	135.3%
Utilities	58,123	53,644	78,191	59,234	78,408	217	0.3%
Contractual Services	-	76,438	-	672	75,000	75,000	100.0%
Repair & Maintenance Services	29,897	40,204	60,956	47,020	50,600	(10,356)	-17.0%
Employee programs	3,500	355	4,000	52	13,500	9,500	237.5%
Professional Development/Travel	3,731	1,555	7,718	7,500	6,450	(1,268)	-16.4%
Office Supplies	2,269	2,873	4,335	3,400	14,300	9,965	229.9%
Operating Supplies	400	4,524	4,035	2,700	40,500	36,465	903.7%
Fuel & Mileage	3,319	3,760	2,705	8,000	8,000	5,295	195.7%
Machinery & Equipment (<\$25,000)	8,650	84,378	16,750	12,560	16,600	(150)	-0.9%
Repair & Maintenance Supplies	1,434	6,318	10,710	220	2,050	(8,660)	-80.9%
Operational Units	223,024	457,091	752,528	752,529	821,593	69,065	9.2%
Property & Liability Costs	5,396	7,400	7,770	8,566	8,994	1,224	15.8%
Other Business Expenses	87	82	-	92	100	100	0.0%
<b>Total Operations</b>	<b>341,069</b>	<b>746,780</b>	<b>955,642</b>	<b>950,645</b>	<b>1,158,945</b>	<b>203,304</b>	<b>21.3%</b>
<b>Buildings</b>							
<b>Capital</b>	-	-	-	-	-	-	-
<b>Administration</b>	<b>883,014</b>	<b>1,353,718</b>	<b>1,640,760</b>	<b>1,525,025</b>	<b>1,885,277</b>	<b>244,518</b>	<b>14.9%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

#### Collection Budget

	Actual 2018	Estd 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	1,179,334	1,555,322	1,586,185	1,652,372	1,412,539	(173,647)	-10.9%
Employee Benefits	749,374	689,548	749,240	528,132	788,099	38,859	5.2%
<b>Total Personnel</b>	<b>1,928,708</b>	<b>2,244,870</b>	<b>2,335,425</b>	<b>2,180,504</b>	<b>2,200,638</b>	<b>(134,787)</b>	<b>-5.8%</b>
<b>Operations</b>							
Transportation Services	45	81	1,321	150	150	(1,171)	-88.6%
Operating Services	7,847	7,698	11,118	12,776	-	(11,118)	-100.0%
Notices, Subscriptions, etc.	21,985	20,146	26,520	940	-	(26,520)	-100.0%
Utilities	19,045	36,563	22,032	23,252	26,000	3,968	18.0%
Contractual Services	33,385	50,503	58,956	50,000	66,000	7,044	11.9%
Repair & Maintenance Services	239,006	292,788	429,945	305,500	307,500	(122,445)	-28.5%
Employee programs	653	853	6,120	200	8,600	2,480	40.5%
Professional Development/Travel	298	598	4,998	850	5,300	302	6.0%
Office Supplies	4,882	5,448	5,893	3,684	-	(5,893)	-100.0%
Operating Supplies	95,656	79,006	137,963	122,492	111,187	(26,776)	-19.4%
Fuel & Mileage	174,721	188,782	208,850	200,000	210,000	1,150	0.6%
Machinery & Equipment (<\$25,000)	253	9,649	550,988	545,000	108,304	(442,684)	-80.3%
Repair & Maintenance Supplies	31,617	23,949	44,370	18,620	32,843	(11,527)	-26.0%
Property & Liability Costs	41,704	48,055	65,177	53,693	65,403	226	0.3%
Rentals	17,000	-	-	-	-	-	0.0%
Financial Fees	3,199	-	7,650	-	7,803	153	2.0%
Debt Service and Lease Payments	221,245	69,948	-	-	-	-	0.0%
Transfers to Other Funds	136,695	48,465	-	-	-	-	0
<b>Total Operations</b>	<b>1,049,236</b>	<b>882,576</b>	<b>1,581,900</b>	<b>1,337,157</b>	<b>949,090</b>	<b>(632,810)</b>	<b>-40.0%</b>
Machinery & Equipment (>\$25,000)	156,305	265,000	1,201,020	1,201,020	470,000	(731,020)	-60.9%
<b>Capital</b>	<b>156,305</b>	<b>265,000</b>	<b>1,201,020</b>	<b>1,201,020</b>	<b>470,000</b>	<b>(731,020)</b>	<b>-60.9%</b>
<b>Collection</b>	<b>3,134,249</b>	<b>3,392,446</b>	<b>5,118,347</b>	<b>4,718,681</b>	<b>3,619,729</b>	<b>(1,498,618)</b>	<b>-29.3%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

#### Disposal Budget

	Actual 2018	Estd 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Personnel</b>							
Salaries & Wages	538,178	326,302	251,209	341,508	250,605	(604)	-0.2%
Employee Benefits	228,361	185,433	123,565	416,483	133,156	9,591	7.8%
<b>Total Personnel</b>	<b>766,539</b>	<b>511,735</b>	<b>374,774</b>	<b>757,991</b>	<b>383,761</b>	<b>8,987</b>	<b>2.4%</b>
<b>Operations</b>							
Transportation Services	557	457	1,020	136	-	(1,020)	-100.0%
Operating Services	3,063,448	3,029,709	2,987,060	3,045,300	3,045,240	58,180	1.9%
Notices, Subscriptions, etc.	-	143	1,020	-	-	(1,020)	-100.0%
Utilities	899	751	765	820	780	15	2.0%
Contractual Services	1,959	5,340	1,530	700	-	(1,530)	-100.0%
Repair & Maintenance Services	166,580	111,091	255,000	57,324	221,000	(34,000)	-13.3%
Employee programs	-	86	1,734	-	1,750	16	0.9%
Professional Development/Travel	-	-	3,060	4,699	3,200	140	4.6%
Office Supplies	2,611	2,708	3,162	2,132	-	(3,162)	-100.0%
Operating Supplies	7,599	4,103	7,089	5,521	468	(6,621)	-93.4%
Fuel & Mileage	44,240	53,612	57,491	40,884	58,641	1,150	2.0%
Machinery & Equipment (<\$25,000)	49,378	1,466	2,328	10,064	2,374	46	2.0%
Repair & Maintenance Supplies	12,049	6,759	13,770	2,964	14,046	276	2.0%
Property & Liability Costs	33,896	35,018	35,718	32,583	34,212	(1,506)	-4.2%
Rentals	-	402	410	2,076	418	8	1.9%
Permits	1,675	1,918	1,684	1,500	1,718	34	2.0%
Financial Fees	80	214	153	-	156	3	2.0%
Debt Service and Lease Payments	82,563	-	-	-	-	-	0.0%
Transfers to Other Funds	136,695	48,465	348,390	348,390	346,684	(1,706)	-0.5%
<b>Total Operations</b>	<b>3,604,229</b>	<b>3,302,242</b>	<b>3,721,384</b>	<b>3,555,093</b>	<b>3,730,687</b>	<b>9,303</b>	<b>0.2%</b>
Machinery & Equipment (>\$25,000)	-	-	-	-	-	-	0.0%
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Disposal</b>	<b>4,370,768</b>	<b>3,813,977</b>	<b>4,096,158</b>	<b>4,313,084</b>	<b>4,114,448</b>	<b>18,290</b>	<b>0.4%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Water Management

Michelle Hatcher, Director

	2018	2019	2020		2021	2020 v. 2021	
	Actual	Actual	Budget	Estimated	Budget	\$	%
<b>Beginning Balance*</b>	23,340,291	24,413,715	29,008,339	29,008,339	30,670,484		
<b>Revenues</b>	30,597,209	32,010,519	34,573,488	34,865,175	32,531,614	(2,041,874)	-5.9%
<b>Expenses</b>							
Personnel	6,356,180	6,552,709	7,301,097	7,073,374	7,013,308	(287,789)	-3.9%
Operations	16,037,017	20,714,106	16,479,430	16,333,931	17,147,701	668,271	4.1%
Capital	179,731	149,081	7,502,850	9,795,725	10,896,000	3,393,150	45.2%
<b>Expenses</b>	<b>22,572,928</b>	<b>27,415,896</b>	<b>31,283,377</b>	<b>33,203,030</b>	<b>35,057,009</b>	<b>3,773,632</b>	<b>12.1%</b>
Use of F/B**	\$ 6,950,858						
<b>Ending Balance*</b>	<b>24,413,715</b>	<b>29,008,339</b>	<b>32,298,450</b>	<b>30,670,484</b>	<b>28,145,089</b>		

### Budget Summary - By Division

	2018	2019	2020		2021	2020 v. 2021	
	Actual	Actual	Budget	Estimated	Budget	\$	%
<b>Beginning Balance*</b>	23,340,291	24,413,715	29,008,339	29,008,339	30,670,484		
<b>Revenues</b>	30,597,209	32,010,519	34,573,488	34,865,175	32,531,614	(2,041,874)	-5.9%
<b>Expenses</b>							
Water	11,026,768	11,998,654	13,409,495	13,235,845	13,601,634	192,139	1.4%
Wastewater	11,342,497	15,212,888	17,082,405	19,772,760	20,714,950	3,632,545	21.3%
Reclaimed	203,663	204,354	791,475	194,425	740,425	(51,050)	-6.4%
<b>Expenses</b>	<b>22,572,928</b>	<b>27,415,896</b>	<b>31,283,375</b>	<b>33,203,030</b>	<b>35,057,010</b>	<b>3,773,635</b>	<b>12.1%</b>
Use of F/B**	\$ 6,950,858						
<b>Ending Balance*</b>	<b>24,413,715</b>	<b>29,008,339</b>	<b>32,298,452</b>	<b>30,670,484</b>	<b>28,145,088</b>		

\*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets.

\*\*Use of F/B includes monies raised by operations spent on capital projects for the Water Management Fund expensed outside of the operational funds. This includes monies dedicated to emergency repairs to the 54" wastewater line.

Remaining Ending Balance will be used to subsidize larger capital projects, namely as a cash contribution for the Water Reclamation Facility.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Water Management

Michelle Hatcher, Director

#### 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.

This 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

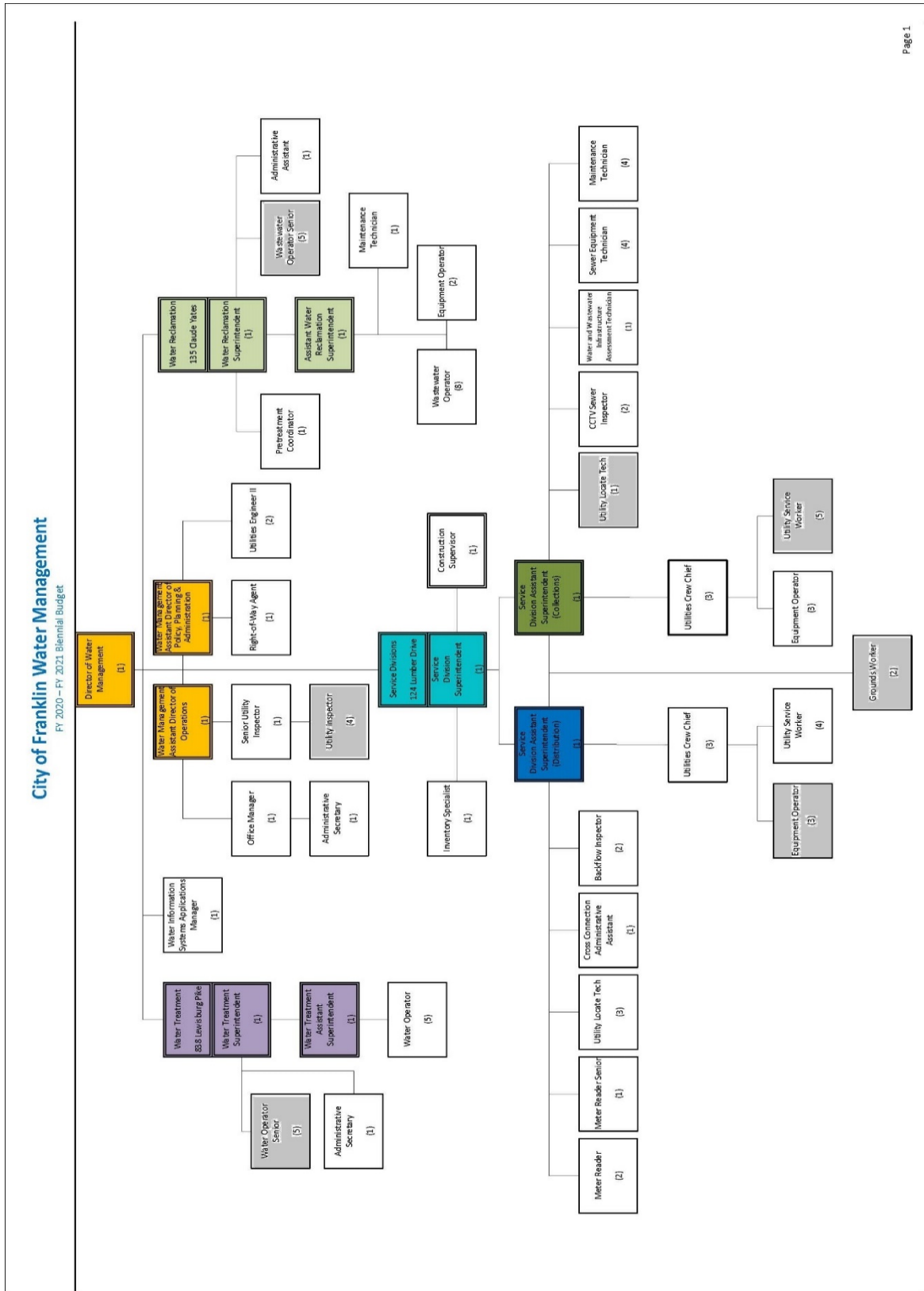
Water and wastewater are independent business units of the City of Franklin and are required to be self-sufficient entities. These utilities are not subsidized by local taxes, reimbursing the General Fund monies to cover the costs of administrative oversight and support services such as payroll, human 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.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Organizational Chart



Gray: Positions Authorized but not Budgeted in FY 2021

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



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
		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
<b>TOTALS</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

##### Water Distribution

Service Division Superintendent	I	1	1	1	1	1
Service Division Assistant Superintendent	H	0	1	1	1	1
Water Distribution Assistant Superintendent	H	1	0	0	0	0
Utilities Crew Chief	F	3	3	3	3	3
Backflow Inspector	E	2	2	2	2	2
Water & Wastewater Infrastructure Assessment Techn	E	0	0	0	1	1
Administrative Assistant	D	1	1	1	1	1
Inventory Specialist	D	1	1	1	1	1
Equipment Operator	D	3	3	3	3	2
Utility Locate Technician	D	2	2	2	3	3
Utility Service Worker	C	4	4	4	4	3
Administrative Secretary	B	0	1	1	0	0
<b>TOTALS</b>		<b>18</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>18</b>

##### Water Treatment Plant

Water Treatment Superintendent	I	1	1	1	1	1
Water Treatment Assistant Superintendent	H	1	1	1	1	1
Water Operator Sr	E	5	5	5	5	4
Water Operator 2	---	0	0	0	0	0
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	5	5	5	5	5
Administrative Secretary	B	0	0	0	1	1
<b>TOTALS</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>13</b>

#### Water Section Totals

**34      35      35      37      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
Utilities Engineer II	I	2	2	2	2	2
Right of Way Inspector	H	0	0	1	1	1
Water Information Systems Mgr	H	0	0	0	1	1
Senior Utility Inspector	G	1	1	1	1	1
GIS Analyst	F	1	1	1	0	0
Utility Inspector	F	3	3	4	4	3
Office Manager	F	1	1	1	1	1
Administrative Assistant	D	1	1	1	0	0
Administrative Secretary	B	0	0	0	1	1
Grounds Worker	B	2	2	2	2	2
<b>TOTALS</b>		<b>14</b>	<b>14</b>	<b>16</b>	<b>16</b>	<b>15</b>





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Staffing by Position

Budgeted Positions	Pay Grade	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
		F-T	F-T	F-T	F-T	F-T
<b>Wastewater Collection</b>						
Service Division Assistant Superintendent	H	0	1	1	1	1
Wastewater Collection Assistant Superintendent	G	1	0	0	0	0
Construction Supervisor	F	1	1	1	1	1
Utilities Crew Chief	F	3	3	3	3	3
TV Truck Sewer Inspector	E	2	2	2	2	2
Maintenance Technician	E	4	4	4	4	4
Equipment Operator	D	3	4	4	3	3
Sewer Equipment Technician	D	4	4	4	4	4
Utility Locate Technician	D	2	2	2	1	0
Utility Service Worker	C	5	5	5	5	4
<b>TOTALS</b>		<b>25</b>	<b>26</b>	<b>26</b>	<b>24</b>	<b>22</b>
<b>Water Reclamation</b>						
Water Reclamation Superintendent	I	1	1	1	1	1
Assistant Water Reclamation Superintendent	H	1	1	1	1	1
Pretreatment Coordinator	F	1	1	1	1	1
Wastewater Operator Sr	E	5	5	5	5	4
Maintenance Technician	E	1	1	1	1	1
Equipment Operator	D	2	2	2	2	2
Wastewater Operator	D	8	8	8	8	8
<b>TOTALS</b>		<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>18</b>
<b>WASTEWATER SECTION TOTALS</b>		<b>58</b>	<b>59</b>	<b>61</b>	<b>59</b>	<b>55</b>
<b>Authorized, Unbudgeted Positions</b>						
<b>Water Distribution</b>						
Equipment Operator	D	0	0	0	0	1
Utility Service Worker	C	0	0	0	0	1
<b>Water Treatment Plant</b>						
Water Operator Sr	E	0	0	0	0	1
<b>Utility Administration</b>						
Utility Inspector	F	0	0	0	0	1
<b>Wastewater Collection</b>						
Utility Locate Technician	D	0	0	0	0	1
Utility Service Worker	C	0	0	0	0	1
<b>Water Reclamation</b>						
Wastewater Operator Sr	E	0	0	0	0	1
<b>Sub-Total Unbudgeted Positions</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
<b>Total All Authorized Positions, Water &amp; Wastewater</b>		<b>92</b>	<b>94</b>	<b>96</b>	<b>96</b>	<b>96</b>



# City of Franklin, Tennessee

## FY 2021 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	Est	Budget	Difference	
	2018	2019	2020	2020	2021	\$	%
<b>Personnel</b>							
Salaries & Wages	4,298,696	4,569,104	4,999,134	4,690,701	4,595,305	(403,829)	-8.1%
Employee Benefits	2,057,484	1,983,605	2,301,963	2,382,673	2,418,003	116,040	5.0%
<b>Total Personnel</b>	<b>6,356,180</b>	<b>6,552,709</b>	<b>7,301,097</b>	<b>7,073,374</b>	<b>7,013,308</b>	<b>(287,789)</b>	<b>-3.9%</b>
<b>Operations</b>							
Transportation Services	9,507	4,214	7,300	13,350	4,650	(2,650)	-36.3%
Operating Services	539,806	622,039	463,500	530,481	545,550	82,050	17.7%
Notices, Subscriptions, etc.	6,572	9,666	23,200	19,055	22,200	(1,000)	-4.3%
Utilities	1,650,384	1,738,412	1,538,225	1,538,947	1,562,354	24,129	1.6%
Contractual Services	1,893,510	1,114,701	1,644,323	1,336,073	1,619,500	(24,823)	-1.5%
Repair & Maintenance Services	626,940	421,040	381,908	430,210	416,550	34,642	9.1%
Employee programs	10,939	9,963	12,650	11,800	23,100	10,450	82.6%
Professional Development/Travel	19,745	13,754	27,250	26,576	38,200	10,950	40.2%
Office Supplies	13,315	12,211	11,950	12,573	13,550	1,600	13.4%
Operating Supplies	542,379	628,891	698,275	705,246	720,125	21,850	3.1%
Fuel & Mileage	107,904	115,568	130,890	130,890	131,745	855	0.7%
Supplies for Resale	4,756,024	2,844,711	4,000,000	4,000,000	4,200,000	200,000	5.0%
Machinery & Equipment (<\$25,000)	205,923	93,917	293,915	238,689	262,422	(31,493)	-10.7%
Repair & Maintenance Supplies	869,118	1,204,051	612,250	742,800	630,550	18,300	3.0%
Operational Units	2,369,630	2,546,650	2,709,104	2,709,105	2,957,734	248,630	9.2%
Property & Liability Costs	522,967	8,033,113	339,713	349,660	377,662	37,949	11.2%
Rentals	15,250	33,951	8,650	23,972	8,650	-	0.0%
Financial Fees	(6,038)	692	44,150	(8,639)	344,100	299,950	679.4%
Permits	55,408	54,096	53,500	55,418	51,000	(2,500)	-4.7%
Debt Service and Lease Payments	1,827,734	1,212,466	3,478,677	3,467,725	3,218,058	(260,619)	-7.5%
<b>Total Operations</b>	<b>16,037,017</b>	<b>20,714,106</b>	<b>16,479,430</b>	<b>16,333,931</b>	<b>17,147,701</b>	<b>668,271</b>	<b>4.1%</b>
Land	-	-	-	266,000	-	-	#DIV/0!
Buildings	118,466	-	500,000	-	500,000	-	0.0%
Improvements	-	149,081	6,322,850	9,054,359	10,211,000	3,888,150	61.5%
Machinery & Equipment (>\$25,000)	61,265	-	680,000	475,366	185,000	(495,000)	-72.8%
<b>Capital</b>	<b>179,731</b>	<b>149,081</b>	<b>7,502,850</b>	<b>9,795,725</b>	<b>10,896,000</b>	<b>3,393,150</b>	<b>45.2%</b>
<b>Total Water &amp; Wastewater Fund</b>	<b>22,572,928</b>	<b>27,415,896</b>	<b>31,283,377</b>	<b>33,203,030</b>	<b>35,057,009</b>	<b>3,773,632</b>	<b>12.1%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Water 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	Est	Budget	Difference '20 v. '21	
	2018	2019	2020	2020	2021	\$	%
<b>Divisions</b>							
Water Distribution	2,419,664	2,621,146	2,410,357	2,269,805	2,345,696	(64,661)	-2.7%
Water Treatment/Plant	6,111,964	4,490,421	5,786,068	5,830,745	6,230,324	444,256	7.7%
Utility Billing	135,220	159,288	209,998	148,964	195,121	(14,878)	-7.1%
Water General	2,360,031	4,727,799	5,003,074	4,986,332	4,830,493	(172,581)	-3.4%
<b>Total Water</b>	<b>11,026,879</b>	<b>11,998,654</b>	<b>13,409,497</b>	<b>13,235,845</b>	<b>13,601,634</b>	<b>192,137</b>	<b>1.4%</b>
<b>Expense by Category</b>							
<b>Personnel</b>							
Salaries & Wages	1,547,549	1,624,731	1,799,545	1,629,946	1,632,691	(166,854)	-9.3%
Employee Benefits	776,405	753,724	840,793	903,584	879,589	38,796	4.6%
<b>Total Personnel</b>	<b>2,323,954</b>	<b>2,378,455</b>	<b>2,640,338</b>	<b>2,533,530</b>	<b>2,512,280</b>	<b>(128,058)</b>	<b>-4.9%</b>
<b>Operations</b>							
Transportation Services	2,027	1,745	3,725	10,300	1,350	(2,375)	-63.8%
Operating Services	35,875	56,774	65,300	118,061	122,500	57,200	87.6%
Notices, Subscriptions, etc.	1,290	710	11,250	5,805	6,250	(5,000)	-44.4%
Utilities	269,394	437,009	369,632	373,174	387,261	17,629	4.8%
Contractual Services	30,253	60,063	362,875	102,617	403,500	40,625	11.2%
Repair & Maintenance Services	66,857	84,150	90,438	93,800	70,200	(20,238)	-22.4%
Employee programs	3,895	4,812	7,500	5,650	14,800	7,300	97.3%
Professional Development/Travel	5,635	1,393	7,100	5,544	10,550	3,450	48.6%
Office Supplies	5,111	4,915	4,300	4,673	5,050	750	17.4%
Operating Supplies	217,108	355,094	336,950	340,296	351,550	14,600	4.3%
Fuel & Mileage	34,447	39,649	39,490	39,490	40,245	755	1.9%
Supplies for Resale	4,756,024	2,844,711	4,000,000	4,000,000	4,200,000	200,000	5.0%
Machinery & Equipment (<\$25,000)	145,314	56,499	123,542	84,889	95,750	(27,792)	-22.5%
Repair & Maintenance Supplies	581,444	902,490	406,850	419,400	428,650	21,800	5.4%
Operational Units	1,254,510	1,273,325	1,354,552	1,354,552	1,478,867	124,315	9.2%
Property & Liability Costs	221,831	2,492,420	102,156	110,355	114,874	12,718	12.4%
Rentals	9,668	23,538	3,500	18,347	3,500	-	0.0%
Financial Fees	(13,196)	221	15,100	(8,700)	115,050	99,950	661.9%
Permits	37,096	36,030	36,500	39,425	36,500	-	0.0%
Debt Service and Lease Payments	1,038,231	795,570	1,667,398	1,811,096	1,215,909	(451,489)	-27.1%
<b>Total Operations</b>	<b>8,702,814</b>	<b>9,471,118</b>	<b>9,008,157</b>	<b>8,928,774</b>	<b>9,102,354</b>	<b>94,197</b>	<b>1.0%</b>
Improvements	-	149,081	1,701,000	1,735,475	1,987,000	286,000	16.8%
Machinery & Equipment (>\$25,000)	-	-	60,000	38,066	-	(60,000)	-100.0%
<b>Capital</b>	<b>-</b>	<b>149,081</b>	<b>1,761,000</b>	<b>1,773,541</b>	<b>1,987,000</b>	<b>226,000</b>	<b>12.8%</b>
<b>Total Water Summary</b>	<b>11,026,768</b>	<b>11,998,654</b>	<b>13,409,495</b>	<b>13,235,845</b>	<b>13,601,634</b>	<b>192,139</b>	<b>1.4%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Wastewater 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	Est.	Budget	Difference '20 v. '21	
	2018	2019	2020	2020	2021	\$	%
<b>Divisions</b>							
Wastewater Collection	3,034,367	3,215,167	3,579,084	6,786,269	7,412,766	3,833,682	107.1%
Wastewater Plant	3,876,165	3,665,559	3,977,068	3,754,623	3,902,006	(75,062)	-1.9%
Utility Administration	1,286,326	1,330,156	1,530,052	1,598,256	1,380,762	(149,290)	-9.8%
Wastewater General	3,145,639	7,002,006	7,996,202	7,633,612	8,019,417	23,215	0.3%
<b>Total Wastewater</b>	<b>11,342,497</b>	<b>15,212,888</b>	<b>17,082,405</b>	<b>19,772,760</b>	<b>20,714,950</b>	<b>3,632,545</b>	<b>21.3%</b>
<b>Expense by Category</b>							
<b>Personnel</b>							
Salaries & Wages	2,751,147	2,944,373	3,199,589	3,060,755	2,962,615	(236,974)	-7.4%
Employee Benefits	1,281,079	1,229,881	1,461,170	1,479,089	1,538,414	77,244	5.3%
<b>Total Personnel</b>	<b>4,032,226</b>	<b>4,174,254</b>	<b>4,660,759</b>	<b>4,539,844</b>	<b>4,501,029</b>	<b>(159,730)</b>	<b>-3.4%</b>
<b>Operations</b>							
Transportation Services	7,480	2,469	3,475	3,050	3,300	(175)	-5.0%
Operating Services	503,931	565,265	398,200	412,420	423,050	24,850	6.2%
Notices, Subscriptions, etc.	5,282	8,956	11,950	13,200	15,900	3,950	33.1%
Utilities	1,380,990	1,301,403	1,168,593	1,165,773	1,175,093	6,500	0.6%
Contractual Services	1,861,165	1,043,300	1,170,948	1,219,956	1,161,000	(9,948)	-0.8%
Repair & Maintenance Services	542,910	336,890	274,470	319,410	329,350	54,880	20.0%
Employee programs	7,044	5,151	5,150	6,150	8,300	3,150	61.2%
Professional Development/Travel	14,110	12,361	20,150	21,032	27,650	7,500	37.2%
Office Supplies	8,204	7,296	7,650	7,900	8,500	850	11.1%
Operating Supplies	287,471	220,285	280,925	284,550	288,175	7,250	2.6%
Fuel & Mileage	73,457	75,919	91,400	91,400	91,500	100	0.1%
Machinery & Equipment (<\$25,000)	60,609	37,418	168,372	151,800	164,672	(3,700)	-2.2%
Repair & Maintenance Supplies	279,668	298,411	189,900	307,900	181,900	(8,000)	-4.2%
Operational Units	1,115,120	1,273,325	1,354,552	1,354,553	1,478,867	124,315	9.2%
Property & Liability Costs	301,136	5,423,349	237,557	239,305	262,788	25,231	10.6%
Rentals	5,582	10,413	5,150	5,625	5,150	-	0.0%
Financial Fees	7,158	471	29,050	61	229,050	200,000	688.5%
Permits	18,312	18,066	17,000	15,993	14,500	(2,500)	-14.7%
Debt Service and Lease Payments	769,377	397,886	1,745,305	1,590,654	1,936,175	190,870	10.9%
<b>Total Operations</b>	<b>7,249,006</b>	<b>11,038,634</b>	<b>7,179,798</b>	<b>7,210,732</b>	<b>7,804,920</b>	<b>625,123</b>	<b>8.7%</b>
Land	-	-	-	266,000	-	-	-
Buildings	-	-	-	-	-	-	-
Improvements	-	-	4,621,850	7,318,884	8,224,000	3,602,150	77.9%
Machinery & Equipment (>\$25,000)	61,265	-	620,000	437,300	185,000	(435,000)	-70.2%
<b>Capital</b>	<b>61,265</b>	<b>-</b>	<b>5,241,850</b>	<b>8,022,184</b>	<b>8,409,000</b>	<b>3,167,150</b>	<b>60.4%</b>
<b>Total Wastewater</b>	<b>11,342,497</b>	<b>15,212,888</b>	<b>17,082,405</b>	<b>19,772,760</b>	<b>20,714,950</b>	<b>3,632,545</b>	<b>21.3%</b>



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

**Reclaimed 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	Est.	Budget	Difference '20 vs. '21	
	2018	2019	2020	2020	2021	\$	%
<b>Personnel</b>							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
<b>Total Personnel</b>	-	-	-	-	-	-	<b>0.0%</b>
<b>Operations</b>							
Transportation Services	-	-	100	-	-	(100)	-100.0%
Notices, Subscriptions, etc.	-	-	-	50	50	50	100.0%
Contractual Services	2,092	11,338	110,500	13,500	55,000	(55,500)	-50.2%
Repair & Maintenance Services	17,173	-	17,000	17,000	17,000	-	0.0%
Operating Supplies	37,800	53,512	80,400	80,400	80,400	-	0.0%
Machinery & Equipment (<\$25,000)	-	-	2,000	2,000	2,000	-	0.0%
Repair & Maintenance Supplies	8,006	3,150	15,500	15,500	20,000	4,500	29.0%
Property & Liability Costs	-	117,344	-	-	-	-	0.0%
Debt Service and Lease Payments	20,126	19,010	65,975	65,975	65,975	-	0.0%
<b>Total Operations</b>	<b>85,197</b>	<b>204,354</b>	<b>291,475</b>	<b>194,425</b>	<b>240,425</b>	<b>(51,050)</b>	<b>-17.5%</b>
<b>Capital</b>	<b>118,466</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>0.0%</b>
<b>Total Reclaimed Water</b>	<b>203,663</b>	<b>204,354</b>	<b>791,475</b>	<b>194,425</b>	<b>740,425</b>	<b>(51,050)</b>	<b>-6.4%</b>



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Debt Service - Water, Wastewater & Reclaimed Funds Schedule**

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2020	F 2021	F 2022	F 2023	F 2024	F 2025	Balance (2026-2037)	Total Outstanding (2021-2037)
<b>Water Operations</b>										
<b>PRINCIPAL</b>										
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	\$ 1,360,100	\$ 94,150	\$ 96,600	\$ 99,050	\$ 101,500	\$ 103,950	\$ 106,400	\$ 109,200	\$ 616,700
ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation)	2011	\$ 1,500,000	\$ 71,964	\$ 74,020	\$ 76,134	\$ 78,310	\$ 80,546	\$ 82,848	\$ 85,196	\$ 499,821
Bonds 2017 - \$12m (Water Plant)	2017	\$ 12,000,000	\$ 415,000	\$ 430,000	\$ 450,000	\$ 470,000	\$ 495,000	\$ 520,000	\$ 8,450,000	\$ 10,815,000
<b>PRINCIPAL</b>		<b>\$ 14,860,100</b>	<b>\$ 581,114</b>	<b>\$ 600,620</b>	<b>\$ 625,184</b>	<b>\$ 649,810</b>	<b>\$ 679,496</b>	<b>\$ 709,248</b>	<b>\$ 9,059,021</b>	<b>\$ 12,323,380</b>
<b>INTEREST</b>										
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	\$ 17,434	\$ 15,095	\$ 12,694	\$ 10,232	\$ 7,710	\$ 5,127	\$ 2,482	\$ 53,340
ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation)	2011	2.82%	\$ 26,250	\$ 24,194	\$ 22,080	\$ 19,904	\$ 17,668	\$ 15,366	\$ 40,347	\$ 139,558
Bonds 2017 - \$12m (Water Plant)	2017	3.29%	\$ 492,000	\$ 475,400	\$ 458,200	\$ 435,700	\$ 412,200	\$ 387,450	\$ 2,425,650	\$ 4,594,600
<b>INTEREST</b>		<b>\$ 535,684</b>	<b>\$ 514,668</b>	<b>\$ 492,974</b>	<b>\$ 465,836</b>	<b>\$ 437,578</b>	<b>\$ 407,943</b>	<b>\$ 382,843</b>	<b>\$ 2,468,479</b>	<b>\$ 4,787,498</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 1,116,798</b>	<b>\$ 1,115,309</b>	<b>\$ 1,118,158</b>	<b>\$ 1,115,646</b>	<b>\$ 1,117,074</b>	<b>\$ 1,117,191</b>	<b>\$ 11,527,500</b>	<b>\$ 17,110,878</b>

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2020	F 2021	F 2022	F 2023	F 2024	F 2025	Balance (2025-2037)	Total Outstanding (2022-2048)
<b>Sewer Operations</b>										
<b>PRINCIPAL</b>										
Bonds 2005 \$24.67M (Refund 2001 / 2002)	2001, 2002, 2005	\$ 9,868,000	\$ 896,000	\$ 902,000	\$ 912,000	\$ 922,000	\$ 932,000	\$ 942,000	\$ 952,000	\$ 3,596,000
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	\$ 194,300	\$ 13,450	\$ 13,800	\$ 14,150	\$ 14,500	\$ 14,850	\$ 15,200	\$ 15,600	\$ 88,100
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	\$ 868,572	\$ 39,766	\$ 40,849	\$ 41,961	\$ 43,104	\$ 44,278	\$ 45,484	\$ 46,733	\$ 589,335
SRF Loan 2017 & Beyond	2017	\$ 100,000,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$ 100,000,000
<b>PRINCIPAL</b>		<b>\$ 110,930,872</b>	<b>\$ 949,216</b>	<b>\$ 956,649</b>	<b>\$ 968,111</b>	<b>\$ 979,604</b>	<b>\$ 991,128</b>	<b>\$ 1,002,684</b>	<b>\$ 1,014,337</b>	<b>\$ 4,273,435</b>
<b>INTEREST</b>										
Bonds 2005 \$24.67M (Refund 2001 / 2002)	2001, 2002, 2005	3.00%-5.00%	\$ 220,250	\$ 175,450	\$ 130,350	\$ 84,750	\$ 53,650	\$ 24,650	\$ -	\$ 468,850
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	\$ 2,491	\$ 2,156	\$ 1,694	\$ 1,232	\$ 770	\$ 517	\$ 2,482	\$ 40,402
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	\$ 16,435	\$ 15,352	\$ 14,239	\$ 13,097	\$ 11,923	\$ 10,717	\$ 38,483	\$ 103,811
SRF Loan 2017 & Beyond	2017	1.47%	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	\$ 1,800,000
<b>INTEREST</b>		<b>\$ 739,175</b>	<b>\$ 792,958</b>	<b>\$ 757,283</b>	<b>\$ 708,079</b>	<b>\$ 639,128</b>	<b>\$ 536,377</b>	<b>\$ 404,494</b>	<b>\$ 40,966</b>	<b>\$ 2,413,063</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 1,688,391</b>	<b>\$ 1,749,607</b>	<b>\$ 1,725,395</b>	<b>\$ 1,387,683</b>	<b>\$ 712,411</b>	<b>\$ 681,178</b>	<b>\$ 430,225</b>	<b>\$ 6,686,498</b>

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2020	F 2021	F 2022	F 2023	F 2024	F 2025	Balance (2025-2037)	Total Outstanding (2022-2037)
<b>Reclaimed Operations</b>										
<b>PRINCIPAL</b>										
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	\$ 1,019,628	\$ 46,682	\$ 47,953	\$ 49,259	\$ 50,600	\$ 51,979	\$ 53,394	\$ 438,643	\$ 691,828
<b>PRINCIPAL</b>		<b>\$ 1,019,628</b>	<b>\$ 46,682</b>	<b>\$ 47,953</b>	<b>\$ 49,259</b>	<b>\$ 50,600</b>	<b>\$ 51,979</b>	<b>\$ 53,394</b>	<b>\$ 438,643</b>	<b>\$ 691,828</b>
<b>INTEREST</b>										
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	\$ 19,293	\$ 18,022	\$ 16,716	\$ 15,374	\$ 13,996	\$ 12,581	\$ 45,176	\$ 121,865
<b>INTEREST</b>		<b>\$ 19,293</b>	<b>\$ 18,022</b>	<b>\$ 16,716</b>	<b>\$ 15,374</b>	<b>\$ 13,996</b>	<b>\$ 12,581</b>	<b>\$ 11,176</b>	<b>\$ 45,176</b>	<b>\$ 121,865</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 65,975</b>	<b>\$ 65,975</b>	<b>\$ 65,975</b>	<b>\$ 65,975</b>	<b>\$ 65,975</b>	<b>\$ 65,975</b>	<b>\$ 483,819</b>	<b>\$ 813,693</b>

\*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed. For FY 2021, those amounts are \$526,922 for Water Access, \$2,733,120 for Sewer Access, \$79,781 for Reclaimed Access and \$15,956 for Reclaimed Taps.



HISTORIC  
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# *City of Franklin, Tennessee*

## FY 2021 Operating Budget

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### **OTHER GENERAL FUND OPERATING EXPENDITURES**

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The City of Franklin has several General Fund budgets which do not fit or belong to any particular department. These budgets are included herein.

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Under this operating unit are:

- **General Expenses**
- **Appropriations (to outside agencies)**
- **Interfund Transfers**



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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# City of Franklin, Tennessee

## FY 2021 Operating Budget

### General Expenses

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	-2,487,379	319,636	1,278,910	591,650	1,017,383	-261,528	-20.4%
<b>Operations</b>	67,262	128,123	284,872	193,805	148,029	-136,843	-48.0%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>-2,420,117</b>	<b>447,759</b>	<b>1,563,782</b>	<b>785,455</b>	<b>1,165,412</b>	<b>-398,371</b>	<b>-25.5%</b>

#### 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 Socrata for the City's Strategic Plan website.

Due to economic conditions, no money is set aside at this time for wage increases or market adjustments. This will be revisited in FY 2021 as conditions warrant. This budget may see further reduction if warranted.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	-	-	692,260	-	320,000	(372,260)	-53.8%
Employee Benefits	(2,487,379)	319,636	586,650	591,650	697,383	110,733	18.9%
<b>Total Personnel</b>	<b>(2,487,379)</b>	<b>319,636</b>	<b>1,278,910</b>	<b>591,650</b>	<b>1,017,383</b>	<b>(261,528)</b>	<b>-20.4%</b>
<b>Operations</b>							
Notices, Subscriptions, etc.	36,538	37,666	49,122	47,079	57,529	8,407	17.1%
Utilities	691	691	550	231	550	-	0.0%
Contractual Services	87,822	115,017	227,750	105,950	82,500	(145,250)	-63.8%
Repair & Maintenance Services	-	-	1,000	-	1,000	-	0.0%
Fuel & Mileage	(61,719)	(35,063)	-	38,045	-	-	0.0%
Machinery & Equipment (<\$25,000)	-	-	2,000	-	2,000	-	0.0%
Rentals	277	-	100	-	100	-	0.0%
Permits	-	-	350	-	350	-	0.0%
Financial Fees	14	2,500	2,500	2,500	2,500	-	0.0%
Other Business Expenses	-	4,597	1,500	-	1,500	-	0.0%
Debt Service and Lease Payments	3,639	2,715	-	-	-	-	0.0%
<b>Total Operations</b>	<b>67,262</b>	<b>128,123</b>	<b>284,872</b>	<b>193,805</b>	<b>148,029</b>	<b>(136,843)</b>	<b>-48.0%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total General Expenses</b>	<b>(2,420,117)</b>	<b>447,759</b>	<b>1,563,782</b>	<b>785,455</b>	<b>1,165,412</b>	<b>(398,371)</b>	<b>-25.5%</b>



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Appropriations

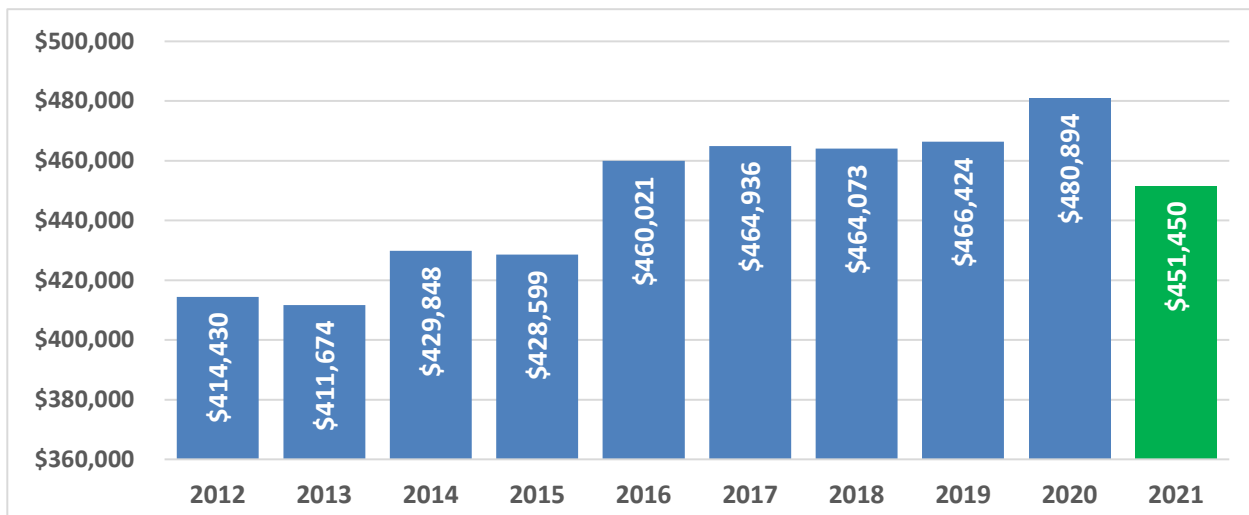
#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	0	0	0	0	0	0	0.0%
<b>Operations</b>	464,073	466,424	480,894	480,944	451,450	-29,445	-6.1%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>464,073</b>	<b>466,424</b>	<b>480,894</b>	<b>480,944</b>	<b>451,450</b>	<b>-29,445</b>	<b>-6.1%</b>

#### Department Goals

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs. A 10% reduction has been recommended for all outside agencies except the 91X Regional Bus Service and Animal Control in FY 2021.

### Ten-Year Appropriations History





# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Operations</b>							
Contracted Services							
Regional Transit Authority - 91X Bus	56,185	56,185	56,185	56,185	56,185	-	0.0%
Franklin Tomorrow	34,610	34,610	34,610	34,610	31,149	(3,461)	-10.0%
Sister City Program	5,100	5,100	5,500	6,300	4,950	(550)	-10.0%
<b>Total Contracted Services</b>	<b>95,895</b>	<b>95,895</b>	<b>96,295</b>	<b>97,095</b>	<b>92,284</b>	<b>(4,011)</b>	<b>-4.2%</b>
<b>Appropriations to Governments</b>							
Health Department	21,150	21,150	21,150	21,150	19,035	(2,115)	-10.0%
Animal Control	91,336	110,354	118,674	118,674	121,858	3,184	2.7%
Library - Books	64,220	64,220	64,220	64,220	57,798	(6,422)	-10.0%
TN Reha @ Franklin	23,170	23,170	23,170	23,170	20,853	(2,317)	-10.0%
IDB & Health/Education Board	-	-	750	-	-	(750)	-100.0%
I-65 Corridor Study	16,667	-	-	-	-	-	0.0%
<b>Total Appropriations to Gov't</b>	<b>216,543</b>	<b>218,894</b>	<b>227,964</b>	<b>227,214</b>	<b>219,544</b>	<b>(8,420)</b>	<b>-3.7%</b>
<b>Appropriations to Civic Org.</b>							
ARC	4,230	4,230	4,230	4,230	3,807	(423)	-10.0%
Boys & Girls Club	18,000	18,000	18,000	18,000	16,200	(1,800)	-10.0%
Bridges	15,040	15,040	15,040	15,040	13,536	(1,504)	-10.0%
Community Child Care	29,140	29,140	29,140	29,140	26,226	(2,914)	-10.0%
Community Housing Partnership	8,460	8,460	8,460	8,460	7,614	(846)	-10.0%
Gentry's Education Center	15,000	15,000	20,000	20,000	18,000	(2,000)	-10.0%
Mid Cum Hum Res/Homemaker	4,700	4,700	4,700	4,700	4,230	(470)	-10.0%
Mid-Cum Hum Res/Ombudsman	2,500	2,500	2,500	2,500	2,250	(250)	-10.0%
Mid-Cum Meals on Wheels	10,152	10,152	10,152	10,152	9,137	(1,015)	-10.0%
Second Harvest/Nashville's Table	1,500	1,500	1,500	1,500	-	(1,500)	-100.0%
Waves	22,913	22,913	22,913	22,913	20,622	(2,291)	-10.0%
Wmson Co Emergency Relief/Graceworks	15,000	15,000	15,000	15,000	13,500	(1,500)	-10.0%
Transit Alliance	5,000	5,000	5,000	5,000	4,500	(500)	-10.0%
<b>Total Appropriations to Civic Org's.</b>	<b>151,635</b>	<b>151,635</b>	<b>156,635</b>	<b>156,635</b>	<b>139,622</b>	<b>(17,014)</b>	<b>-10.9%</b>
<b>Total Operations</b>	<b>464,073</b>	<b>466,424</b>	<b>480,894</b>	<b>480,944</b>	<b>451,450</b>	<b>(29,445)</b>	<b>-6.1%</b>
<b>Total Appropriations</b>	<b>464,073</b>	<b>466,424</b>	<b>480,894</b>	<b>480,944</b>	<b>451,450</b>	<b>(29,445)</b>	<b>-6.1%</b>



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

**Interfund Transfers**

**Budget Summary**

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
<b>Personnel</b>	0	0	0	0	0	0	0.0%
<b>Operations</b>	1,644,399	4,100,884	6,070,051	6,070,051	1,153,034	-4,917,017	-81.0%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>1,644,399</b>	<b>4,100,884</b>	<b>6,070,051</b>	<b>6,070,051</b>	<b>1,153,034</b>	<b>-4,917,017</b>	<b>-81.0%</b>

**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 2020, the only transfers planned are to the State Street Aid Fund and the Transit Fund.



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Interfund Transfers**

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
<b>Total Personnel</b>	-	-	-	-	-	-	<b>0.0%</b>
<b>Operations</b>							
TRANSFER TO STREET AID & TRANSPORTATION	-	250,000	250,000	250,000	250,000	-	0.0%
TRANSFER TO SANITATION	500,000	-	-	-	-	-	0.0%
TRANSFER TO ROAD IMPACT	-	251,418	-	-	-	-	0.0%
TRANSFER TO IN LIEU OF PARKLAND FUND	-	228,582	-	-	-	-	0.0%
TRANSFER TO TRANSIT FUND	1,144,399	795,884	1,003,371	1,003,371	903,034	(100,337)	-10.0%
TRANSFER TO DEBT SERVICE FUND	-	-	2,500,000	2,500,000	-	(2,500,000)	-100.0%
TRANSFER TO CAPITAL IMPROVEMENT BONDS	-	2,575,000	2,316,680	2,316,680	-	(2,316,680)	-100.0%
<b>Total Operations</b>	<b>1,644,399</b>	<b>4,100,884</b>	<b>6,070,051</b>	<b>6,070,051</b>	<b>1,153,034</b>	<b>(4,917,017)</b>	<b>-81.0%</b>
<b>Capital</b>							
	-					-	
<b>Total Interfund Transfers</b>	<b>1,644,399</b>	<b>4,100,884</b>	<b>6,070,051</b>	<b>6,070,051</b>	<b>1,153,034</b>	<b>(4,917,017)</b>	<b>-81.0%</b>



HISTORIC  
FRANKLIN  
TENNESSEE

# *City of Franklin, Tennessee*

## **FY 2021 Operating Budget**

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### **OTHER SPECIAL FUNDS**

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The City of Franklin has 14 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.

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Under this operating unit are:

- **City Facilities Tax Fund**
- **County Facilities Tax Fund**
- **Hotel/Motel Tax Fund**
- **Debt Service Fund**
- **Parkland Dedication Fund**



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

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**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**City Facilities Tax Fund**

**Budget Summary**

	2018 Actual	2019 Actual	2020 Budget	2020 EOY	2021 Budget	2020 v. 2021	
						\$	%
<b>Beginning Fund Balance</b>	<b>10,441,436</b>	<b>14,410,218</b>	<b>15,091,277</b>	<b>15,091,277</b>	<b>9,159,953</b>		
<b>Revenues</b>	<b>4,885,177</b>	<b>3,123,798</b>	<b>3,075,000</b>	<b>2,625,000</b>	<b>1,300,000</b>	<b>-1,775,000</b>	<b>-57.7%</b>
<b>Expenditures</b>	<b>916,395</b>	<b>2,442,739</b>	<b>9,698,814</b>	<b>8,556,324</b>	<b>1,544,480</b>	<b>-8,154,334</b>	<b>-84.1%</b>
<b>Ending Balance</b>	<b>14,410,218</b>	<b>15,091,277</b>	<b>8,467,462</b>	<b>9,159,953</b>	<b>8,915,473</b>		

**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 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>10,441,436</b>	<b>14,410,218</b>	<b>15,091,277</b>	<b>15,091,277</b>	<b>9,159,953</b>		
<b>Revenues</b>							
FACILITIES TAXES	4,788,042	2,610,311	2,875,000	2,500,000	1,250,000	(1,625,000)	-56.5%
INTEREST INCOME	97,135	513,487	200,000	125,000	50,000	(150,000)	-75.0%
<b>Total Available Funds</b>	<b>4,885,177</b>	<b>3,123,798</b>	<b>3,075,000</b>	<b>2,625,000</b>	<b>1,300,000</b>	<b>(1,775,000)</b>	<b>-57.7%</b>
<b>Expenses</b>							
Total Police	287,656	-	-	-	-	-	0.0%
Total Fire	165,704	2,037,266	7,949,802	6,892,292	1,544,480	(6,405,322)	-80.6%
Total Parks	463,035	56,375	1,558,992	1,483,492	-	(1,558,992)	-100.0%
Total SW Collection	-	349,098	190,020	180,540	-	(190,020)	-100.0%
Total SW Disposal	-	-	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>916,395</b>	<b>2,442,739</b>	<b>9,698,814</b>	<b>8,556,324</b>	<b>1,544,480</b>	<b>(8,154,334)</b>	<b>-84.1%</b>
<b>Ending Fund Balance</b>	<b>14,410,218</b>	<b>15,091,277</b>	<b>8,467,463</b>	<b>9,159,953</b>	<b>8,915,473</b>		

### Notes & Objectives

The forecast for FY 2021 revenues is an estimate based upon anticipated economic conditions. 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. This will be significantly revised once we fully determine the impact of the current economic downturn.

Regardless of the level of building activity, there is ample fund balance to fund the completion of Fire Station 7 (the majority of cost is programmed into FY 2020). Additional expenses maybe budgeted in FY 2021 once economic conditions are further known to continue the City's FY 2019-2028 CIP projects.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### County Facilities Tax Fund

#### Budget Summary

	2018	2019	2020	2020	2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Beginning Fund Balance</b>	<b>3,488,072</b>	<b>4,804,517</b>	<b>3,958,958</b>	<b>3,958,958</b>	<b>3,453,682</b>		
<b>Revenues</b>	<b>1,616,445</b>	<b>904,441</b>	<b>1,310,000</b>	<b>779,724</b>	<b>640,000</b>	<b>-670,000</b>	<b>-51.1%</b>
<b>Expenditures</b>	<b>300,000</b>	<b>1,750,000</b>	<b>1,285,000</b>	<b>1,285,000</b>	<b>125,000</b>	<b>-1,160,000</b>	<b>-90.3%</b>
<b>Ending Balance</b>	<b>4,804,517</b>	<b>3,958,958</b>	<b>3,983,958</b>	<b>3,453,682</b>	<b>3,968,682</b>		

#### Fund Summary

The County Facilities Tax Fund is a new special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012.

Prior to FY 2017, monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>3,488,072</b>	<b>4,804,517</b>	<b>3,958,958</b>	<b>3,958,958</b>	<b>3,453,682</b>		
<b>Revenues</b>							
COUNTY FACILITY TAX	971,814	759,873	1,250,000	749,724	625,000	(625,000)	-50.0%
TRANSFER FROM CAPITAL PROJ	635,074	-	-	-	-	-	0.0%
INTEREST INCOME	9,557	144,568	60,000	30,000	15,000	(45,000)	-75.0%
<b>Total Available Funds</b>	<b>1,616,445</b>	<b>904,441</b>	<b>1,310,000</b>	<b>779,724</b>	<b>640,000</b>	<b>(670,000)</b>	<b>-51.1%</b>
<b>Expenses</b>							
CAPITAL	300,000	1,750,000	1,285,000	1,285,000	125,000	(1,160,000)	-90.3%
<b>Total Expenditures</b>	<b>300,000</b>	<b>1,750,000</b>	<b>1,285,000</b>	<b>1,285,000</b>	<b>125,000</b>	<b>(1,160,000)</b>	<b>-90.3%</b>
<b>Ending Fund Balance</b>	<b>4,804,517</b>	<b>3,958,958</b>	<b>3,983,958</b>	<b>3,453,682</b>	<b>3,968,682</b>		

### Notes & Objectives

The County Facilities Tax Fund has been used to support capital projects within the City of Franklin which are related to or assist in the completion of County-owned facilities. In FY 2019, the \$1,750,000 appropriated from the fund went to support the 96W Trail project. In FY 2020, \$1,285,000 was appropriated as a transfer to the Water Management Fund for the completion of the Henpeck Lane Sanitary Sewer Extension. \$125,000 is proposed in FY 2021 to continue joint work on a sidewalk with F.S.S.D and the City of Franklin.

Additional funding may be added further into FY 2021 as economic conditions warrant continued investment in the City's FY 2019-2028 CIP.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Hotel/Motel Tax Fund

#### Budget Summary

	2018 Actual	2019 Actual	2020		2021 Budget	2020 v. 2021	
			Budget	EOY		\$	%
Beginning Fund Balance	3,827,284	5,722,086	7,671,059	7,671,059	7,041,029		
Revenues	4,136,321	4,317,949	4,020,518	2,978,531	1,985,259	-2,035,259	-50.6%
Expenditures	2,241,519	2,368,976	3,613,772	3,608,560	3,800,182	186,410	5.2%
Ending Balance	5,722,086	7,671,059	8,077,804	7,041,029	5,226,105		

#### 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 (previously on the Cool Springs Conference Center and now 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 2019) to support the Williamson County Convention and Visitors Bureau.



*City of Franklin, Tennessee*  
**FY 2021 Operating Budget**

**Budget**

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>3,827,284</b>	<b>5,722,086</b>	<b>7,671,058</b>	<b>7,671,058</b>	<b>7,041,029</b>		
<b>Revenues</b>							
HOTEL/MOTEL TAXES	4,097,695	4,103,235	3,920,518	2,863,531	1,960,259	(1,960,259)	-50.0%
INTEREST INCOME	38,626	214,714	100,000	115,000	25,000	(75,000)	-75.0%
<b>Total Available Funds</b>	<b>4,136,321</b>	<b>4,317,949</b>	<b>4,020,518</b>	<b>2,978,531</b>	<b>1,985,259</b>	<b>(2,035,259)</b>	<b>-50.6%</b>
<b>Expenses</b>							
CONTRACTUAL SERVICES	29,290	-	-	19,986	-	-	0.0%
REPAIR & MAINT. SERVICES	7,920	1,974	-	-	-	-	0.0%
OPERATING SUPPLIES	55,360	-	23,500	-	-	(23,500)	-100.0%
COOL SPRINGS CONF. CENT.	(221,860)	(304,680)	-	-	-	-	0.0%
CONTRACTED SERVICES	926,602	979,812	1,028,803	1,028,803	1,080,243	51,440	5.0%
TRANSFER TO DEBT SERV. FUND	1,118,668	1,117,355	1,111,402	1,111,403	1,113,803	2,401	0.2%
TRANSFER TO CAPITAL PROJECTS	-	195,000	1,026,629	1,026,629	1,391,850	365,221	35.6%
LAND ACQUISITION	214,286	214,286	214,286	214,286	214,286	-	0.0%
PARKS & RECREATION FACILITIES	111,253	165,230	-	-	-	-	0.0%
INFRASTRUCTURE	-	-	139,152	137,674	-	(139,152)	-100.0%
MACHINERY & EQUIPMENT	108,318	-	70,000	69,780	-	(70,000)	-100.0%
<b>Total Expenditures</b>	<b>2,241,519</b>	<b>2,368,976</b>	<b>3,613,772</b>	<b>3,608,560</b>	<b>3,800,182</b>	<b>186,410</b>	<b>5.2%</b>
<b>Ending Fund Balance</b>	<b>5,722,086</b>	<b>7,671,058</b>	<b>8,077,804</b>	<b>7,041,029</b>	<b>5,226,106</b>		

**Notes & Objectives**

The Hotel-Motel Fund budget is severely affected by the ongoing COVID-19 caused economic downturn. Revenues are forecast to be 50% lower in FY 2021, and down 90% for the remaining few months of FY 2020. Aside from obligations the City has made to service debt, pay for land acquisitions, provide funding for the CVB and sustain ongoing capital project commitments, no other expenses are budgeted FY 2021 at this time. This will be revisited as more is know about the lasting economic impacts to Williamson County's tourism later in FY 2021.



**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Debt Service Fund**

**Budget Summary**

	2018	2019	2020	2020	2021	2020 v. 2021	
	Actual	Actual	Budget	EOY	Budget	\$	%
<b>Beginning Fund Balance</b>	<b>90,197</b>	<b>106,587</b>	<b>372,888</b>	<b>372,888</b>	<b>385,588</b>		
Revenues	<b>13,657,071</b>	<b>13,897,850</b>	<b>15,468,087</b>	<b>15,468,087</b>	<b>15,403,652</b>	<b>-64,434</b>	<b>-0.4%</b>
Expenditures	<b>13,640,681</b>	<b>13,631,550</b>	<b>15,455,385</b>	<b>15,455,385</b>	<b>15,478,652</b>	<b>23,267</b>	<b>0.15%</b>
<b>Ending Balance</b>	<b>106,587</b>	<b>372,888</b>	<b>385,588</b>	<b>385,588</b>	<b>310,588</b>		

**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.

The City has planned to issue additional debt to support the City's Capital Investment Program in late FY 2021. The exact amount and timing of the issuance is subject to change in accordance with cash flow needs of capital projects, revenue projections and bond market conditions. As a result, the budget shown herein is not reflective of any issuance or servicing costs. As FY 2021 evolves, and economic conditions warrant, the City will amend this budget to account for additional borrowing.



# City of Franklin, Tennessee

## FY 2021 Operating Budget

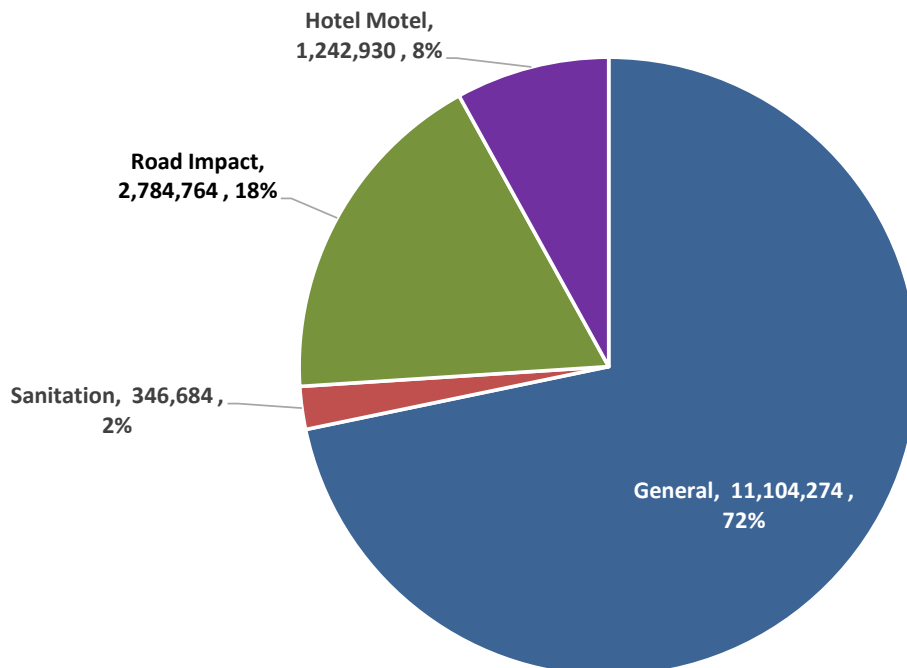
### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference \$	%
<b>Beginning Fund Balance</b>	<b>90,197</b>	<b>106,587</b>	<b>372,887</b>	<b>372,887</b>	<b>385,588</b>		
<b>Revenues</b>							
TOTAL LOCAL TAXES	8,505,949	8,661,198	10,704,090	10,704,090	10,714,755	10,665	0.1%
TOTAL INTERGOVERNMENTAL	843,028	818,444	358,077	358,077	358,077	-	0.0%
TOTAL USE OF MONEY & PROPE	16,390	108,247	100,000	100,000	25,000	(75,000)	-75.0%
TOTAL OTHER REVENUE	4,291,704	4,309,961	4,305,920	4,305,920	4,305,820	(100)	0.0%
<b>Total Available Funds</b>	<b>13,657,071</b>	<b>13,897,850</b>	<b>15,468,087</b>	<b>15,468,087</b>	<b>15,403,652</b>	<b>(64,434)</b>	<b>-0.4%</b>
<b>Expenses (Debt Service by Fund)</b>							
General	9,120,354	9,195,327	11,080,907	11,080,907	11,104,274	23,367	0.2%
Sanitation	273,390	167,184	348,390	348,390	346,684	(1,706)	-0.5%
Road Impact	3,009,364	3,029,255	2,785,837	2,785,837	2,784,764	(1,073)	0.0%
Hotel Motel	1,237,574	1,239,785	1,240,251	1,240,251	1,242,930	2,679	0.2%
<b>Total Expenditures</b>	<b>13,640,681</b>	<b>13,631,550</b>	<b>15,455,385</b>	<b>15,455,385</b>	<b>15,478,652</b>	<b>23,267</b>	<b>0.2%</b>
<b>Ending Fund Balance</b>	<b>106,587</b>	<b>372,887</b>	<b>385,588</b>	<b>385,588</b>	<b>310,588</b>		

#### Notes & Objectives

The Debt Service Fund for FY 2021 includes all currently issued G.O. Bonds, including the recently issued 2019A and 2019B Refunding Bonds.

Below is FY 2021 G.O. Debt Service by fund. Water & Wastewater Debt is budgeted separately under the Water Management Department budget.





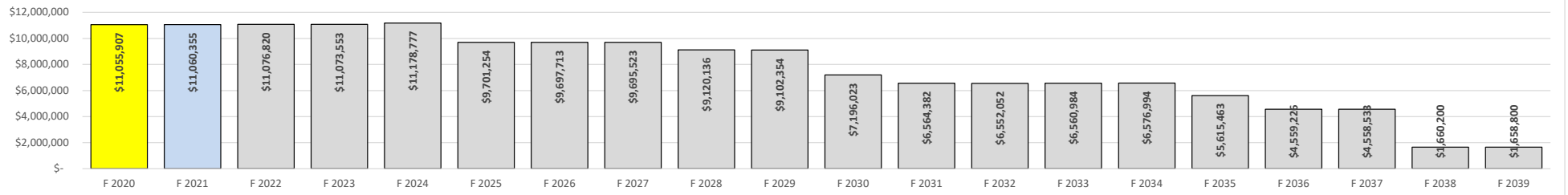


City of Franklin, Tennessee  
FY 2021 Operating Budget

Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2020	F 2021	F 2022	F 2023	F 2024	F 2025	Balance (2026-2039)	Total Outstanding (2021-2039)
<b>PRINCIPAL</b>										
Bonds 2007 - \$20m (Various)	2007	\$ 11,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 669,750	\$ 10,730,250	\$ 11,400,000
Bonds 2009 - \$44m (Various, including Police HQ)	2009A / 2009B	\$ 28,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)	2010	\$ 10,451,700	\$ 828,450	\$ 856,800	\$ 888,300	\$ 926,100	\$ 963,900	\$ -	\$ -	\$ 3,635,100
Bonds 2010 - \$15.725 (Hillsboro, 3rd Ave Ext, Columbia Sts) (cpe)	2010	\$ 3,931,250	\$ -	\$ -	\$ -	\$ -	\$ 496,250	\$ 535,000	\$ 2,900,000	\$ 3,931,250
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	\$ 9,225,000	\$ 627,300	\$ 639,600	\$ 653,950	\$ 668,300	\$ 682,650	\$ 697,000	\$ 1,437,050	\$ 4,778,550
Bonds 2013 - \$10m (Pension Bonds)	2013	\$ 10,000,000	\$ 1,000,000	\$ 1,030,000	\$ 1,060,000	\$ 1,090,000	\$ 1,125,000	\$ -	\$ -	\$ 4,305,000
Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)	2013	\$ 7,405,000	\$ 325,000	\$ 330,000	\$ 340,000	\$ 350,000	\$ 355,000	\$ 365,000	\$ 3,845,000	\$ 5,585,000
Bonds 2015 - \$15m (Various)	2015	\$ 14,925,000	\$ 582,075	\$ 601,975	\$ 631,825	\$ 661,675	\$ 696,500	\$ 726,350	\$ 8,930,125	\$ 12,248,450
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	\$ 21,848,400	\$ 673,516	\$ 707,691	\$ 746,576	\$ 780,155	\$ 818,413	\$ 835,581	\$ 15,754,138	\$ 19,642,554
Bonds 2019A - \$29.585 m Roads/Equipment	2019	\$ 29,585,000	\$ 1,405,000	\$ 1,220,000	\$ 1,295,000	\$ 1,365,000	\$ 1,060,000	\$ 1,115,000	\$ 20,525,000	\$ 26,580,000
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 14,911,000	\$ 1,326,000	\$ 1,238,250	\$ 1,300,000	\$ 1,361,750	\$ 1,426,750	\$ 1,498,250	\$ 6,760,000	\$ 13,585,000
<b>PRINCIPAL</b>		<b>\$ 162,282,350</b>	<b>\$ 6,767,341</b>	<b>\$ 6,624,316</b>	<b>\$ 6,915,651</b>	<b>\$ 7,202,980</b>	<b>\$ 7,624,463</b>	<b>\$ 6,441,931</b>	<b>\$ 70,881,563</b>	<b>\$ 105,690,904</b>
<b>INTEREST</b>										
Bonds 2007 - \$20m (Various)	2007	Variable	\$ 454,860	\$ 454,860	\$ 454,860	\$ 454,860	\$ 454,860	\$ 454,860	\$ 2,994,296	\$ 5,268,596
Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)	2010	2.0% - 4.0%	\$ 160,619	\$ 135,765	\$ 101,493	\$ 65,961	\$ 28,917	\$ -	\$ -	\$ 332,136
Bonds 2010 - \$15.725 (Hillsboro, 3rd Ave Ext, Columbia Sts) (cpe)	2010	4.625% - 5.375%	\$ 198,932	\$ 198,932	\$ 198,932	\$ 198,932	\$ 198,932	\$ 175,981	\$ 467,409	\$ 1,439,119
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	\$ 115,145	\$ 101,783	\$ 88,159	\$ 74,231	\$ 59,996	\$ 45,455	\$ 46,066	\$ 415,690
Bonds 2013 - \$10m (Pension Bonds)	2013	1.0% - 3.5%	\$ 164,410	\$ 134,410	\$ 106,600	\$ 74,800	\$ 39,375	\$ -	\$ -	\$ 355,185
Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)	2013	2.0% - 4.0%	\$ 192,620	\$ 179,918	\$ 173,418	\$ 166,818	\$ 149,568	\$ 140,693	\$ 705,793	\$ 1,516,208
Bonds 2015 - \$15m (Various)	2015	3.0% - 5.0%	\$ 478,933	\$ 461,471	\$ 431,372	\$ 399,781	\$ 366,697	\$ 331,872	\$ 1,678,422	\$ 3,669,615
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	\$ 887,451	\$ 853,775	\$ 818,391	\$ 781,062	\$ 742,054	\$ 725,686	\$ 4,658,946	\$ 8,579,914
Bonds 2019A - \$29.585 m Roads/Equipment	2019	2.72%	\$ 1,030,354	\$ 1,222,931	\$ 1,157,662	\$ 1,088,847	\$ 1,016,721	\$ 959,020	\$ 6,671,153	\$ 12,116,333
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 592,298	\$ 679,250	\$ 617,338	\$ 552,338	\$ 484,250	\$ 412,913	\$ 864,988	\$ 3,611,075
<b>INTEREST</b>			<b>\$ 4,275,622</b>	<b>\$ 4,423,095</b>	<b>\$ 4,148,225</b>	<b>\$ 3,857,629</b>	<b>\$ 3,541,370</b>	<b>\$ 3,246,479</b>	<b>\$ 18,087,072</b>	<b>\$ 37,303,871</b>
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>										
Various			\$ 12,944	\$ 12,944	\$ 12,944	\$ 12,944	\$ 12,944	\$ 12,844	\$ 149,748	\$ 214,368
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>			<b>\$ 12,944</b>	<b>\$ 12,944</b>	<b>\$ 12,944</b>	<b>\$ 12,944</b>	<b>\$ 12,944</b>	<b>\$ 12,844</b>	<b>\$ 149,748</b>	<b>\$ 214,368</b>
			<b>\$ 11,055,907</b>	<b>\$ 11,060,355</b>	<b>\$ 11,076,820</b>	<b>\$ 11,073,553</b>	<b>\$ 11,178,777</b>	<b>\$ 9,701,254</b>	<b>\$ 89,118,383</b>	<b>\$ 143,209,143</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 11,055,907</b>	<b>\$ 11,060,355</b>	<b>\$ 11,076,820</b>	<b>\$ 11,073,553</b>	<b>\$ 11,178,777</b>	<b>\$ 9,701,254</b>	<b>\$ 89,118,383</b>	<b>\$ 143,209,143</b>

Annual Debt Service - General Fund - FY 2020-2039





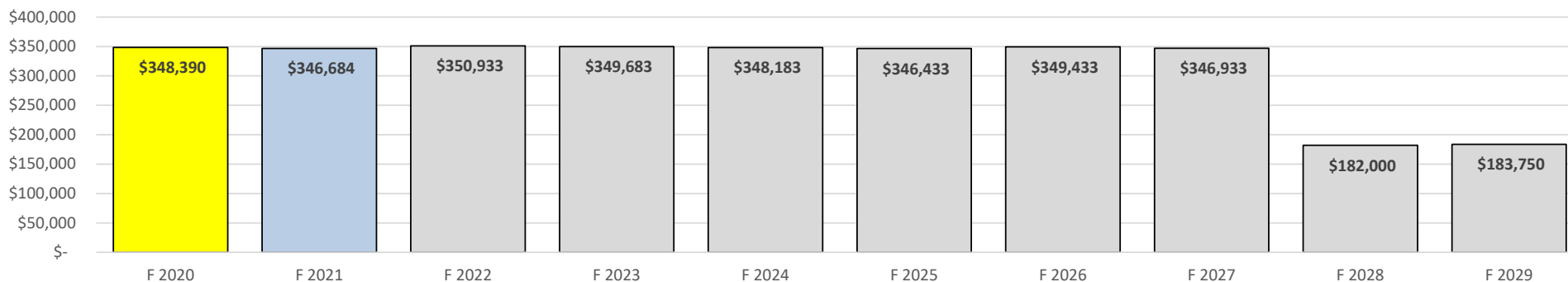
# City of Franklin, Tennessee

## FY 2021 Operating Budget

### Debt Service Fund - Sanitation Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2020	F 2021	F 2022	F 2023	F 2024	F 2025	Balance (2026-2029)	Total Outstanding (2021-2029)
<b>PRINCIPAL</b>										
Bonds 2001 - \$2m (Century Court 2)	2003	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	\$ 1,271,600	\$ 116,484	\$ 122,309	\$ 128,424	\$134,845	\$141,587	\$144,419	\$ 310,862	\$ 982,446
Bonds 2019 - \$29.585m	2019	\$ 1,600,000	\$ 125,000	\$ 115,000	\$ 125,000	\$130,000	\$135,000	\$140,000	\$ 830,000	\$ 1,475,000
Amount missing from detail									\$ -	\$ -
<b>PRINCIPAL</b>		<b>\$ 4,871,600</b>	<b>\$ 241,484</b>	<b>\$ 237,309</b>	<b>\$ 253,424</b>	<b>\$264,845</b>	<b>\$276,587</b>	<b>\$284,419</b>	<b>\$1,140,862</b>	<b>\$ 2,457,446</b>
<b>INTEREST</b>										
Bonds 2001 - \$2m (Century Court 2)	2003	Variable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	\$ 50,699	\$ 44,875	\$ 38,759	\$ 32,338	\$ 25,596	\$ 22,764	\$ 23,504	\$ 187,836
Bonds 2019 - \$29.585m	2019		\$ 56,207	\$ 64,500	\$ 58,750	\$ 52,500	\$ 46,000	\$ 39,250	\$ 82,750	\$ 343,750
Amount missing from detail									\$ -	\$ -
<b>INTEREST</b>			<b>\$ 106,906</b>	<b>\$ 109,375</b>	<b>\$ 97,509</b>	<b>\$ 84,838</b>	<b>\$ 71,596</b>	<b>\$ 62,014</b>	<b>\$ 106,254</b>	<b>\$ 531,586</b>
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>										
Various			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 348,390</b>	<b>\$ 346,684</b>	<b>\$ 350,933</b>	<b>\$349,683</b>	<b>\$348,183</b>	<b>\$346,433</b>	<b>\$1,062,116</b>	<b>\$ 2,804,032</b>

Annual Debt Service - Sanitation Fund - FY 2020-2029



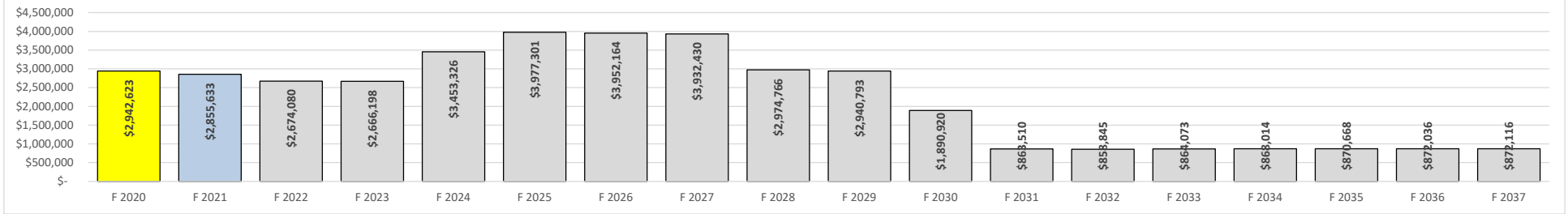


City of Franklin, Tennessee  
FY 2021 Operating Budget

**Debt Service Fund - Road Impact Payment Schedule**

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2020	F 2021	F 2022	F 2023	F 2024	F 2025	Balance (2026-2037)	Total Outstanding (2021-2037)
<b>PRINCIPAL</b>										
Bonds 2005 - \$4.5m (McEwen ROW) - 45%	2005	\$ 2,025,000	\$ 166,500	\$ 173,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,250
Bonds 2007 - \$20m (Various) - 43%	2007	\$ 8,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 505,250	\$ 8,094,750	\$ 8,600,000
Bonds 2010 - \$15.725m (3rd Ave, Hillsboro) - 50%	2010	\$ 6,290,000	\$ -	\$ -	\$ -	\$ -	\$ 794,000	\$ 856,000	\$ 4,640,000	\$ 6,290,000
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	\$ 11,475,000	\$ 780,300	\$ 795,600	\$ 813,450	\$ 831,300	\$ 849,150	\$ 867,000	\$ 1,787,550	\$ 5,944,050
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 7,937,240	\$ 705,840	\$ 659,130	\$ 692,000	\$ 724,870	\$ 759,470	\$ 797,530	\$ 3,598,400	\$ 7,231,400
<b>PRINCIPAL</b>		<b>\$ 43,614,000</b>	<b>\$ 1,652,640</b>	<b>\$ 1,627,980</b>	<b>\$ 1,505,450</b>	<b>\$ 1,556,170</b>	<b>\$ 2,402,620</b>	<b>\$ 3,025,780</b>	<b>\$ 18,120,700</b>	<b>\$ 28,238,700</b>
<b>INTEREST</b>										
Bonds 2005 - \$4.5m (McEwen ROW) - 45%	2005	Variable	\$ 12,401	\$ 3,214	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,214
Bonds 2007 - \$20m (Various) - 43%	2007	Variable	\$ 343,140	\$ 343,140	\$ 343,140	\$ 343,140	\$ 343,140	\$ 343,140	\$ 2,258,719	\$ 3,974,419
Bonds 2010 - \$15.725m (3rd Ave, Hillsboro) - 50%	2010	4.625% - 5.375%	\$ 318,292	\$ 318,292	\$ 318,292	\$ 318,292	\$ 318,292	\$ 281,569	\$ 747,857	\$ 2,302,594
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	\$ 143,229	\$ 126,608	\$ 109,662	\$ 92,336	\$ 74,629	\$ 56,542	\$ 57,303	\$ 517,080
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 472,071	\$ 435,549	\$ 396,686	\$ 355,410	\$ 313,195	\$ 268,820	\$ 569,676	\$ 2,339,336
<b>INTEREST</b>			<b>\$ 1,289,133</b>	<b>\$ 1,226,803</b>	<b>\$ 1,167,780</b>	<b>\$ 1,109,178</b>	<b>\$ 1,049,256</b>	<b>\$ 950,071</b>	<b>\$ 3,633,555</b>	<b>\$ 9,136,643</b>
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>										
Various			\$ 850	\$ 850	\$ 850	\$ 850	\$ 1,450	\$ 1,450	\$ 6,080	\$ 11,530
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>			<b>\$ 850</b>	<b>\$ 850</b>	<b>\$ 850</b>	<b>\$ 850</b>	<b>\$ 1,450</b>	<b>\$ 1,450</b>	<b>\$ 6,080</b>	<b>\$ 11,530</b>
<b>TOTAL EXPENDITURES</b>			<b>\$ 2,942,623</b>	<b>\$ 2,855,633</b>	<b>\$ 2,674,080</b>	<b>\$ 2,666,198</b>	<b>\$ 3,453,326</b>	<b>\$ 3,977,301</b>	<b>\$ 21,760,335</b>	<b>\$ 37,386,873</b>

Annual Debt Service - Road Impact Fund - FY 2020-2037



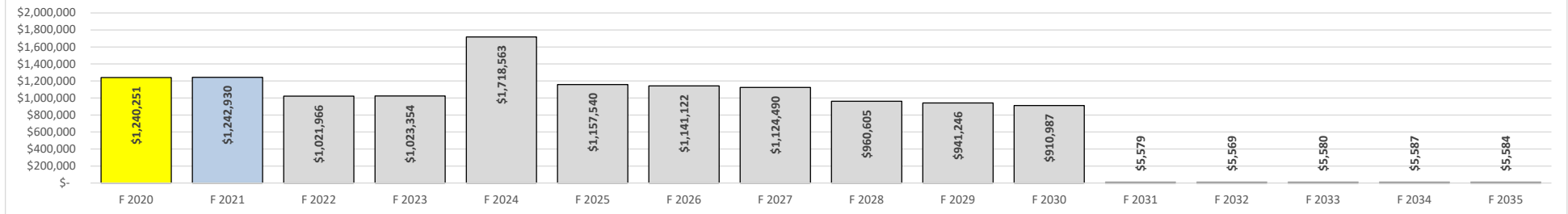


**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Debt Service Fund - Hotel / Motel Payment Schedule**

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2020	F 2021	F 2022	F 2023	F 2024	F 2025	Balance (2026-2035)	Total Outstanding (2021-2035)
<b>PRINCIPAL</b>										
Bonds 2005 - \$4.5m (Country Club) - 55%	2005	\$ 2,475,000	\$ 203,500	\$ 211,750					\$ -	\$ 211,750
Bonds 2010 - \$15.725m (Streetscape) - 50%	2010	\$ 5,503,750					\$ 694,750	\$ 749,000	\$ 4,060,000	\$ 5,503,750
Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	\$ 6,138,300	\$ 486,550	\$ 503,200	\$ 521,700	\$ 543,900	\$ 566,100		\$ -	\$ 2,134,900
Bonds 2012 - \$22.5m Refunding	2009 / 2012 (Refund)	\$ 1,800,000	\$ 122,400	\$ 124,800	\$ 127,600	\$ 130,400	\$ 133,200	\$ 136,000	\$ 280,400	\$ 932,400
Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)	2015	\$ 75,000	\$ 2,925	\$ 3,025	\$ 3,175	\$ 3,325	\$ 3,500	\$ 3,650	\$ 44,875	\$ 61,550
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 91,760	\$ 8,160	\$ 7,620	\$ 8,000	\$ 8,380	\$ 8,780	\$ 9,220	\$ 41,600	\$ 83,600
<b>PRINCIPAL</b>		\$ 16,259,810	\$ 823,535	\$ 850,395	\$ 660,475	\$ 686,005	\$ 1,406,330	\$ 897,870	\$ 4,426,875	\$ 8,927,950
<b>INTEREST</b>										
Bonds 2005 - \$4.5m (Country Club) - 55%	2005	Variable	\$ 15,157	\$ 7,729					\$ -	\$ 7,729
Bonds 2010 - \$15.725m (Streetscape) - 50%	2010	4.625% - 5.375%	\$ 278,505	\$ 278,505	\$ 278,505	\$ 278,505	\$ 278,505	\$ 246,373	\$ 654,373	\$ 2,014,766
Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	2.0% - 4.0%	\$ 94,332	\$ 79,735	\$ 59,607	\$ 38,739	\$ 16,983		\$ -	\$ 195,064
Bonds 2012 - \$22.5m Refunding	2009 / 2012 (Refund)	2.13%	\$ 22,467	\$ 19,860	\$ 17,202	\$ 14,484	\$ 11,706	\$ 8,869	\$ 8,989	\$ 81,110
Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)	2015	3.0% - 5.0%	\$ 2,407	\$ 2,319	\$ 2,168	\$ 2,009	\$ 1,843	\$ 1,668	\$ 8,434	\$ 18,440
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 3,645	\$ 4,180	\$ 3,799	\$ 3,399	\$ 2,980	\$ 2,541	\$ 5,323	\$ 22,222
<b>INTEREST</b>			\$ 416,512	\$ 392,328	\$ 361,281	\$ 337,136	\$ 312,017	\$ 259,451	\$ 677,119	\$ 2,339,332
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>										
Various			\$ 204	\$ 207	\$ 210	\$ 213	\$ 216	\$ 219	\$ 2,355	\$ 3,420
<b>PAYING AGENT &amp; OTHER DEBT FEES</b>			\$ 204	\$ 207	\$ 210	\$ 213	\$ 216	\$ 219	\$ 2,355	\$ 3,420
<b>TOTAL EXPENDITURES</b>			\$ 1,240,251	\$ 1,242,930	\$ 1,021,966	\$ 1,023,354	\$ 1,718,563	\$ 1,157,540	\$ 6,263,889	\$ 12,428,242

**Annual Debt Service - Hotel/Motel Tax Fund - FY 2020-2035**





**City of Franklin, Tennessee**  
**FY 2021 Operating Budget**

**Parkland Dedication Fund**

**Budget Summary**

	2018 Actual	2019 Actual	2020 Budget	2020 EOY	2021 Budget	2020 v. 2021 \$ %	
<b>Beginning Fund Balance</b>	<b>4,584,138</b>	<b>6,141,130</b>	<b>8,005,877</b>	<b>8,005,877</b>	<b>8,505,619</b>		
Revenues	2,062,394	1,864,747	1,575,000	1,951,250	768,750	-806,250	-51.2%
Expenditures	505,402	-	1,451,508	1,451,508	1,361,850	-89,658	-6.2%
<b>Ending Balance</b>	<b>6,141,130</b>	<b>8,005,877</b>	<b>8,129,369</b>	<b>8,505,619</b>	<b>7,912,519</b>		

**Fund Summary**

The Parkland Dedication 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 2021 Operating Budget

### Budget

	Actual 2018	Actual 2019	Budget 2020	EOY 2020	Budget 2021	Difference	
						\$	%
<b>Beginning Fund Balance</b>	<b>4,584,138</b>	<b>6,141,130</b>	<b>8,005,877</b>	<b>8,005,877</b>	<b>8,505,619</b>		
<b>Revenues</b>							
In Lieu of Parkland Receipts	2,010,056	1,394,772	1,500,000	1,800,000	750,000	(750,000)	-50.0%
Interest Income	52,338	241,393	75,000	151,250	18,750	(56,250)	-75.0%
Transfer From General Fund	-	228,582	-	-	-	-	0.0%
<b>Total Available Funds</b>	<b>2,062,394</b>	<b>1,864,747</b>	<b>1,575,000</b>	<b>1,951,250</b>	<b>768,750</b>	<b>(806,250)</b>	<b>-51.2%</b>
<b>Expenses (Operations)</b>							
Transfer to Capital Projects	-	-	1,451,508	1,451,508	1,361,850	(89,658)	-6.2%
Land Acquisition	505,402	-	-	-	-	-	0
<b>Total Expenditures</b>	<b>505,402</b>	<b>-</b>	<b>1,451,508</b>	<b>1,451,508</b>	<b>1,361,850</b>	<b>(89,658)</b>	<b>-6.2%</b>
<b>Ending Fund Balance</b>	<b>6,141,130</b>	<b>8,005,877</b>	<b>8,129,369</b>	<b>8,505,619</b>	<b>7,912,519</b>		

### 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 Parkland Impact Fees.

This fund is available for capital projects pertaining to public parks, greenways/blue ways and open space. Funds have been reserved for future use and will be recommended as a funding source for parks projects contained within the BOMA FY 2019-2028 Capital Improvements Project prioritizations.

The \$505,402 shown above in expenditures in 2018 was used for Land Acquisition at the new Southeast Park/Complex. The \$1,451,508 shown in FY 2020 was transferred to Capital Projects Fund for design of several parks related projects. The \$1,361,850 shown in FY 2021 is for a transfer to continue to the joint project for F.S.S.D & City of Franklin athletic field improvements.

Future expenditures will be dependent upon continuing economic conditions and what priorities have been