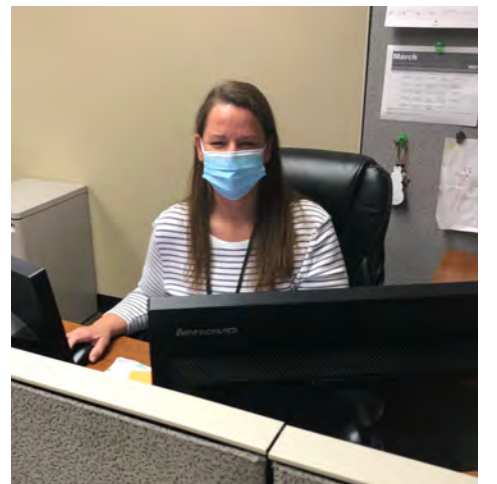





FY 2022 APPROVED BUDGET



EXCELLENCE | INNOVATION | TEAMWORK | INTEGRITY | ACTION-ORIENTED



HISTORIC
FRANKLIN
TENNESSEE



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

**Annual Operating &
Capital Equipment Budget
July 1, 2021 - June 30, 2022**

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.

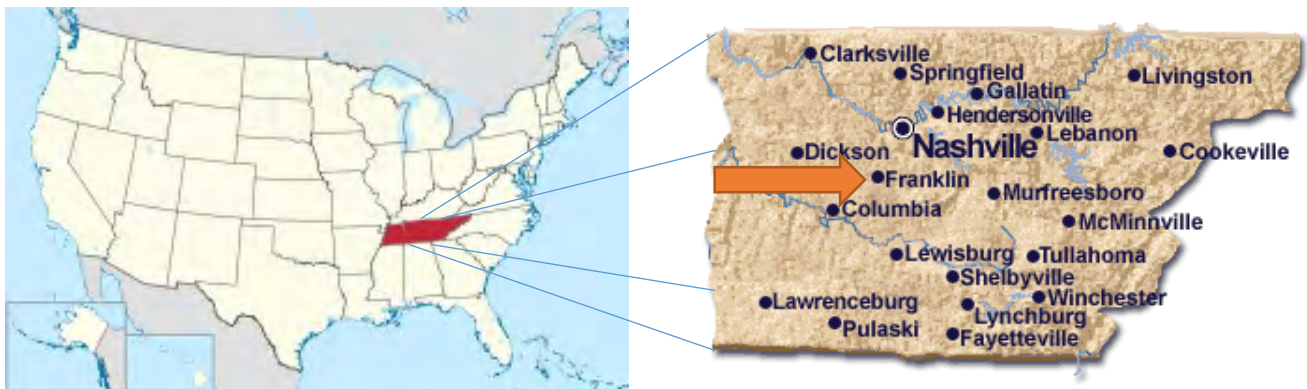
The City, the county seat of Williamson County, is located 15 miles south of Nashville. Williamson County is located in a rich agricultural area, and, before the Civil War, was the wealthiest county in Tennessee, a status it still holds. Laid out on a portion of a 640-acre tract owned by Major Anthony 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.

The City has won numerous awards, but none more recent and impactful as being named an All-American City in 2020 by the National Civic League. Other honors include: the National Main Street Award from the National Trust of Historic Preservation, "Number One Small Town in Tennessee", designated a Preserve America Community by former First Lady Laura Bush, one of "America's Distinctive Destinations" by the National Trust for Historic Preservation, *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 and Money magazine has continuously ranked Franklin in its "Top 10 Best Places to Live" for the last five years. Main Street in downtown Franklin has been carefully preserved and contains many buildings from the 19th century. Additions to the Downtown area include a Judicial Center and two parking facilities which greatly increases the amount of parking available to visitors and employees.





HISTORIC
FRANKLIN
TENNESSEE

Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

Clyde Barnhill

Brandy Blanton

Beverly Burger

Margaret Martin

Dana McLendon

Ann Petersen

John Schroer

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, City Recorder

Tom Marsh, Building & Neighborhood Services Director

Shauna Billingsley, City Attorney

Jason Potts, IT Director

Lisa Clayton, Parks Director

Milissa Reiersen, Communications Manager

Deborah Faulkner, Police Chief

Jessica Davey, Revenue & Licensing Manager/City Court Clerk

Glenn Johnson, 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 Wright, Planning & Sustainability Director

Brad Wilson, Project & Facilities Manager

Mike Lowe, Comptroller



Table of Contents

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 another award.



| | |
|--|-----------|
| Introduction & History | ii |
| Elected Officials & Senior Leadership Team | iii |
| Table of Contents | iv |
| BUDGET MESSAGE | |
| Letter of Transmittal | vii |
| Budget Ordinance | xix |
| Property Tax Ordinance | xxi |
| Residential Sanitation Rate Ordinance | xxii |
| Stormwater Rate Ordinance | xxiv |
| Water & Wastewater Resolution | xxv |
| BUDGET SUMMARY | |
| <u>COF Information & Organization</u> | 1 |
| Organizational Chart (City-Wide) | 3 |
| Structure of City Government | 3 |
| Profile of the City | 4 |
| Demographic Information | 6 |
| Awards & Recognitions | 7 |
| <u>Budget Planning</u> | 9 |
| Budget Preparation & Philosophy | 11 |
| Budgetary Planning Processes | 12 |
| FY 2021-22 Budget Goals | 14 |
| Basis of Budgeting & Accounting | 17 |
| Budget Calendar | 17 |
| Economic Outlook | 18 |
| <u>Fund Summary</u> | 21 |
| Budgeted Funds | 23 |
| All Funds Budget Summary | 25 |
| All Funds Revenue Summary | 26 |



City of Franklin, Tennessee
FY 2022 Operating Budget

Table of Contents

| | |
|--|------------|
| All Funds Expense Summary | 27 |
| Fund Balance Changes | 29 |
| Fund Matrix | 30 |
| Fund Balance Levels and Reserves | 31 |
| <u>General Fund Summary</u> | 33 |
| Introduction to the General Fund | 35 |
| General Fund Budget Summary | 37 |
| General Fund Revenue Summary & Model | 38 |
| General Fund Expense Summary (By Department) | 52 |
| Local Sales Tax/Property Tax Trends by Fiscal Year | 56 |
| Property Tax Rate Summary | 57 |
| Long-Range General Fund Forecast (Five-Year) | 58 |
| <u>Personnel Changes</u> | 63 |
| Pay and Classification Plan | 65 |
| Authorized Full-Time Employees | 66 |
| Change in Authorized Personnel Positions | 67 |
| <u>Debt</u> | 69 |
| Debt Capacity & Debt Service Levels | 71 |
| Debt Service for FY 2022 | 71 |
| Statement of Bonded Indebtedness for FY 2022 | 72 |
| BUDGET DEPARTMENTS | |
| <u>Governance & Management</u> | 73 |
| Elected Officials | 75 |
| Administration | 81 |
| Human Resources | 87 |
| Law | 93 |
| Communications | 97 |
| <u>Public Safety</u> | 103 |
| Police | 105 |
| Drug Fund | 115 |
| Fire | 119 |
| <u>Finance & Administration</u> | 129 |
| Finance | 131 |
| Purchasing | 137 |
| Information Technology | 143 |
| Revenue Management | 149 |
| Municipal Court | 153 |
| Project and Facilities Management | 157 |
| <u>Community & Economic Development</u> | 161 |
| Building and Neighborhood Services | 163 |
| Planning and Sustainability | 169 |
| Engineering / Traffic Operations Center (TOC) | 179 |



City of Franklin, Tennessee
FY 2022 Operating Budget

Table of Contents

| | |
|--|------------|
| Economic Development | 189 |
| Community Development Block Grant (CDBG) Fund | 195 |
| Transit System Fund | 199 |
| <u>Public Works</u> | 203 |
| Streets Department - Maintenance Division | 205 |
| Streets Department - Traffic Division | 211 |
| Streets Department - Fleet Maintenance Division | 215 |
| Stormwater Fund | 221 |
| Street Aid & Transportation Fund | 231 |
| Road Impact Fund | 235 |
| Parks | 239 |
| Sanitation & Environmental Services Fund | 247 |
| Water & Sewer Fund | 259 |
| <u>Other General Fund Expenditures</u> | 281 |
| General Expenses | 283 |
| Appropriations | 287 |
| Interfund Transfers | 291 |
| <u>Other Special Funds</u> | 295 |
| City Facilities Tax Fund | 297 |
| County Facilities Tax Fund | 301 |
| Hotel/Motel Tax Fund | 305 |
| Debt Service Fund | 309 |
| Parkland Dedication Fund | 319 |
| APPENDICES | 323 |
| <u>Capital</u> | 325 |
| Appendix A - Capital Summary | 327 |
| Appendix B - Capital Projects Funding FY 2021-2030 & Invest Franklin | 330 |
| Appendix C – Impacts of Capital Improvements on FY 2022 Budget | 333 |
| <u>Policies</u> | 335 |
| Appendix D – General Fund - Fund Balance Policy | 337 |
| Appendix E - Debt Management Policy | 347 |
| Appendix F - Capital Assets Policy | 363 |
| Appendix G - Investments Policy | 379 |
| <u>Operating Budget - Supplemental Information</u> | 393 |
| Appendix H - FY 2022 General Fund Expenditures By Account | 395 |
| Appendix I - FY 2022 Program Enhancement Requests | 401 |
| Appendix J - Pay Structure | 405 |
| Appendix K - Strategic Plan | 411 |
| <u>Reference Information</u> | 423 |
| Appendix L - Expenditure Classifications | 425 |
| Appendix M - Additional Demographic & Economic Information | 429 |
| Appendix N - Glossary of Terms | 435 |



May 7, 2021

Mayor Moore, Aldermen, and Citizens of Franklin,

Over the past year, communities across the world have been strained like never before by global pandemic, social upheaval, and economic hardships. Throughout these challenging times, the Franklin community and our City government has focused on responses that have been compassionate, knowledge-based, and resilient. Nonetheless, each person and each community has been forever changed by these extraordinary times. How we emerge is the pivotal question. Will we be stronger and better able to care for and about one another? Or will we be more divided, weaker, and less than we were before? With these questions in mind, our City team has focused on efforts to meet community needs while thinking of ways to strengthen the community. From their efforts a framework for a “Stronger Franklin” has emerged, focusing on four key areas:

- 1) pandemic – the response to the pandemic and beyond,
- 2) people - caring for people in the community and throughout our City team,
- 3) projects - delivering on vital community projects, and
- 4) possibilities - building capacity to make the most of future opportunities.

Despite the challenges of 2020, Franklin has continued to be recognized nationally for our strong community character and quality of life. This past year, Franklin was chosen as one of ten All America Cities by the National Civic League, the first Tennessee city to receive this recognition since 1999. For the third consecutive time, *Money* magazine ranked Franklin in the top ten of its “Best Places to Live” list. There also continues to be strong investment in the community with nearly \$1 billion of permitted development in Franklin over the past two years despite the economic impact of the pandemic.

As we move into a new fiscal year, challenges remain, as do many opportunities. The City of Franklin will continue to be bolstered by our highly capable City team supported by strong long-term financial plans and policies that provide vital financial capacity to weather difficult times. Our best efforts will be required to meet the demands that lie 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. The City of Franklin must craft a budget and action plan that is both fiscally prudent and consistent in maintaining our commitment to community service.

Budget Overview

The 2021-22 (FY22) General Fund budget is \$84,467,632, which represents an increase of 9.8% (including one-time funding from Federal and State government) compared to the current \$76,961,962 million budget for 2020-21 (FY21). The FY22 budget for all funds is \$166,768,250, which represents an increase of 1.7% compared to FY21.

Highlights of the 2021-22 Budget

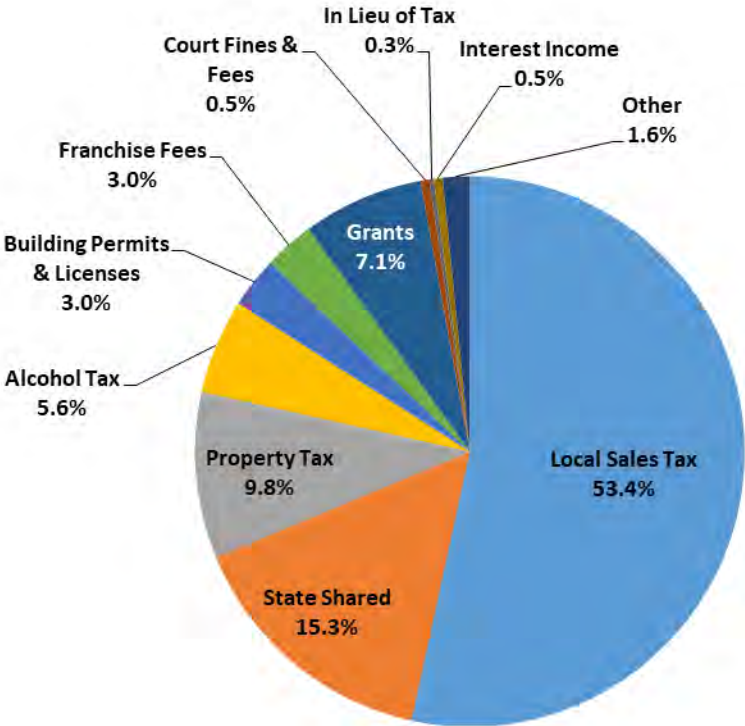
- The budget is balanced.
- The budget fully complies with the Board of Mayor and Aldermen’s debt and fund reserve policies.
- Essential service levels are maintained.
- There is no property tax increase in the FY 2022 Budget. The City’s property tax rate will be reduced from the current rate of \$0.4176 per \$100 of assessed valuation due to the revaluation of property throughout Williamson County. The exact property tax rate will be available in mid-May based on the County Property Assessor’s updated property valuations. The Invest Franklin dedicated funding for infrastructure/transportation investment and support of City operations dedicated five years ago remains in place. The City of Franklin continues to maintain one of the lowest municipal property tax rates in the State of Tennessee.
- The budget includes seven new positions and seven “restored” positions in the General Fund. The new positions within the General Fund include the establishment of an “Urban Street Tree” crew (four positions), a trail maintenance position, and an Emergency Management position. The seven restored positions are spread across six departments including Streets, Parks, Planning, Engineering, Building & Neighborhood Services and Revenue Management/Customer Service. There is a new position in the Sanitation and Environmental Services Fund due to growth and four new positions in Water Management Fund to assist with the expanded and upgraded Water Reclamation Facility that will open in 2022.
- A general pay increase for City team members will be effective the first pay period of July 2021. The budget includes a general pay increase of 2.5% plus an additional performance-based pay increase of up to an additional 2.5%.
- The budget also includes a one-time pay supplement of \$1,000 to all City team members (full-time and permanent part-time employees) funded through a portion of the City of Franklin’s American Rescue Plan allocation. These essential workers have truly gone above and beyond over the past 15 months to serve the community during challenging times.
- For the second consecutive year, health insurance premiums for City team members will remain unchanged in FY22.
- In FY22, the City will begin to work with an outside fleet management partner to provide “consumer vehicles” (sedans, SUVs, and pickup trucks) for City departments. This approach will provide better updated vehicles to our team in a more efficient manner.
- Funding is provided for important investments operating capital (\$3.7 million) including equipment replacements, technology enhancements, and facility improvements.

- The FY22 budget includes rate increases in other funds: a \$1.50 per month increase for resident trash and recycling collection (from \$19/month to \$20.50/month), a 5% increase in Stormwater utility rates (an annual impact to residential customers of between \$1.64 to \$2.63 per year), and planned water and sewer rate increases of approximately 3%.
- The budget incorporates performance measures and sustainability initiatives for every department. The connection to our Strategic Plan, **FranklinForward**, is clearly linked to performance measures and objectives throughout the budget, including insights from the recently completed citizen survey.

General Fund Overview

Revenues. In total, General Fund revenues for FY22 are projected at \$84.5 million, an increase of 9.8% over the current FY21 budget of \$77 million. This budget includes \$4.2 million in one-time revenue coming from the Federal government (the first of two equal payments from the American Rescue Plan at \$3.3 million) and the State of Tennessee (\$900,000 from the recently approved budget). These one-time state and federal funds will be targeted in the FY22 budget and to include public safety investments such Police cruiser replacements, an Advanced Life Support upgrade for Fire Engine 6, revenue replacements for the Street Aid Fund and the Hotel/Motel Fund, and one-time pay supplements to City team members in recognition of their efforts throughout the pandemic. The following is a summary of revenue by category.

General Fund Revenue by Category – FY22



Sales Tax. The City’s largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 53.4% of total General Fund revenue. The FY22 sales tax budget of \$45.1 million represents a projected increase of 17.9%, or \$6.9 million, compared to the FY21 budget of \$38.3 million. Beginning April 2021, the City of

Franklin began to receive the municipal portion (50%) of the additional half-cent local option sales tax approved by Williamson County voters in 2018. The City of Franklin had dedicated its portion of this new portion of local sales tax to public schools for the first three years, which ended on April 1, 2021. This additional sales tax component is projected to generate more than \$7 million per year in revenue. Consistent with the original plan, half of this revenue will be dedicated to General Fund operations with the other half dedicated to support the City's capital investment plan.

Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue (also referred to as state-shared revenue plus grants received in the General Fund), accounts for 22.4% of total General Fund revenue and is projected to be \$18.9 million, an increase of 18.5% compared to the FY21 budget of \$15.9 million. This increase is reflective of stronger-than-expected state sales tax receipts and the inclusion of one-time grant revenue from the State of Tennessee and the Federal government (American Rescue Plan).

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 9.8% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY22 is \$8.2 million, compared to \$8.4 million budgeted in FY21. The General Fund portion of property tax revenue is the result of the total property tax of \$23.2 million minus \$2.5 million due to the City's Industrial Development Board, less \$11.7 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 Williamson County Property Assessor is implementing revaluation of property throughout the County every-five-years. As a result, the City property tax rate will reduce from \$0.4176 per \$100 of assessed valuation. The exact property tax rate will be calculated later in the month of May based on the County Property Assessor's updated valuations. The City's property tax rate remains one of the lowest property tax rates among cities across Tennessee and the nation.

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 FY22 budget year, these various alcohol taxes are projected to generate \$4.7 million, accounting for 5.6% of General Fund revenue. The projected FY22 revenue is an increase of 5.4% compared to the FY21 budget.

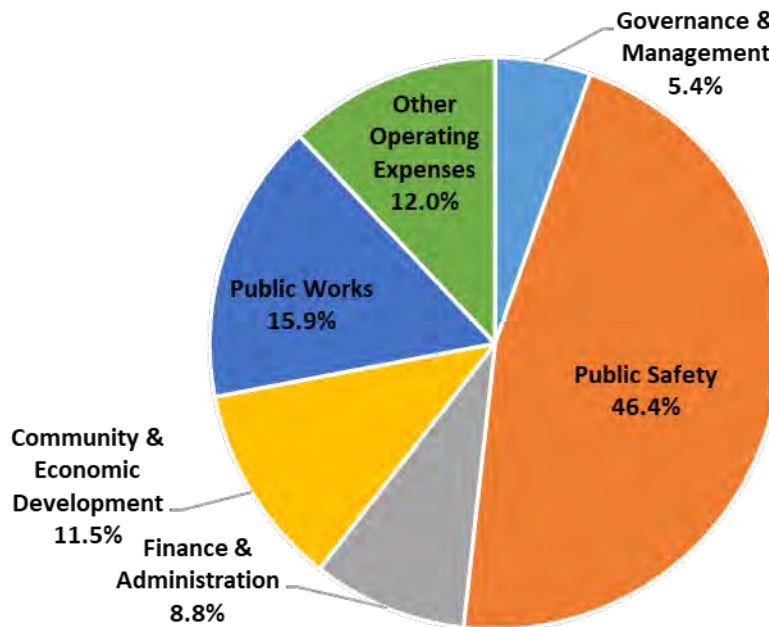
Building Permits and Licenses. While we have yet to see slowing in local construction activity, the proposed budget incorporates an assumption that the pace of development will slow in the coming year. The budget for building permit and license fees revenue is projected at \$2.5 million for FY22, a reduction of 10.2% compared to FY21. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 3% of the General Fund revenue.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 3.0% of General Fund revenue. For FY22, \$2.5 million is projected in franchise fees, a modest 0.2% increase compared to FY21.

Other Revenues. Other revenue categories of note include municipal court fines/fees, and interest income. Court fines/fees are projected to have modest growth at 3.8% in FY22 compared to the prior year. Interest income is projected to remain flat in the FY22 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 \$84.5 million for FY22. The following chart displays a summary of expenditure activities within the proposed budget by service area. Public safety functions account for slightly less than half (46.4%) the total General Fund budget.

General Fund Expenditures by Major Service Area – FY22



Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 71.1% of the City’s General Fund budget. Overall, employment-related costs are projected at \$60.1 million, a 5.9% increase compared to the current budget of \$56.8 million.

Salary Adjustment. The FY22 budget includes a total \$1.7 million for annual pay adjustments. The annual pay increase for City team members will involve two components again this year: 1) approximately 60% of the pay adjustment will be allocated in an across-the-board 2.5% general pay increase or “market adjustment,” and 2) an additional pay increase ranging from 0.5% to 2.5% will be provided to City team members based on their 2019 and 2020 performance evaluations. As a result, City team

members will receive pay increases ranging between 3% and 5% based on their performance. The pay adjustment will be effective the first full pay period in July 2021. A similar pay adjustment approach was implemented in the three fiscal years prior to the COVID-19 pandemic.

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 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, were enrolled into the TCRS system upon hire and are full participants in the system. The City contribution to TCRS for enrollees is 5.92% of salary. Based on projections, an 5.1% increase in the City's pension contribution is included in the FY22 budget. Overall, pension expenses for FY22 are projected at approximately 12.2% of total payroll.

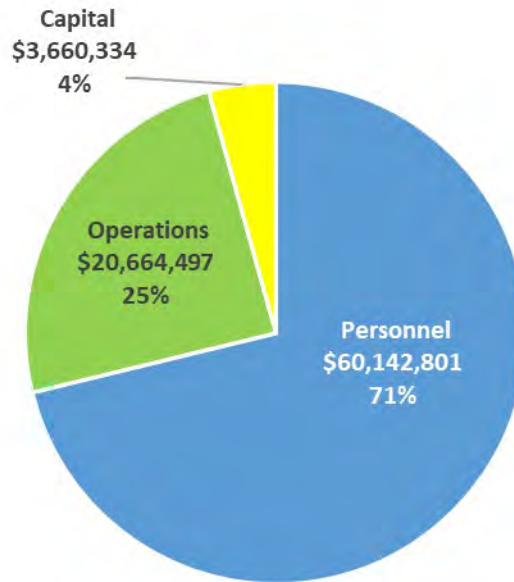
Employee Benefits. For several years, the City has adopted a specific approach to sharing health insurance costs with employees. Using this policy, the City pays 85% of the premium for single coverage and 80% of the premium for employee family coverage for active employees. The City's premiums for health, vision, and dental insurance are projected to remain flat in FY22. Beginning 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 remain flat in FY22.

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 24.5% of General Fund expenditures. The FY22 budget amount for operational expenses is \$20.6 million, an increase of 24.2% compared to FY21.

Transfers to Other Funds. One of the largest increases in the FY22 General Fund operations budget, transfers to other funds is increasing by \$2,073,523 or 58.6% over FY21. Transfers fall into three categories. The first are ongoing transfers - \$250,000 from the General Fund to the Street Aid and Transportation Fund in FY21. (which funds the "sidewalk gap" projects approved as a part of the Invest Franklin initiative) and \$903,034 from the General Fund to the Transit Fund (a decrease of 10% compared to FY21). The second category of transfers include \$2,347,000 from the General Fund to

the Capital Projects Fund for approved CIP projects (including the remainder of Phase I of City Hall). The final category of transfers total \$2,200,000 of American Rescue Plan monies to multiple funds to compensate for revenue losses suffered as a result of the COVID-19 pandemic and investment in sewer infrastructure. 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 – FY22



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 FY22 General Fund budget, capital expenditures are projected at \$3.7 million, an increase of 3.3%. The FY22 capital expenditures are for high-priority equipment replacement, including police cruisers (replacements were deferred as a part of FY21 budget reductions), Information Technology security enhancements, and customer call-management/tracking software. To assist in funding these capital equipment replacements, the FY22 budget will utilize \$0.015 of the property tax rate previously identified for capital investment funding. This funding represents approximately \$821,000.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY22 budget funds these organizations at \$506,458, an increase of \$54,890 compared to the FY21 budget. Funding levels were reduced in FY21 by 10% consistent with reductions absorbed by City departments in the budget. The FY22 budget restores agencies to the FY20 levels, a net increase of \$20,750. There were modest increases granted to agencies

(\$15,640) that had requested additional funding (\$37,600 of increases were requested). Two new agencies were added to the recommended funding: Davis House Child Advocacy Center, a local agency that works closely with the Franklin Police Department in addressing the impact of child abuse, and Gilda's Club, which provides support for local families fighting cancer.

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 (FY21) with a General Fund reserve of \$57. million. With no draw from General Fund reserves planned, this same fund balance is projected for FY22. The reserve level of \$57.1 million represents 67.6% of annual revenue and expenditures at the end of FY22. In 2014, the Board of Mayor and Aldermen identified a policy to permit the use of reserves above 45% for "pay-as-you-go" funding of capital investment projects. Given this policy and the current projections for General Fund cash reserves, more than \$17.4 million from reserves could be available for funding capital projects.

Despite the challenges of the past year, 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 recent years, the City's Triple-A ratings from both rating agencies have been 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 FY22 budget for this fund is \$3.9 million. Included in this budget is approximately \$821,873 from the City's property tax revenue to fund additional neighborhood street resurfacing. The City will also use \$50,000 from American Rescue Plan funds to replenish lost revenue in the Street Aid Fund. Funding of \$250,000 per year is provided for "sidewalk gap" construction as part of the Invest Franklin program. Sidewalk projects funded through this initiative are designed to better connect neighborhoods throughout the community. FY22 marks the final year of the five-year commitment made by the Board in the Invest Franklin program.

Sanitation and Environmental Services Fund. The FY22 budget for the City's Sanitation and Environmental Services Fund is \$11.2 million, an increase of 4.6% compared to FY21. The FY22 budget includes the restoration of one position, the addition of one new position, the replacement of two side loaders, the addition of one side loader (funded by the City Facilities Tax Fund), and a loader for the City's transfer station. In January 2020, the Sanitation and Environmental Service (SES) team moved residential recycling from blue bags to roll-out containers. Currently, nearly 14,000 customers have opted into the City's Blue Bin program, a

number significantly higher than our goal of 10,000 customers. For the past four fiscal-year budgets (FY19-FY21) there has not been a General Fund subsidy budgeted for 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. Revenue in this fund is projected at \$4.6 million for FY22, a reduction of 46.5% compared to FY21 projections. The FY22 budget includes \$5.9 million in expenditures. The budget anticipates \$2.9 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. A review and update the City's Road Impact fee structure is planned for FY22. The cost of this study (\$50,000) is included in the FY22 budget.

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 FY22 budget includes \$544,300 for purchase of a new side loader in the Sanitation and Environment Services Department. This new equipment will support expanded services to new homes built in Franklin in recent years. This is the only expenditure included in the FY22 City Facilities Tax Fund budget, a reduction of 81% compared to FY21. In FY20 and FY21, the Facilities Tax Fund incurred significant costs associated with the construction of Fire Station 7 in Southeast Franklin. Fire Station 7 was occupied in April 2021. It should be noted that 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) was expended in FY20. The FY21 budget included \$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.

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 \$2.8 million for FY22. The FY22 budget includes a 5% increase in Stormwater fees, the first rate

increase since the fee was created in 2004. A financial analysis on the fund show that this modest rate increase will sustain this fund through the next five years of operation. 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 FY22 budget includes expenditures of \$258,500, funding repairs of the Century Court Firing Range and additional cell phones for Police Officers.

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 investments 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. The COVID-19 pandemic dramatically impacted tourism and hotel occupancy resulting in a substantial decrease in revenue in the City's Hotel/Motel Fund. Revenue projected in the FY22 Hotel/Motel Tax Fund budget is \$3.6 million, an increase of 92.5% compared to FY21 projected revenue. This revenue increase includes the allocation of \$1.15 million in American Rescue Plan funds to replace revenue loss experienced in this fund during the pandemic. The FY22 expenditure budget provides for \$2.7 million in expenditures for existing debt service, project funding commitments, and support of marketing of Franklin as a tourist destination. These promotional efforts are particularly important as tourists begin to travel again.

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 \$8.2 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. Currently, the FY22 Budget does not include activity in this fund. In the FY21 budget, the Parkland Dedication Fund includes \$1.51 million as a transfer to the Capital Project Fund to support project funding, a similar amount to the FY21 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 FY22 is \$815,364, a decrease of 9.7% compared to the FY21 budget. In total, the Transit Fund budget is \$3.3 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 FY22, funding is recommended to be \$776,000, an increase of \$163,000 compared to the FY21 budget. This fund has seen large infusions of one-time COVID-19 aid for non-profit agencies (over \$700,000 between FY21 and FY22) within Franklin community. The City is working to allocate these funds to local nonprofits that have been on the frontlines of the COVID-19 response in terms of providing food, housing, and medical support. The ongoing funding of the CDBG program is projected at \$373,000 within the FY22 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 FY10 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 FY22 budget for the Debt Service Fund is \$16.1 million, which is an increase of \$768,793 million compared to FY21. The increased debt service is driven by the restructuring of debt associated with the construction of the Police Headquarters. The restructuring will pay principle earlier and retire debt sooner, resulting in significant savings. Overall, the debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY22 budget includes \$11.7 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 FY22 budget consists of \$14.3 million for water, \$19.8 million for water reclamation, and \$590,425 for reclaimed water. In total, the combined FY22 Water Management budget is \$34.8 million. The FY22 Water Management budget includes restoration of one unfunded position and the addition of four positions. All four new positions are related to the operations of the City's expanded and upgraded Water Reclamation Facility, which will come online within the next year.

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. The FY22 budget includes assumed rate adjustments of 2.9% for water and 3% for wastewater, which would go into effect on January 1, 2022. The City is currently updating its five-year water and sewer rates, which will be presented to the Board this summer. Through the 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

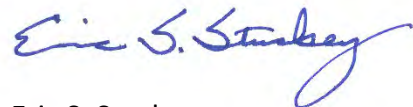
Despite unprecedented economic challenges, the City of Franklin is in excellent financial condition. Our reserves are at strong levels, our debt obligations are relatively low and manageable, and our tax rates are among the lowest in the state. The City leadership team has taken decisive action over the past 15 months 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; 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 guidance, 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. 2021-15

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, ADOPTING A BUDGET FOR THE FISCAL YEAR 2021-2022; 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, 2021, 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 2021-2022 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, 2021 – June 30, 2022"

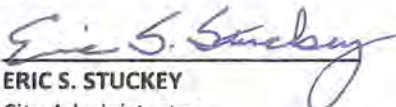
SECTION II: That each fund of the City shall limit its expenditures to the amount appropriated; that any changes or amendments to the appropriations set forth in the budget shall be made in accordance with the City Code, Article VIII.

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.

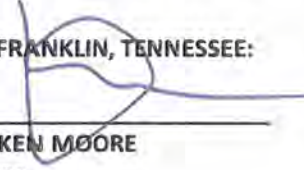
SECTION IV: That the City Administrator is authorized to execute the non-profit funding agreements in accordance to the funding approved as part of this budget.

SECTION V: That this Ordinance shall take effect on July 1, 2021, 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.

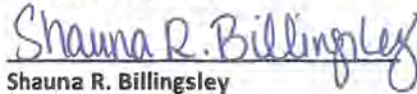
ATTEST:

By: 
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: 
DR. KEN MOORE
Mayor

Approved as to Form:


Shauna R. Billingsley
City Attorney

PASSED FIRST READING:

May 25, 2021

PUBLIC HEARING:

June 8, 2021

PASSED SECOND READING:

June 8, 2021

PASSED THIRD READING:

June 22, 2021

ORDINANCE NO. 2021-16

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2021-2022; 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, BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE, AS FOLLOWS:

SECTION I: 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 2021-2022 pay a tax of 32.61 Cents (\$.3261) 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: The tax rate stated in Section 1 shall be divided as follows:

| | |
|-------------------|---|
| General Fund | 14.64 cents (\$.1464) or percentage approximate to 44.9% based on the certified tax rate. (Inclusive of proceeds from the tax increment financing district) |
| Debt Service Fund | 16.47 cents (\$.1647) or percentage approximate to 50.5% based on the certified tax rate. |
| Street Aid Fund | 1.50 cents (\$.0150) for street maintenance. |

SECTION III: 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
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

BY: DR. KEN MOORE
DR. KEN MOORE
Mayor

Approved as to Form:

Shauna R. Billingsley
Shauna R. Billingsley, City Attorney

PASSED FIRST READING

May 25, 2021

PUBLIC HEARING:

June 8, 2021

PASSED SECOND READING

June 8, 2021

PASSED THIRD READING:

June 22, 2021

ORDINANCE 2021-17

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

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

WHEREAS, an annual budget process appropriating funds to the various departments and divisions of the City government for the fiscal year beginning July 1, 2021 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 THAT:

SECTION I. Appendix A, Chapter 17 of the Franklin Municipal Code, subsection entitled "Collection Service Fees" be deleted in its entirety and replaced with the following:

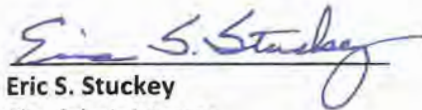
CHAPTER 17. – MUNICIPAL SOLID WASTE DISPOSAL


| <i>Collection Service Fees</i> | |
|--|---|
| <u>Residential</u> | |
| First MSW rollout container | \$20.50 per month (one pick-up/week) |
| Second and subsequent MSW rollout containers | \$7.50 per month/per container |

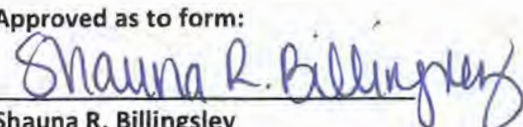
SECTION II. This Ordinance shall take effect for billing cycles beginning July 1, 2021, from and after its passage on second and final reading, the health, safety, and welfare of the citizens requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE:

By: 
Eric S. Stuckey
City Administrator

By: 
Dr. Ken Moore
Mayor

Approved as to form:

Shauna R. Billingsley
City Attorney

PASSED FIRST READING:

May 25, 2021

PUBLIC HEARING:

June 8, 2021

PASSED SECOND READING:

June 8, 2021

PASSED THIRD READING:

June 22, 2021

ORDINANCE 2021-18

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, TO AMEND APPENDIX A – COMPREHENSIVE FEES AND PENALTIES, CHAPTER 23 STORMWATER MANAGEMENT, OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE EQUIVALENT RESIDENTIAL UNIT (ERU) RATE.

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

WHEREAS, an annual budget process appropriating funds to the various departments and divisions of the City government for the fiscal year beginning July 1, 2021, has been completed in accordance with state law and local ordinances.

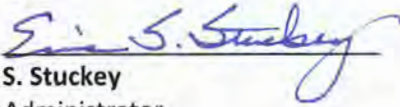
NOW, THEREFORE, BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:

SECTION I. That Appendix A, Chapter 23 of the Franklin Municipal Code, line entitled "Equivalent residential unit (ERU) Rate – Nonresidential" be deleted in its entirety and replaced with the following:

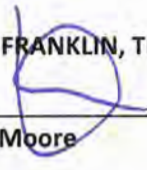
| | |
|---|------------------|
| Equivalent residential unit (ERU) Rate – Nonresidential | \$3.83 per month |
|---|------------------|

SECTION II. That this Ordinance shall take effect for billing cycles beginning July 1, 2021, from and after its passage on second and final reading, the health, safety, and welfare of the citizens requiring it.

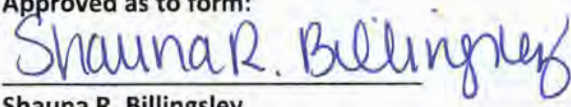
ATTEST:

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:

May 25, 2021

PUBLIC HEARING:

June 8, 2021

PASSED SECOND READING:

June 8, 2021

PASSED THIRD READING:

June 22, 2021

RESOLUTION NO. 2021-94

**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 2021-2022; 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 2021-2022, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2021 – June 30, 2022," which is found on pages 259-280 hereto as if set forth herein, is approved and adopted.

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

ADOPTED THIS 8th DAY OF June 2021.

ATTEST:

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

CITY OF FRANKLIN, TENNESSEE:

By: Dr. Ken Moore
Dr. Ken Moore
Mayor

Approved as to Form:

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



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Budget Summary

City of Franklin Information & Organization

-
- **Organization Chart (City-Wide)**
 - **Structure of Government**
 - **Profile of the City**



City of Franklin, Tennessee
FY 2022 Operating Budget

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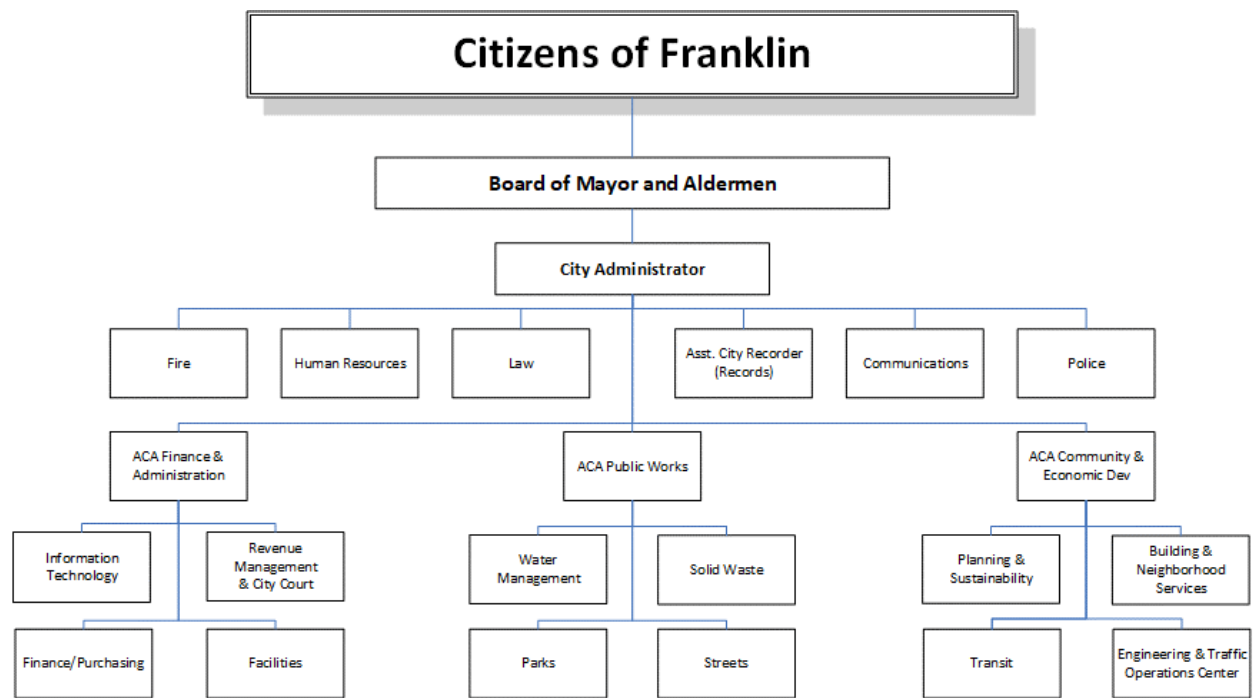
City of Franklin, Tennessee

FY 2022 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 2022 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 2022 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



City of Franklin, Tennessee

FY 2022 Operating Budget

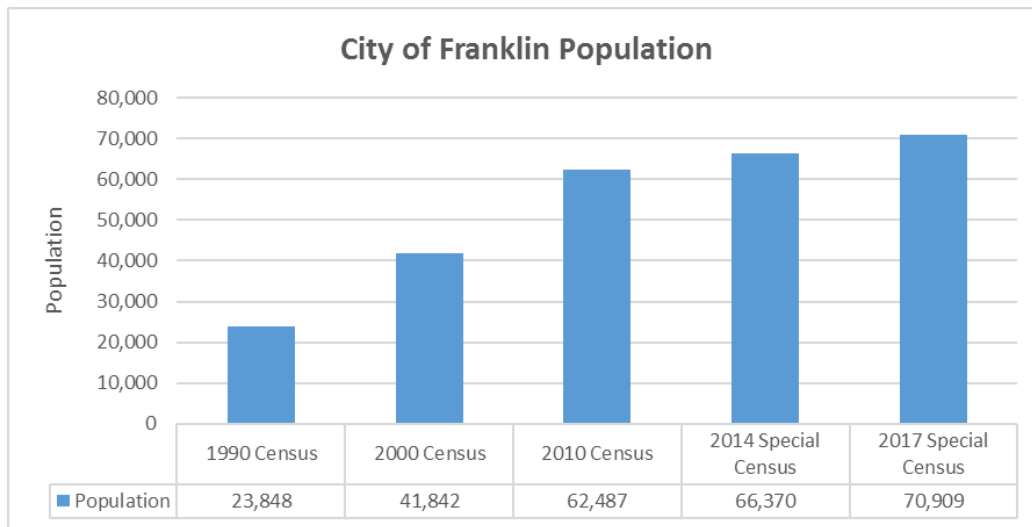
City of Franklin Information & Organization

appropriations between departments however requires three more readings by the Board and a public hearing.

Demographics

Additional Demographic information can be found in the Appendices.

| <u>Income</u> | <u>Franklin</u> | <u>Williamson County</u> |
|-------------------------|-----------------|--------------------------|
| Median Household Income | \$98,231 | \$112,962 |
| Per Capita Income | \$48,318 | \$ 52,702 |



Education Attainment for Adults Age 25 Years and Older

| | Franklin | | Williamson County | |
|--------------------|---------------|---------|-------------------|---------|
| | Number | Percent | Number | Percent |
| <High School | 2,582 | 4.9% | 6,828 | 4.6% |
| High School | 14,637 | 27.8% | 42,443 | 29% |
| Associate's Degree | 3,062 | 5.8% | 9,508 | 6.5% |
| Bachelor's Degree | 20,154 | 38.3% | 55,274 | 37.8% |
| Graduate Degree | 12,223 | 23.2% | 32,292 | 22.1% |
| Total | 52,658 | | 146,345 | |

Source: United States Census Bureau, American Community Survey 5-year Estimates – 2015-2019.



City of Franklin, Tennessee FY 2022 Operating Budget

City of Franklin Information & Organization

Awards & Recognitions

**#1 Best Town in Tennessee - 2015,
2016 - Niche Rankings**

**Control Authority Pretreatment Excellence
Award – Water Reclamation Facility**

Kentucky/Tennessee American Water Works Association and Water Environment Federation

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

**Top 5 Most Romantic Main
Streets**

National Trust for Historic Preservation



**Municipal Field of the Year –
Parks Department**

Tennessee Turf Grass Association

Best Cities for Home Ownership (#11)

NERDWALLET

BEST PLACE IN TENNESSEE (#11)
MOVOTO REAL ESTATE

Top 100 Places to Live
Relocate America

**#8 Best Places to
Live in 2020**

Money Magazine



BEST SOUTHERN TOWN
GARDEN AND GUN MAGAZINE

Cities on the Rise
NerdWallet

**Best Towns for Families
(#3)**

Family Circle Magazine

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

#10 Best Town to Retire in USA

USA Today/Bankrate 2015

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

**National Savvy Award – Communications
Division**

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

**Top 50 Cities to start a
business
BusinessWeek**

...Just to name a few!!!



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Budget Summary

Budget Planning

-
- **Budget Preparation & Philosophy**
 - **Budgetary Planning Processes**
 - **2021-2022 Budget Goals**
 - **Basis of Budgeting & Accounting**
 - **Budget Calendar**
 - **Economic Outlook**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 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 2020-21 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 2022 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. To evaluate and monitor our services, departments also include performance measures tied to the City's Strategic Plan –



City of Franklin, Tennessee **FY 2022 Operating Budget**

Budget Planning

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.

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 2022 Operating and Capital Budget.



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget Planning

| Budgetary Planning Processes | | | |
|---|---|--|--|
| Planning Process | Planning Process Focus | Description of Focus | Impact on Operating Budgets |
| Strategic Planning (see Appendix K for more information) | 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. |
| Revenue Forecasting | 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. |
| Capital Improvement Plan | 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. |
| Vehicle/Equipment Replacement | 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. |
| Computer/Hardware Replacement | 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. |
| Street Condition Assessment | 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 2022 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 2022 Budget goals are provided herein showing both the type of goal but where (and if) the proposed goal ties into **FranklinForward**, the City of Franklin's Strategic Plan. These were adopted by the Board of Mayor and Alderman via Resolution 2020-294.

Financial Goals

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

Non-Financial Goals

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget Planning

Non-Financial Goals

| | |
|--|---|
| | <ul style="list-style-type: none"> Develop, adopt, and implement programs and policies, which create and sustain a positive economic environment within the City of Franklin supporting job growth and private investment. |
| | <ul style="list-style-type: none"> Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position. |
| | <ul style="list-style-type: none"> Continue an emphasis on maintenance of facilities and equipment with replacement of the City's fixed assets as necessary, which include equipment, infrastructure, and facilities. |
| | <ul style="list-style-type: none"> Continue and further enhance our commitment to employee training and professional development, and thereby providing a positive work environment for teamwork, individual and department initiatives, productivity, and individual development. |
| | <ul style="list-style-type: none"> Maintain and continue to enhance the compensation and benefit plan for employees within our financial capabilities; to retain and attract qualified and motivated employees in a highly competitive market. |
| | <ul style="list-style-type: none"> Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city. |

Specific Fiscal Year 2022 Initiatives



| | |
|--|--|
| | <ul style="list-style-type: none"> Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin. |
| | <ul style="list-style-type: none"> 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. |
| | <ul style="list-style-type: none"> 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. |
| | <ul style="list-style-type: none"> 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. |
| | <ul style="list-style-type: none"> Continue efforts to recruit qualified employees including efforts to diversify the workforce. Review the City's compensation plan to maintain the City's position as a highly competitive employer in the region. |
| | <ul style="list-style-type: none"> Respond to community needs that arise from the evolving COVID-19 pandemic. Enact City policy and practices consistent with the best medical and scientific guidance related to the COVID-19 outbreak. |







City of Franklin, Tennessee

FY 2022 Operating Budget

Budget Planning

| | |
|---|--|
|  | <ul style="list-style-type: none">• 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. |
|  | <ul style="list-style-type: none">• Continue to identify opportunities to expand and enhance the City's engagement with the public through various strategies and mediums. |

Specific Fiscal Year 2022 Initiatives

| | |
|---|--|
|  | <ul style="list-style-type: none">• Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners. |
|  | <ul style="list-style-type: none">• 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, FranklinForward, and further development and build out of the City's Open Performance website - http://performance.franklintn.gov. |
|  | <ul style="list-style-type: none">• Support the sustainability efforts identified by staff and the City's Sustainability Commission. |
|  | <ul style="list-style-type: none">• Continue work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County, and throughout the Middle Tennessee region. |



City of Franklin, Tennessee

FY 2022 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.

| | |
|---|--|
| Budget Materials Distributed | December 15, 2020 |
| Department Requests Due | January 15, 2021 |
| Initial Meetings with Finance | 3 weeks before budget presentation |
| Initial Meetings with City Administrator | 2 weeks before budget presentation |
| Proposed Department Budgets Distributed to Committee and Board | 1 week before budget presentation |
| Budget Presentations to Finance Committee | Each Finance Committee meeting in January, February, March, and April |
| Proposed Budget Distributed to Board of Mayor and Aldermen | Week of May 10, 2021 |
| Budget Hearings (as needed) | Thursday, May 13, 2021 |
| Budget Notice | No later than 10 days before 2nd Reading |
| First Reading of Budget & Tax Rate Ordinances (Water Rates Ordinances, if necessary) | Tuesday, May 25, 2021 |
| Second Reading (Public Hearing) | Tuesday, June 8, 2021 |
| Third & Final Reading | Tuesday, June 22, 2021 |
| New Fiscal Year | Monday, July 1, 2021 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget Planning

Economic Outlook

There have been few 12-month periods since WWII with less uncertainty than the one beginning March 2020. When the FY 2021 City budget was proposed in May 2020, the revenue losses from the pandemic shutdown of late March and April 2020 were unknown. However, the tone of the country was apprehensive, with infection and death rates climbing and little consensus on how to navigate the public health crisis and economic disruption. Many aspects of economic and community life slowly reopened in Tennessee beginning late April 2020. However, reduced capacity in retail and restaurant establishments continued for much of the 12-month period and significantly less business travel and tourism linger even now in May 2021. Larger metropolitan areas with greater exposure to these latter sectors of the economy experienced longer periods of revenue losses and resulting business disruptions.

Unemployment rates spiked in spring 2020 as service sector jobs were quickly lost. Conversely, jobs with the ability to work remotely were not shed in as high a number. For example, in July 2020, the City of Franklin's unemployment rate was 6.6% versus 10.1% for the State of Tennessee, which reflects the greater number of Franklin residents who can work remotely, at least on a temporary basis. Both the city and the state improved to near pre-pandemic unemployment rates by early 2021. For February 2021, the most recent data provided by the State of Tennessee Department of Labor and Workforce Development, the City of Franklin's unemployment was down to 2.9% and the State of Tennessee is 4.9%. Service sector jobs are widely available both in the city and the state, with some employers, including restaurants, offering "signing bonuses" to attract new applicants.

Until COVID 19 vaccinations were readily available to all adults, it was difficult to begin concretely assessing the economic damage. By spring 2021, signs of hope were emerging. The Tennessee Department of Health reported on May 4, 2021, that 44.58% of adult Williamson County residents had received at least 1 dose of the COVID 19 vaccine. At the same time, 34.89% of adult Williamson County residents are considered fully vaccinated. In addition, all residents ages 16 and older have multiple no-charge options for accessing the vaccinations, including ones with no appointment necessary.

The question often asked by government officials and private businesses alike is "What will the economy look like post pandemic?". One impact is the shortage of available housing in Franklin and the middle Tennessee area as a whole. In Williamson County, the average sales price of a single-family home increased 23.5% between February 2020 (\$646,230) and February 2021 (\$797,869). In the same months, the inventory of single-family homes for sale decreased (75.4%) from 2,138 to 526. Low interest rates are part of the explanation for the increased home demand. However, it may not be the primary reason as more out of state residents look



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget Planning

Economic Outlook

to move to middle Tennessee and the duration of the remote work period increases the desirability of additional living space.

A second economic condition post pandemic is the influx of \$1.9 billion of federal ARP funds between 3/17/2021 and 12/31/2024. Areas of spending include:

- Economic impacts payments of up to \$1,400 per person to eligible persons
- Additional relief of up to \$1,600 per child through the Child Tax Credit
- Additional relief of up to nearly \$1,000 through the Earned Income Tax Credit
- Up to \$300 a week of additional unemployment benefits through 9/6/2021
- Distribution of \$6.3 billion to the State of Tennessee and its local governments, of which \$9 million is allocated to the City of Franklin.

The Nashville MSA is poised to enter FY 2022 in a strong economic position. The largest recent announcement was made by tech giant Oracle, with intentions to bring 8,500 jobs with an average salary of \$110,000 to a new 650-acre Nashville Riverfront campus. The company estimates it will also generate 10,000 temporary positions during construction. Within Williamson County, Franklin based Ramsey Solutions is adding a new 192,000 square foot office building to its existing headquarters with completion planned for mid-2021.

The proposed FY 2022 Budget restores some areas of funding that were not included in the adopted FY 2021 Budget due to unknown revenues, such as previously authorized but vacant positions and employee raises. These restorations will enable staff to serve our ever-growing residential population and address infrastructure and community needs more effectively as we embark on the post pandemic period.



City of Franklin, Tennessee
FY 2022 Operating Budget

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Budget Summary

All Funds Summary

-
- **Budgeted Funds**
 - **All Funds Budget Summary**
 - **All Funds Revenue Summary**
 - **All Funds Expense Summary**
 - **Fund Balance Changes**
 - **Fund Matrix**
 - **Fund Balance Levels & Reserves**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 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 2022 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.

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



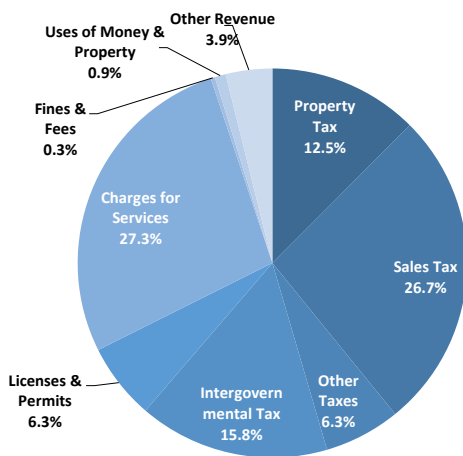
City of Franklin, Tennessee FY 2022 Operating Budget

Fund Summary: Budget Summary - All Funds

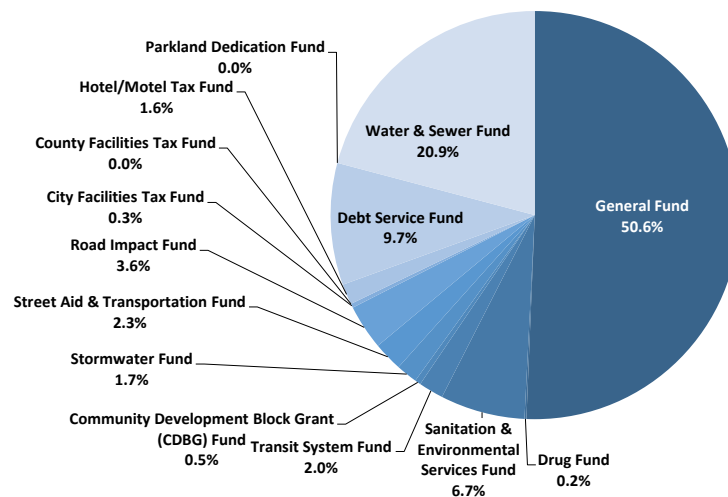
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

| | <u>Actual 2019</u> | <u>Actual 2020</u> | <u>Budget 2021</u> | <u>Estd 2021</u> | <u>Budget 2022</u> | <u>Difference '21 vs. '22</u> | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|----------------|
| | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F (E-C)</u> | <u>G (E/C)</u> |
| Revenues | | | | | | | |
| Property Tax | \$ 18,978,545 | \$ 19,889,082 | \$ 20,127,860 | \$ 20,303,313 | \$ 21,117,816 | \$ 989,956 | 4.9% |
| Sales Tax | \$ 36,168,173 | \$ 35,453,379 | \$ 38,261,586 | \$ 39,512,020 | \$ 45,121,566 | \$ 6,859,980 | 17.9% |
| Other Taxes | \$ 12,167,733 | \$ 12,077,798 | \$ 8,511,015 | \$ 10,825,169 | \$ 10,705,116 | \$ 2,194,101 | 25.8% |
| Intergovernmental Tax | \$ 20,329,912 | \$ 19,731,103 | \$ 21,659,634 | \$ 21,392,052 | \$ 26,797,334 | \$ 5,137,700 | 23.7% |
| Licenses & Permits | \$ 14,187,525 | \$ 18,609,778 | \$ 10,690,197 | \$ 14,287,680 | \$ 10,704,527 | \$ 14,330 | 0.1% |
| Charges for Services | \$ 43,926,686 | \$ 43,981,727 | \$ 44,309,465 | \$ 43,635,758 | \$ 46,121,867 | \$ 1,812,402 | 4.1% |
| Fines & Fees | \$ 513,133 | \$ 583,079 | \$ 648,861 | \$ 469,918 | \$ 581,010 | \$ (67,850) | -10.5% |
| Uses of Money & Property | \$ 3,934,691 | \$ 4,599,734 | \$ 1,528,139 | \$ 1,846,019 | \$ 1,555,063 | \$ 26,924 | 1.8% |
| Other Revenue | \$ 32,551,660 | \$ 47,699,517 | \$ 9,707,025 | \$ 5,870,328 | \$ 6,533,664 | \$ (3,173,361) | -32.7% |
| Total - All Funds Revenues | \$ 182,758,058 | \$ 202,625,194 | \$ 155,443,782 | \$ 158,142,254 | \$ 169,237,961 | \$ 13,794,179 | 8.9% |
| Expenses | | | | | | | |
| General Fund | \$ 73,108,945 | \$ 69,942,269 | \$ 76,961,962 | \$ 71,505,269 | \$ 84,467,632 | \$ 7,505,670 | 9.8% |
| Drug Fund | \$ 199,494 | \$ 99,096 | \$ 117,500 | \$ 89,000 | \$ 258,500 | \$ 141,000 | 120.0% |
| Sanitation & Environmental Services Fund | \$ 8,560,141 | \$ 10,624,407 | \$ 10,685,275 | \$ 10,280,416 | \$ 11,177,656 | \$ 492,381 | 4.6% |
| Transit System Fund | \$ 2,407,338 | \$ 2,611,423 | \$ 3,250,679 | \$ 2,751,526 | \$ 3,287,783 | \$ 37,104 | 1.1% |
| Community Development Block Grant (CDBG) | \$ 373,846 | \$ 269,780 | \$ 613,000 | \$ 552,000 | \$ 776,000 | \$ 163,000 | 26.6% |
| Stormwater Fund | \$ 3,082,186 | \$ 3,766,416 | \$ 4,014,388 | \$ 2,942,884 | \$ 2,802,901 | \$ (1,211,488) | -30.2% |
| Street Aid & Transportation Fund | \$ 3,786,446 | \$ 3,634,540 | \$ 3,619,749 | \$ 3,619,021 | \$ 3,871,097 | \$ 251,348 | 6.9% |
| Road Impact Fund | \$ 3,161,850 | \$ 7,100,344 | \$ 5,831,185 | \$ 4,082,990 | \$ 5,943,316 | \$ 112,131 | 1.9% |
| City Facilities Tax Fund | \$ 2,442,739 | \$ 7,881,915 | \$ 3,070,480 | \$ 2,870,178 | \$ 545,300 | \$ (2,525,180) | -82.2% |
| County Facilities Tax Fund | \$ 1,750,000 | \$ 1,285,000 | \$ 125,000 | \$ 125,000 | \$ - | \$ (125,000) | -100.0% |
| Hotel/Motel Tax Fund | \$ 2,368,977 | \$ 3,558,034 | \$ 4,542,983 | \$ 4,342,983 | \$ 2,713,600 | \$ (1,829,383) | -40.3% |
| Debt Service Fund | \$ 40,301,911 | \$ 56,270,233 | \$ 15,266,351 | \$ 15,266,351 | \$ 16,099,938 | \$ 833,587 | 5.5% |
| Parkland Dedication Fund | \$ - | \$ 1,526,508 | \$ 1,511,850 | \$ 1,746,325 | \$ - | \$ (1,511,850) | -100.0% |
| Water & Sewer Fund | \$ 20,733,090 | \$ 21,308,885 | \$ 34,092,148 | \$ 33,852,413 | \$ 34,824,529 | \$ 732,382 | 2.1% |
| Total - All Funds | \$ 162,276,963 | \$ 189,878,850 | \$ 163,702,550 | \$ 154,026,356 | \$ 166,768,251 | \$ 3,065,701 | 1.9% |
| Personnel | \$ 63,904,269 | \$ 63,132,711 | \$ 68,996,265 | \$ 66,969,045 | \$ 73,522,813 | \$ 4,526,548 | 6.56% |
| Operations | \$ 91,169,335 | \$ 113,465,048 | \$ 78,911,187 | \$ 73,882,420 | \$ 81,560,683 | \$ 2,649,496 | 3.36% |
| Capital | \$ 7,203,360 | \$ 13,281,091 | \$ 15,795,097 | \$ 13,174,891 | \$ 11,684,755 | \$ (4,110,342) | -26.02% |
| Total - All Funds Expenses | \$ 162,276,964 | \$ 189,878,850 | \$ 163,702,550 | \$ 154,026,356 | \$ 166,768,251 | \$ 3,065,701 | 1.9% |
| Surplus / (Deficit) All Funds | \$ 20,481,095 | \$ 12,746,344 | \$ (8,258,768) | \$ 4,115,899 | \$ 2,469,710 | | |

FY 2022 Revenues



FY 2022 Expenses

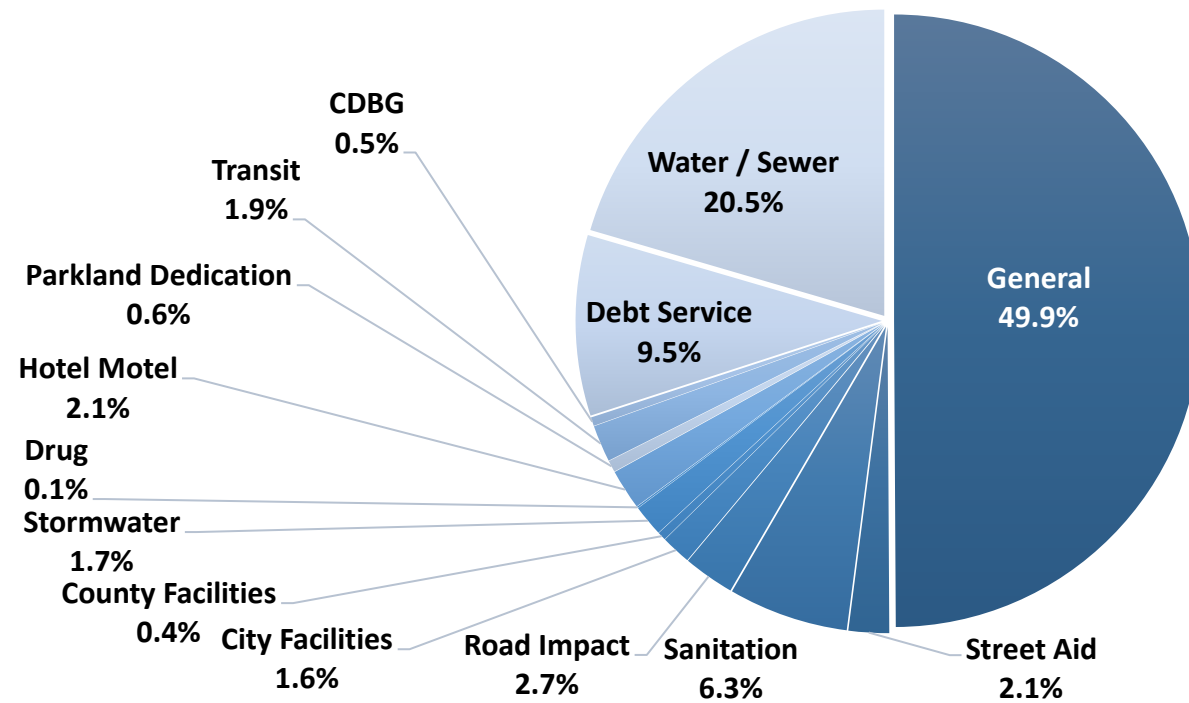




Summary (All Funds)

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 2022.

Overall we are projecting **all funds revenues of \$169.2 Million, \$13.8 Million (8.9%)** more than the FY 2021 Budget. The largest fund, the **General Fund, is forecast to increase by \$7.5 Million (9.8%)** more than the FY 2021 Budget.



| Fund | Actual | | | | | Budget | FY 2022 Forecast | | | FY 2022 |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|---------------|
| | A FY 2016 | B FY 2017 | C FY 2018 | D FY 2019 | E FY 2020 | F FY 2021 | G Low | H Medium | I High | |
| General | \$ 63,539,872 | \$ 66,489,417 | \$ 69,100,055 | \$ 72,704,419 | \$ 69,956,580 | \$ 76,961,962 | \$ 82,325,602 | \$ 84,467,632 | \$ 88,729,628 | 49.9% |
| Street Aid | \$ 2,486,091 | \$ 2,928,796 | \$ 3,250,164 | \$ 3,637,421 | \$ 3,739,948 | \$ 3,529,625 | \$ 3,516,671 | \$ 3,615,409 | \$ 3,706,017 | 2.1% |
| Sanitation | \$ 9,057,522 | \$ 8,537,238 | \$ 8,861,406 | \$ 9,357,230 | \$ 9,732,925 | \$ 11,359,777 | \$ 10,315,487 | \$ 10,727,543 | \$ 11,139,600 | 6.3% |
| Road Impact | \$ 7,595,878 | \$ 7,217,613 | \$ 11,706,536 | \$ 8,411,765 | \$ 12,953,558 | \$ 4,550,000 | \$ 3,427,295 | \$ 4,569,727 | \$ 5,712,158 | 2.7% |
| City Facilities | \$ 4,886,088 | \$ 3,850,553 | \$ 4,885,177 | \$ 3,123,798 | \$ 3,485,487 | \$ 1,300,000 | \$ 2,410,539 | \$ 2,678,376 | \$ 2,946,214 | 1.6% |
| County Facilities | \$ - | \$ 3,488,072 | \$ 1,616,445 | \$ 904,441 | \$ 1,000,026 | \$ 640,000 | \$ 668,779 | \$ 757,649 | \$ 846,520 | 0.4% |
| Stormwater | \$ 2,546,681 | \$ 2,590,187 | \$ 2,559,489 | \$ 2,710,760 | \$ 2,661,807 | \$ 2,647,500 | \$ 2,645,000 | \$ 2,806,750 | \$ 3,348,750 | 1.7% |
| Drug | \$ 325,357 | \$ 147,740 | \$ 226,100 | \$ 129,156 | \$ 181,384 | \$ 221,955 | \$ 111,500 | \$ 129,500 | \$ 147,500 | 0.1% |
| Hotel Motel | \$ 3,564,719 | \$ 3,721,055 | \$ 4,136,321 | \$ 4,317,949 | \$ 3,390,805 | \$ 1,985,260 | \$ 3,347,172 | \$ 3,594,080 | \$ 3,840,987 | 2.1% |
| Parkland Dedication | \$ 1,931,890 | \$ 158,172 | \$ 2,062,394 | \$ 1,864,748 | \$ 1,757,183 | \$ 768,750 | \$ 698,178 | \$ 1,044,768 | \$ 1,391,357 | 0.6% |
| Transit | \$ 1,873,659 | \$ 2,136,228 | \$ 2,528,988 | \$ 2,407,337 | \$ 2,611,686 | \$ 3,077,886 | \$ 2,954,099 | \$ 3,287,783 | \$ 3,119,528 | 1.9% |
| CDBG | \$ 330,297 | \$ 231,451 | \$ 261,235 | \$ 384,606 | \$ 282,395 | \$ 613,312 | \$ 777,500 | \$ 778,000 | \$ 778,500 | 0.5% |
| Debt Service | \$ 12,777,235 | \$ 12,981,946 | \$ 13,657,071 | \$ 40,568,211 | \$ 56,701,953 | \$ 15,256,144 | \$ 16,124,938 | \$ 16,124,938 | \$ 16,124,938 | 9.5% |
| Water / Sewer | \$ 27,467,913 | \$ 28,624,641 | \$ 30,595,710 | \$ 32,236,216 | \$ 34,169,458 | \$ 32,531,614 | \$ 34,409,052 | \$ 34,655,808 | \$ 35,027,067 | 20.5% |
| All Revenues | \$ 138,383,204 | \$ 143,103,110 | \$ 155,447,092 | \$ 182,758,058 | \$ 202,625,194 | \$ 155,443,782 | \$ 163,731,813 | \$ 169,237,960 | \$ 176,858,764 | 100.0% |
| | (B-A) | (C-B) | (D-C) | (E-D) | (F-E) | Budget - F | (G-F) | (H-F) | (I-F) | |
| Change Year-over-Year | \$ 16,033,177 | \$ 4,719,906 | \$ 12,343,982 | \$ 39,654,948 | \$ 47,178,102 | \$ (27,314,276) | \$ 8,288,031 | \$ 13,794,179 | \$ 21,414,982 | |
| | 13.1% | 3.4% | 8.6% | 27.7% | 30.3% | -14.9% | 5.3% | 8.9% | 13.8% | |



City of Franklin, Tennessee
FY 2022 Operating Budget

Fund Summary

The schedule below shows changes in fund balance for all 14 funds actively budgeted for by the City of Franklin from FY 2020 through FY 2022.

| | Governmental Funds | | | | | | | | | | | | Enterprise | All Funds | | | |
|---------------------------------------|--------------------|-------------------------|-----------------|---------------------|-----------------------|----------------|----------------|--------------|---------------------|----------------|----------------|--------------|------------------|-----------------|------------------|--|--|
| | General | Special Revenue Funds | | | | | | | | | | | Water & Sewer ** | Total | | | |
| Street Aid & Trans. | | Sanitation & Env. Serv. | Road Impact | City Facilities Tax | County Facilities Tax | Storm Water | Drug | Hotel/ Motel | Parkland Dedication | Transit | CDBG | Debt Service | | | | | |
| 2020 Actual (Audited) | | | | | | | | | | | | | | | | | |
| Beginning Fund Balance | \$ 53,201,973 | \$ 496,410 | \$ 1,957,563 | \$ 16,589,763 | \$ 15,091,277 | \$ 3,958,958 | \$ 3,800,010 | \$ 438,184 | \$ 7,671,058 | \$ 8,005,878 | \$ 817,649 | \$ 100,451 | \$ 372,887 | \$ 35,916,841 | \$ 148,418,902 | | |
| + Revenues | \$ 69,956,580 | \$ 3,739,949 | \$ 9,732,925 | \$ 12,953,558 | \$ 3,485,487 | \$ 1,000,026 | \$ 2,661,807 | \$ 181,384 | \$ 3,390,805 | \$ 1,757,183 | \$ 2,611,686 | \$ 282,395 | \$ 56,701,953 | \$ 34,169,458 | \$ 202,625,194 | | |
| - Expenditures | \$ (69,942,269) | \$ (3,634,540) | \$ (10,624,407) | \$ (7,100,344) | \$ (7,881,915) | \$ (1,285,000) | \$ (3,766,416) | \$ (99,096) | \$ (3,558,034) | \$ (1,526,508) | \$ (2,611,423) | \$ (269,780) | \$ (56,270,233) | \$ (21,308,885) | \$ (189,878,850) | | |
| Ending Fund Balance | \$ 53,216,285 | \$ 601,819 | \$ 1,066,081 | \$ 22,442,977 | \$ 10,694,849 | \$ 3,673,984 | \$ 2,695,401 | \$ 520,472 | \$ 7,503,829 | \$ 8,236,553 | \$ 817,912 | \$ 113,066 | \$ 804,607 | \$ 48,777,414 | \$ 161,165,246 | | |
| 2021 Estimated (unaudited) | | | | | | | | | | | | | | | | | |
| Beginning Fund Balance | \$ 53,216,285 | \$ 601,819 | \$ 1,066,081 | \$ 22,442,977 | \$ 10,694,849 | \$ 3,673,984 | \$ 2,695,401 | \$ 520,472 | \$ 7,503,829 | \$ 8,236,553 | \$ 817,912 | \$ 113,066 | \$ 804,607 | \$ 48,777,414 | \$ 161,165,248 | | |
| + Revenues | | | | | | | | | | | | | | | | | |
| Property Tax | \$ 8,457,348 | \$ 1,036,314 | | | | | | | | | | | \$ 10,809,651 | \$ 20,303,313 | | | |
| Sales Tax | \$ 39,512,020 | | | | | | | | | | | | | \$ 39,512,020 | | | |
| Other Taxes | \$ 5,124,094 | | | | \$ 2,972,364 | \$ 875,654 | | | \$ 1,853,057 | | | | | \$ 10,825,169 | | | |
| Intergovernmental Tax | \$ 15,878,825 | \$ 2,577,305 | | | | | | | | | \$ 2,301,109 | \$ 634,813 | \$ - | \$ 21,392,052 | | | |
| Licenses & Permits | \$ 4,876,521 | | | \$ 8,554,377 | | | \$ 125,000 | | | \$ 731,782 | \$ - | | | \$ 14,287,680 | | | |
| Charges for Services | \$ 95,000 | | \$ 9,960,349 | | | | \$ 2,450,000 | | | | \$ 29,934 | | \$ - | \$ 43,635,758 | | | |
| Fines & Fees | \$ 299,418 | | | | | | \$ 35,000 | \$ 135,500 | | | | | \$ - | \$ 469,918 | | | |
| Uses of Money & Property | \$ 440,199 | \$ 7,500 | \$ 550,000 | \$ 50,000 | \$ 300,000 | \$ 3,120 | \$ 37,500 | \$ 6,000 | \$ 20,000 | \$ 18,250 | \$ 9,700 | \$ 5,000 | \$ 25,000 | \$ 1,846,019 | | | |
| Other Revenue | \$ 632,651 | | \$ 150,000 | | | | | \$ 30,000 | | | \$ 636,183 | | \$ - | \$ 5,870,328 | | | |
| Total | \$ 75,316,076 | \$ 3,621,119 | \$ 10,660,349 | \$ 8,604,377 | \$ 3,272,364 | \$ 878,774 | \$ 2,647,500 | \$ 171,500 | \$ 1,873,057 | \$ 750,032 | \$ 2,976,926 | \$ 639,813 | \$ 15,256,144 | \$ 31,474,225 | \$ 158,142,254 | | |
| - Expenditures | | | | | | | | | | | | | | | | | |
| Personnel | \$ (54,538,616) | \$ - | \$ (3,541,571) | \$ - | \$ - | \$ - | \$ (1,791,245) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (7,097,614) | \$ (66,969,045) | | |
| Operations | \$ (14,561,183) | \$ (3,619,021) | \$ (6,107,501) | \$ (4,082,990) | \$ (508,044) | \$ - | \$ (828,139) | \$ (89,000) | \$ (4,128,697) | \$ (1,511,850) | \$ (2,545,897) | \$ (552,000) | \$ (15,266,351) | \$ (20,081,747) | \$ (73,882,420) | | |
| Capital | \$ (2,405,470) | \$ - | \$ (631,345) | \$ - | \$ (2,362,134) | \$ (125,000) | \$ (323,500) | \$ - | \$ (214,286) | \$ (234,475) | \$ (205,629) | \$ - | \$ - | \$ (6,673,052) | \$ (13,174,891) | | |
| Total Expenditures | \$ (71,505,269) | \$ (3,619,021) | \$ (10,280,416) | \$ (4,082,990) | \$ (2,870,178) | \$ (125,000) | \$ (2,942,884) | \$ (89,000) | \$ (4,342,983) | \$ (1,746,325) | \$ (2,751,526) | \$ (552,000) | \$ (15,266,351) | \$ (33,852,413) | \$ (154,026,356) | | |
| Ending Fund Balance | \$ 57,027,092 | \$ 603,917 | \$ 1,446,013 | \$ 26,964,363 | \$ 11,097,035 | \$ 4,427,758 | \$ 2,400,017 | \$ 602,972 | \$ 5,033,904 | \$ 7,240,260 | \$ 1,043,312 | \$ 200,879 | \$ 794,400 | \$ 46,399,226 | \$ 165,281,147 | | |
| 2022 Budget | | | | | | | | | | | | | | | | | |
| Beginning Fund Balance | \$ 57,027,092 | \$ 603,917 | \$ 1,446,013 | \$ 26,964,363 | \$ 11,097,035 | \$ 4,427,758 | \$ 2,400,017 | \$ 602,972 | \$ 5,033,904 | \$ 7,240,260 | \$ 1,043,312 | \$ 200,879 | \$ 794,400 | \$ 46,399,226 | \$ 165,281,149 | | |
| + Revenues | | | | | | | | | | | | | | | | | |
| Property Tax | \$ 8,267,904 | \$ 1,071,873 | | | | | | | | | | | \$ 11,778,039 | \$ 21,117,816 | | | |
| Sales Tax | \$ 45,121,566 | | | | | | | | | | | | | \$ 45,121,566 | | | |
| Other Taxes | \$ 4,915,012 | | | | \$ 2,628,376 | \$ 742,649 | | | \$ 2,419,080 | | | | | \$ 10,705,116 | | | |
| Intergovernmental Tax | \$ 18,925,804 | \$ 2,535,811 | | | | | | | \$ 1,150,000 | | \$ 2,412,719 | \$ 773,000 | \$ - | \$ 26,797,334 | | | |
| Licenses & Permits | \$ 5,033,816 | | | \$ 4,519,727 | | | \$ 126,216 | | | \$ 1,024,768 | \$ - | | \$ - | \$ 10,704,527 | | | |
| Charges for Services | \$ 95,000 | | \$ 10,224,731 | | | | \$ 2,607,328 | | | | \$ 50,000 | | \$ - | \$ 46,121,867 | | | |
| Fines & Fees | \$ 431,384 | | | | | | \$ 35,341 | \$ 114,285 | | | | | \$ - | \$ 581,010 | | | |
| Uses of Money & Property | \$ 438,750 | \$ 7,725 | \$ 352,812 | \$ 50,000 | \$ 50,000 | \$ 15,000 | \$ 37,865 | \$ 7,211 | \$ 25,000 | \$ 20,000 | \$ 9,700 | \$ 5,000 | \$ 25,000 | \$ 1,555,063 | | | |
| Other Revenue | \$ 1,238,396 | | \$ 150,000 | | | | | \$ 8,004 | | | \$ 815,364 | | \$ - | \$ 6,533,664 | | | |
| Total | \$ 84,467,632 | \$ 3,615,409 | \$ 10,727,543 | \$ 4,569,727 | \$ 2,678,376 | \$ 757,649 | \$ 2,806,750 | \$ 129,500 | \$ 3,594,080 | \$ 1,044,768 | \$ 3,287,783 | \$ 778,000 | \$ 16,124,938 | \$ 34,655,808 | \$ 169,237,961 | | |
| - Expenditures | | | | | | | | | | | | | | | | | |
| Personnel | \$ (60,142,801) | \$ - | \$ (3,768,299) | \$ - | \$ - | \$ - | \$ (1,870,571) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (7,741,142) | \$ (73,522,813) | | |
| Operations | \$ (20,664,497) | \$ (3,871,097) | \$ (6,443,022) | \$ (5,943,316) | \$ (20,000) | \$ - | \$ (932,330) | \$ (258,500) | \$ (2,499,314) | \$ - | \$ (3,087,783) | \$ (776,000) | \$ (16,099,938) | \$ (20,964,887) | \$ (81,560,683) | | |
| Capital | \$ (3,660,334) | \$ - | \$ (966,335) | \$ - | \$ (525,300) | \$ - | \$ - | \$ - | \$ (214,286) | \$ - | \$ (200,000) | \$ - | \$ - | \$ (6,118,500) | \$ (11,684,755) | | |
| Total Expenditures | \$ (84,467,632) | \$ (3,871,097) | \$ (11,177,656) | \$ (5,943,316) | \$ (545,300) | \$ - | \$ (2,802,901) | \$ (258,500) | \$ (2,713,600) | \$ - | \$ (3,287,783) | \$ (776,000) | \$ (16,099,938) | \$ (34,824,529) | \$ (166,768,251) | | |
| Ending Fund Balance | \$ 57,027,093 | \$ 348,229 | \$ 995,900 | \$ 25,590,774 | \$ 13,230,111 | \$ 5,185,407 | \$ 2,403,866 | \$ 473,972 | \$ 5,914,384 | \$ 8,285,028 | \$ 1,043,312 | \$ 202,879 | \$ 819,400 | \$ 46,230,504 | \$ 167,750,859 | | |
| *Surplus / (Deficit) All Funds | \$ - | \$ (255,690) | \$ (450,110) | \$ (1,373,590) | \$ 2,133,080 | \$ 757,650 | \$ 3,849 | \$ (129,000) | \$ 880,480 | \$ 1,044,770 | \$ - | \$ 2,000 | \$ 25,000 | \$ (168,720) | \$ 2,469,710 | | |
| *Change (%) 2020 vs. 2021 | 0.0% | -42.3% | -31.1% | -5.1% | 19.2% | 17.1% | 0.2% | -21.4% | 17.5% | 14.4% | 0.0% | 1.0% | 3.1% | -0.4% | 1.5% | | |

*Note: Changes in fund balances reflect 2022 budget to 2021 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2022 budget vs. 2021 budget.



City of Franklin, Tennessee
 FY 2022 Operating Budget

Fund Summary: Other Funds - Departmental Summary

| | Actual 2019 | Actual 2020 | Budget 2021 | Estd 2021 | Budget 2022 | Difference '21 vs. '22 | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|---------------|
| | A | B | C | D | E | F (E-C) | G (E/C) |
| Public Safety | | | | | | | |
| Drug Fund | | | | | | | |
| Opening Balance | \$ 508,522 | \$ 438,184 | \$ 520,472 | \$ 520,472 | \$ 602,972 | \$ 82,500 | 15.9% |
| Revenues | \$ 129,156 | \$ 181,384 | \$ 221,955 | \$ 171,500 | \$ 129,500 | \$ (92,455) | -41.7% |
| Expenses | | | | | | | |
| Operations | \$ 116,138 | \$ 99,096 | \$ 57,500 | \$ 89,000 | \$ 258,500 | \$ 201,000 | 349.6% |
| Capital | \$ 83,356 | \$ - | \$ 60,000 | \$ - | \$ - | \$ (60,000) | -100.0% |
| Ending Balance | \$ 438,184 | \$ 520,472 | \$ 624,927 | \$ 602,972 | \$ 473,972 | \$ (150,955) | -24.2% |
| Community & Economic Development | | | | | | | |
| Community Development Block Grant (CDBG) Fund | | | | | | | |
| Opening Balance | \$ 89,691 | \$ 100,451 | \$ 113,066 | \$ 113,066 | \$ 200,879 | \$ 87,813 | 77.7% |
| Revenues | \$ 384,606 | \$ 282,395 | \$ 613,312 | \$ 639,813 | \$ 778,000 | \$ 164,688 | 26.9% |
| Expenses | | | | | | | |
| Operations | \$ 373,846 | \$ 269,780 | \$ 613,000 | \$ 552,000 | \$ 776,000 | \$ 163,000 | 26.6% |
| Ending Balance | \$ 100,451 | \$ 113,066 | \$ 113,378 | \$ 200,879 | \$ 202,879 | \$ 89,501 | 78.9% |
| Transit System Fund | | | | | | | |
| Opening Balance | \$ 817,649 | \$ 817,649 | \$ 817,912 | \$ 817,912 | \$ 1,043,312 | \$ - | 27.6% |
| Revenues | \$ 2,407,339 | \$ 2,611,686 | \$ 3,077,886 | \$ 2,976,926 | \$ 3,287,783 | \$ 209,897 | 6.8% |
| Expenses | | | | | | | |
| Operations | \$ 2,277,206 | \$ 2,446,053 | \$ 2,740,679 | \$ 2,545,897 | \$ 3,087,783 | \$ 347,104 | 12.7% |
| Capital | \$ 130,132 | \$ 165,370 | \$ 510,000 | \$ 205,629 | \$ 200,000 | \$ (310,000) | -60.8% |
| Ending Balance | \$ 817,649 | \$ 817,912 | \$ 645,119 | \$ 1,043,312 | \$ 1,043,312 | \$ 398,193 | 61.7% |
| Public Works | | | | | | | |
| Stormwater Fund | | | | | | | |
| Opening Balance | \$ 4,171,436 | \$ 3,800,010 | \$ 2,695,401 | \$ 2,695,401 | \$ 2,400,017 | \$ (295,384) | -11.0% |
| Revenues | \$ 2,710,760 | \$ 2,661,807 | \$ 2,647,500 | \$ 2,647,500 | \$ 2,806,750 | \$ 159,250 | 6.0% |
| Expenses | | | | | | | |
| Personnel | \$ 1,597,874 | \$ 1,709,489 | \$ 1,754,703 | \$ 1,791,245 | \$ 1,870,571 | \$ 115,868 | 6.6% |
| Operations | \$ 734,169 | \$ 846,199 | \$ 986,185 | \$ 828,139 | \$ 932,330 | \$ (53,855) | -5.5% |
| Capital | \$ 750,143 | \$ 1,210,728 | \$ 1,273,500 | \$ 323,500 | \$ - | \$ (1,273,500) | -100.0% |
| Ending Balance | \$ 3,800,010 | \$ 2,695,401 | \$ 1,328,513 | \$ 2,400,017 | \$ 2,403,866 | \$ 1,075,353 | 80.9% |
| Street Aid & Transportation Fund | | | | | | | |
| Opening Balance | \$ 645,435 | \$ 496,410 | \$ 601,819 | \$ 601,819 | \$ 603,917 | \$ 2,098 | 0.3% |
| Revenues | \$ 3,637,421 | \$ 3,739,949 | \$ 3,529,625 | \$ 3,621,119 | \$ 3,615,409 | \$ 85,784 | 2.4% |
| Expenses | | | | | | | |
| Operations | \$ 3,786,446 | \$ 3,634,540 | \$ 3,619,749 | \$ 3,619,021 | \$ 3,871,097 | \$ 251,348 | 6.9% |
| Ending Balance | \$ 496,410 | \$ 601,819 | \$ 511,695 | \$ 603,917 | \$ 348,229 | \$ (163,466) | -31.9% |
| Road Impact Fund | | | | | | | |
| Opening Balance | \$ 11,339,848 | \$ 16,589,763 | \$ 22,442,977 | \$ 22,442,977 | \$ 26,964,364 | \$ 4,521,387 | 20.1% |
| Revenues | \$ 8,411,765 | \$ 12,953,558 | \$ 4,550,000 | \$ 8,604,377 | \$ 4,569,727 | \$ 19,727 | 0.4% |
| Expenses | | | | | | | |
| Operations | \$ 3,161,850 | \$ 7,100,344 | \$ 5,831,185 | \$ 4,082,990 | \$ 5,943,316 | \$ 112,131 | 1.9% |
| Ending Balance | \$ 16,589,763 | \$ 22,442,977 | \$ 21,161,792 | \$ 26,964,364 | \$ 25,590,774 | \$ 4,428,982 | 20.9% |
| Public Works | | | | | | | |
| Sanitation & Environmental Services Fund | | | | | | | |
| Opening Balance | \$ 1,160,474 | \$ 1,957,563 | \$ 1,066,081 | \$ 1,066,081 | \$ 1,446,013 | \$ 379,933 | 35.6% |
| Revenues | \$ 9,357,230 | \$ 9,732,925 | \$ 11,359,777 | \$ 10,660,349 | \$ 10,727,543 | \$ (632,234) | -5.6% |
| Expenses | | | | | | | |
| Personnel | \$ 3,363,543 | \$ 3,450,069 | \$ 3,359,573 | \$ 3,541,571 | \$ 3,768,299 | \$ 408,726 | 12.2% |
| Operations | \$ 4,931,598 | \$ 5,965,558 | \$ 6,540,702 | \$ 6,107,501 | \$ 6,443,022 | \$ (97,680) | -1.5% |
| Capital | \$ 265,000 | \$ 1,208,781 | \$ 785,000 | \$ 631,345 | \$ 966,335 | \$ 181,335 | 23.1% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Fund Summary: Other Funds - Departmental Summary

| | <u>Actual 2019</u> | <u>Actual 2020</u> | <u>Budget 2021</u> | <u>Estd 2021</u> | <u>Budget 2022</u> | <u>Difference '21 vs. '22</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> |
| Ending Balance | \$ 1,957,563 | \$ 1,066,081 | \$ 1,740,583 | \$ 1,446,013 | \$ 995,900 | \$ (744,682) | -42.8% |
| Water & Sewer Fund | | | | | | | |
| Opening Balance* | \$ 24,413,715 | \$ 35,916,841 | \$ 48,777,414 | \$ 48,777,414 | \$ 46,399,226 | \$ (2,378,189) | -4.9% |
| Revenues | \$ 32,236,216 | \$ 34,169,458 | \$ 32,531,614 | \$ 31,474,225 | \$ 34,655,808 | \$ 2,124,194 | 6.5% |
| Expenses | | | | | | | |
| Personnel | \$ 6,482,599 | \$ 7,232,226 | \$ 7,105,576 | \$ 7,097,614 | \$ 7,741,142 | \$ 635,566 | 8.9% |
| Operations | \$ 14,250,491 | \$ 14,076,659 | \$ 19,952,571 | \$ 20,081,747 | \$ 20,964,887 | \$ 1,012,315 | 5.1% |
| Capital | \$ - | \$ - | \$ 7,034,000 | \$ 6,673,052 | \$ 6,118,500 | \$ (915,500) | -13.0% |
| Ending Balance | \$ 35,916,841 | \$ 48,777,414 | \$ 47,216,881 | \$ 46,399,226 | \$ 46,230,504 | \$ (986,377) | -2.1% |
| *Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets. | | | | | | | |
| Special Funds | | | | | | | |
| City Facilities Tax Fund | | | | | | | |
| Opening Balance | \$ 14,410,218 | \$ 15,091,277 | \$ 10,694,849 | \$ 10,694,849 | \$ 11,097,035 | \$ 402,186 | 3.8% |
| Revenues | \$ 3,123,798 | \$ 3,485,487 | \$ 1,300,000 | \$ 3,272,364 | \$ 2,678,376 | \$ 1,378,376 | 106.0% |
| Expenses | | | | | | | |
| Operations | \$ - | \$ 363,282 | \$ 820,480 | \$ 508,044 | \$ 20,000 | \$ (800,480) | -97.6% |
| Capital | \$ 2,442,739 | \$ 7,518,633 | \$ 2,250,000 | \$ 2,362,134 | \$ 525,300 | \$ (1,724,700) | -76.7% |
| Ending Balance | \$ 15,091,277 | \$ 10,694,849 | \$ 8,924,369 | \$ 11,097,035 | \$ 13,230,111 | \$ 4,305,742 | 48.2% |
| County Facilities Tax Fund | | | | | | | |
| Opening Balance | \$ 4,804,517 | \$ 3,958,958 | \$ 3,673,984 | \$ 3,673,984 | \$ 4,427,758 | \$ 753,774 | 20.5% |
| Revenues | \$ 904,441 | \$ 1,000,026 | \$ 640,000 | \$ 878,774 | \$ 757,649 | \$ 117,649 | 18.4% |
| Expenses | | | | | | | |
| Capital | \$ 1,750,000 | \$ 1,285,000 | \$ 125,000 | \$ 125,000 | \$ - | \$ (125,000) | -100.0% |
| Ending Balance | \$ 3,958,958 | \$ 3,673,984 | \$ 4,188,984 | \$ 4,427,758 | \$ 5,185,407 | \$ 996,423 | 23.8% |
| Hotel/Motel Tax Fund | | | | | | | |
| Opening Balance | \$ 5,722,086 | \$ 7,671,058 | \$ 7,503,829 | \$ 7,503,829 | \$ 5,033,904 | \$ (2,469,925) | -32.9% |
| Revenues | \$ 4,317,949 | \$ 3,390,805 | \$ 1,985,260 | \$ 1,873,057 | \$ 3,594,080 | \$ 1,608,819 | 81.0% |
| Expenses | | | | | | | |
| Operations | \$ 1,989,461 | \$ 3,136,294 | \$ 4,328,697 | \$ 4,128,697 | \$ 2,499,314 | \$ (1,829,383) | -42.3% |
| Capital | \$ 379,516 | \$ 421,740 | \$ 214,286 | \$ 214,286 | \$ 214,286 | \$ - | 0.0% |
| Ending Balance | \$ 7,671,058 | \$ 7,503,829 | \$ 4,946,106 | \$ 5,033,904 | \$ 5,914,384 | \$ 968,278 | 19.6% |
| Debt Service Fund | | | | | | | |
| Opening Balance | \$ 106,587 | \$ 372,887 | \$ 804,607 | \$ 804,607 | \$ 794,400 | \$ (10,206) | -1.3% |
| Revenues | \$ 40,568,211 | \$ 56,701,953 | \$ 15,256,144 | \$ 15,256,144 | \$ 16,124,938 | \$ 868,794 | 5.7% |
| Expenses | | | | | | | |
| Operations | \$ 40,301,911 | \$ 56,270,233 | \$ 15,266,351 | \$ 15,266,351 | \$ 16,099,938 | \$ 833,587 | 5.5% |
| Ending Balance | \$ 372,887 | \$ 804,607 | \$ 794,400 | \$ 794,400 | \$ 819,400 | \$ 25,000 | 3.1% |
| Parkland Dedication Fund | | | | | | | |
| Opening Balance | \$ 6,141,130 | \$ 8,005,878 | \$ 8,236,553 | \$ 8,236,553 | \$ 7,240,260 | \$ (996,293) | -12.1% |
| Revenues | \$ 1,864,748 | \$ 1,757,183 | \$ 768,750 | \$ 750,032 | \$ 1,044,768 | \$ 276,018 | 35.9% |
| Expenses | | | | | | | |
| Operations | \$ - | \$ 1,526,508 | \$ 1,511,850 | \$ 1,511,850 | \$ - | \$ (1,511,850) | -100.0% |
| Capital | \$ - | \$ - | \$ - | \$ 234,475 | \$ - | \$ - | 0.0% |
| Ending Balance | \$ 8,005,878 | \$ 8,236,553 | \$ 7,493,453 | \$ 7,240,260 | \$ 8,285,028 | \$ 791,575 | 10.6% |

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 |
| Governance & Management | | | | | | | | | | | | | | |
| Elected Officials | x | | | | | | | | | | | | | |
| Administration | x | | | | | | | | | | | | | |
| Human Resources | x | | | | | | | | | | | | | |
| Law | x | | | | | | | | | | | | | |
| Communications | x | | | | | | | | | | | | | |
| Capital Investment Planning | x | | | | | | | | | | | | | |
| Project and Facilities Management | x | | | | | | | | | | | | | |
| Revenue Management | x | | | | | | | | | | | | | |
| Public Safety | | | | | | | | | | | | | | |
| Police | x | | | | | | | | | | | | | |
| Drug | | | | | | | x | | | | | | | |
| Fire | x | | | | | | | | | | | | | |
| Finance & Administration | | | | | | | | | | | | | | |
| Finance | x | | | | | | | | | | | | | |
| Information Technology | x | | | | | | | | | | | | | |
| Purchasing | x | | | | | | | | | | | | | |
| Municipal Court | x | | | | | | | | | | | | | |
| Sanitation & Environmental Services | | | | | | | | | | | | | | |
| 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 |
| Community & Economic Development | | | | | | | | | | | | | | |
| Building and Neighborhood Services | x | | | | | | | | | | | | | |
| Planning and Sustainability | x | | | | | | | | | | | | | |
| Parks | x | | | | | | | | | | | | | |
| Engineering | x | | | | | | | | | | | | | |
| Traffic Operations Center (TOC) | x | | | | | | | | | | | | | |
| Economic Development | x | | | | | | | | | | | | | |
| Community Development Block Grant (CDBG) | | | | | | | | | | | x | | | |
| Public Works | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | |
| Other General Fund Expenditures | | | | | | | | | | | | | | |
| General Expenses | x | | | | | | | | | | | | | |
| Appropriations | x | | | | | | | | | | | | | |
| Interfund Transfers | x | | | | | | | | | | | | | |
| Other Special Funds | | | | | | | | | | | | | | |
| 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 2022 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 2021-2022, this reserve would be \$27,874,319, based on budgeted expenditures of \$84,467,632.

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 2022 Operating Budget

Fund Summary

Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for the amended FY 2021 budget, and the proposed FY 2022 budget.*

| Reserve Breakdown - General Fund - Fund Balance | | | | | | | |
|--|---------------------|----------|---------------|----------------|---------------|-------------------|---------------|
| Fund Name | Required Percentage | Target % | Actual FY19\$ | Actual FY 20\$ | Budget FY21\$ | Estimated FY 21\$ | Budget FY22\$ |
| Reserve (mandated by law) | 0% | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Undesignated/Unreserved fund | 0% | | \$ - | \$ - | \$ - | \$ - | \$ - |
| Financial Stabilization Account | 33% | | \$ 24,648,289 | \$ 26,240,824 | \$ 25,397,447 | \$ 23,596,739 | \$ 27,874,319 |
| Contingency Subaccount | | 5% | \$ 3,734,589 | \$ 3,975,882 | \$ 3,848,098 | \$ 3,575,263 | \$ 4,223,382 |
| Emergency Subaccount | | 5% | \$ 3,734,589 | \$ 3,975,882 | \$ 3,848,098 | \$ 3,575,263 | \$ 4,223,382 |
| Cash Flow Stabilization Subaccount | | 14% | \$ 10,456,850 | \$ 11,132,471 | \$ 10,774,675 | \$ 10,010,738 | \$ 11,825,468 |
| Debt Service Subaccount | | 3% | \$ 2,240,754 | \$ 2,385,529 | \$ 2,308,859 | \$ 2,145,158 | \$ 2,534,029 |
| Insurance Reserve Subaccount | | 4% | \$ 2,987,671 | \$ 3,180,706 | \$ 3,078,478 | \$ 2,860,211 | \$ 3,378,705 |
| OPEB* Subaccount | | 2% | \$ 1,493,836 | \$ 1,590,353 | \$ 1,539,239 | \$ 1,430,105 | \$ 1,689,353 |
| Supplemental Reserve Account variance between 33% & 45% = | 12% | | \$ 8,963,014 | \$ 9,542,118 | \$ 9,235,435 | \$ 8,580,632 | \$ 10,136,116 |
| Capital Funding Account | >45% | | \$ 17,871,104 | \$ 15,808,531 | \$ 16,958,590 | \$ 23,236,269 | \$ 17,403,206 |
| Invest Franklin Cash Balance 2017 | | | \$ 2,968,915 | \$ 2,968,915 | \$ 2,968,915 | \$ 2,968,915 | \$ 2,968,915 |
| Invest Franklin Cash Balance 2018 | | | \$ 1,595,720 | \$ 1,595,720 | \$ 1,595,720 | \$ 1,595,720 | \$ 1,595,720 |
| Invest Franklin Cash Balance 2019 | | | \$ 1,594,442 | \$ 1,594,442 | \$ 1,594,442 | \$ 1,594,442 | \$ 1,594,442 |
| Total Invest Franklin Cash Balance | | | \$ 6,159,077 | \$ 6,159,077 | \$ 6,159,077 | \$ 6,159,077 | \$ 6,159,077 |
| General Capital Funding Account | | | \$ 11,712,027 | \$ 9,649,454 | \$ 10,799,514 | \$ 17,077,192 | \$ 11,244,129 |
| General Fund Budget Amount = | | | \$ 74,691,784 | \$ 79,517,649 | \$ 76,961,962 | \$ 71,505,269 | \$ 84,467,632 |
| Net Fund Balance Amount to start year= | | | \$ 51,482,407 | \$ 51,591,473 | \$ 51,591,473 | \$ 55,413,640 | \$ 55,413,640 |

| Actual Calculation for Net Fund Balance Amount: | FY 2019 | FY 2020 | FY 2021* |
|---|----------------|----------------|----------------|
| Gross: | \$ 53,201,974 | \$ 53,216,286 | \$ 57,113,640 |
| Less: Non-spendable (inventory and prepaids) | \$ (1,719,567) | \$ (1,624,813) | \$ (1,700,000) |
| | \$ 51,482,407 | \$ 51,591,473 | \$ 55,413,640 |

*Note: Capital Funding Account balance and Fund Balance Amounts for Budget FY 2021 and Budget FY 2022 numbers are inclusive of full amount of year-end close. Ending fund balance will likely change from this forecast.



Budget Summary

General Fund Summary

-
- **Introduction to the General Fund**
 - **General Fund Budget Summary**
 - **General Fund Revenue Summary & Model**
 - **General Fund Expense Summary (By Department)**
 - **Local Sales Tax/Property Tax Trends by Fiscal Year**
 - **Property Tax Rate Summary**
 - **Long-Range Forecast - General Fund**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

General Fund Summary

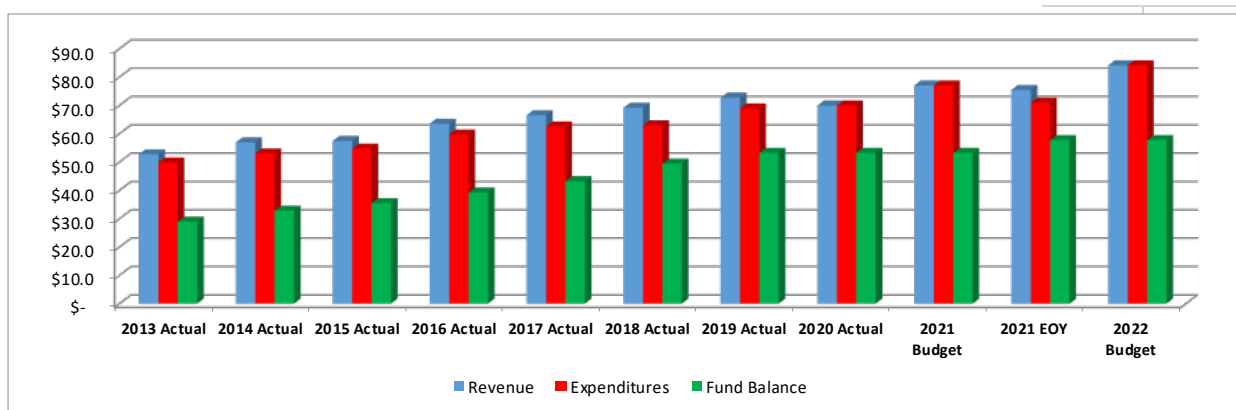
Introduction

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 67.6% of annual expenditures is maintained at fiscal year-end 2021-22. This is in compliance with the Board’s adopted reserve policy, which establishes a minimum benchmark of 33%.

| General Fund Performance - FY 2018-2022 | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual 2018 | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 |
| Beginning Fund Balance | \$43,283,143 | \$49,459,974 | \$53,201,974 | \$53,216,286 | \$53,216,286 | \$57,113,640 |
| + Total GF Revenue | \$69,100,055 | \$72,704,419 | \$69,956,580 | \$76,961,962 | \$75,402,625 | \$84,467,632 |
| - Less F/B amount necessary to balance budget | | | | \$(2,786,482) | | \$- |
| - Total GF Expenditures | \$62,923,224 | \$68,962,416 | \$69,942,266 | \$76,961,962 | \$71,505,269 | \$84,467,632 |
| Ending Fund Balance | \$49,459,974 | \$53,201,974 | \$53,216,286 | \$50,429,803 | \$57,113,640 | \$57,113,641 |
| ***Percent of Total Annual Revenues | 71.6% | 73.2% | 76.1% | 65.5% | 75.7% | 67.6% |
| ***Percent of Total Annual Expenditures | 78.6% | 77.1% | 76.1% | 65.5% | 79.9% | 67.6% |

General Fund Performance – Ten Year Trend



| | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------|-------------|
| Revenue | \$ 52.7 | \$ 56.9 | \$ 57.4 | \$ 63.5 | \$ 66.5 | \$ 69.1 | \$ 72.7 | \$ 69.9 | \$ 77.0 | \$ 75.4 | \$ 84.1 |
| Expenditures | \$ 49.8 | \$ 53.0 | \$ 54.7 | \$ 59.7 | \$ 62.5 | \$ 62.9 | \$ 68.9 | \$ 69.9 | \$ 77.0 | \$ 70.9 | \$ 84.1 |
| Fund Balance | \$ 28.9 | \$ 32.8 | \$ 35.5 | \$ 39.2 | \$ 43.2 | \$ 49.4 | \$ 53.2 | \$ 53.2 | \$ 53.2 | \$ 57.7 | \$ 57.7 |

Note: Amounts above are in millions of dollars.



City of Franklin, Tennessee

FY 2022 Operating Budget

General Fund Summary

Introduction

The 2021-2022 general fund budget has total estimated revenue available of \$84,467,632. In comparison to 2020-2021 budget, estimated annual revenues for fiscal year 2021-22 are down - 9.8%. The local option sales tax continues to be the single largest source of revenue for the City, at 53.4% of the general fund total. For FY 2022, we project an increase of 17.9% 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, which is shared on a point of collection basis. These state shared taxes represent 15.3% of estimated general fund revenues. This consumption based tax is also increase 16.5% for the year due to economic uncertainty and conditions.

Property tax is the next largest source of revenue representing 9.8% of the general fund total. No change in the property tax rate is being proposed in this budget.

Expenditures

Total estimated general fund expenditures are \$84,467,632. Total expenditures for fiscal year 2021-22 are also increasing 9.8% compared to the 2020-21 budget. Within the approved budget, 71.2% is dedicated to employee wages and benefits, 24.5% to operational costs and 4.3% 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.



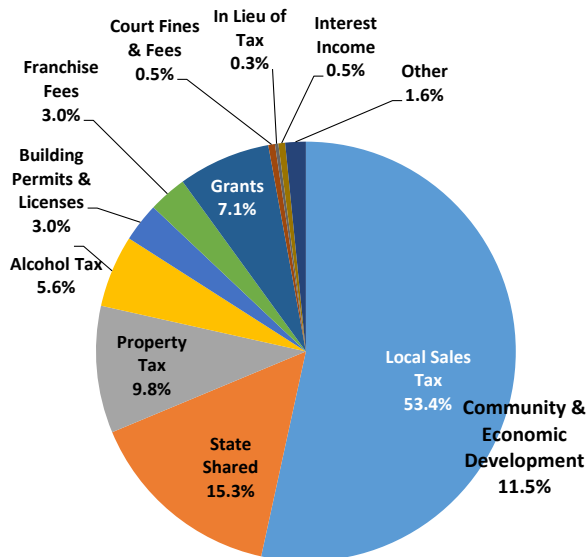
City of Franklin, Tennessee

FY 2022 Operating Budget

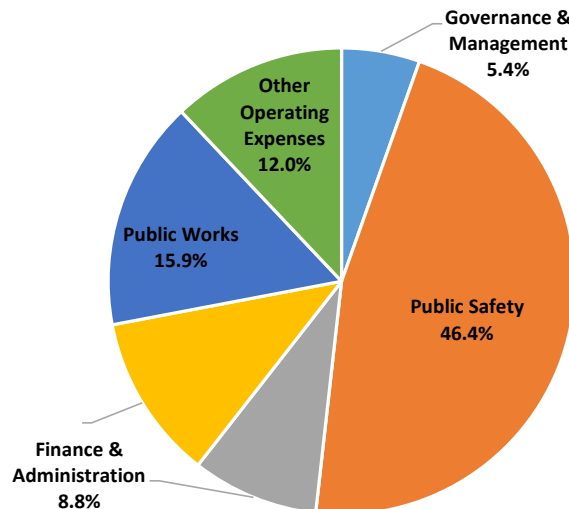
General Fund - Departmental Summary

| | <u>Actual 2019</u> | <u>Actual 2020</u> | <u>Budget 2021</u> | <u>EOY 2021</u> | <u>Budget 2022</u> | <u>Difference '21 vs. '22</u> | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|----------------|
| | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F (E-C)</u> | <u>G (E/C)</u> |
| Revenues | | | | | | | |
| Local Sales Tax | \$ 36,168,173 | \$ 35,453,379 | \$ 38,261,586 | \$ 39,512,020 | \$ 45,121,566 | \$ 6,859,980 | 17.9% |
| State Shared | \$ 14,648,230 | \$ 13,497,987 | \$ 11,090,206 | \$ 12,287,031 | \$ 12,915,494 | \$ 1,825,288 | 16.5% |
| Property Tax | \$ 9,318,972 | \$ 7,901,599 | \$ 8,376,691 | \$ 8,457,348 | \$ 8,267,904 | \$ (108,787) | -1.3% |
| Alcohol Tax | \$ 4,390,575 | \$ 4,599,511 | \$ 4,453,767 | \$ 4,849,056 | \$ 4,693,022 | \$ 239,255 | 5.4% |
| Building Permits & Licenses | \$ 2,279,334 | \$ 2,405,139 | \$ 2,819,452 | \$ 2,462,572 | \$ 2,532,737 | \$ (286,715) | -10.2% |
| Franchise Fees | \$ 2,566,246 | \$ 2,489,287 | \$ 2,495,185 | \$ 2,413,949 | \$ 2,501,079 | \$ 5,894 | 0.2% |
| Grants | \$ 387,640 | \$ 836,319 | \$ 4,874,388 | \$ 3,591,794 | \$ 6,010,310 | \$ 1,135,922 | 23.3% |
| Court Fines & Fees | \$ 370,159 | \$ 388,668 | \$ 415,756 | \$ 299,418 | \$ 431,384 | \$ 15,628 | 3.8% |
| In Lieu of Tax | \$ 259,875 | \$ 398,936 | \$ 221,990 | \$ 275,038 | \$ 221,990 | \$ - | 0.0% |
| Interest Income | \$ 1,229,262 | \$ 1,208,681 | \$ 438,750 | \$ 440,199 | \$ 438,750 | \$ - | 0.0% |
| Other | \$ 1,085,952 | \$ 777,074 | \$ 3,514,190 | \$ 814,200 | \$ 1,333,396 | \$ (2,180,794) | -62.1% |
| Total - General Fund Revenues | \$ 72,704,419 | \$ 69,956,580 | \$ 76,961,962 | \$ 75,402,625 | \$ 84,467,632 | \$ 7,505,670 | 9.8% |
| Expenses | | | | | | | |
| Governance & Management | \$ 3,638,266 | \$ 3,817,217 | \$ 4,278,157 | \$ 3,740,549 | \$ 4,576,100 | \$ 297,942 | 7.0% |
| Public Safety | \$ 34,597,893 | \$ 35,513,284 | \$ 38,213,233 | \$ 37,597,807 | \$ 39,154,928 | \$ 941,695 | 2.5% |
| Finance & Administration | \$ 7,053,555 | \$ 6,693,915 | \$ 6,951,419 | \$ 6,630,026 | \$ 7,412,478 | \$ 461,059 | 6.6% |
| Community & Economic Development | \$ 6,877,618 | \$ 7,020,130 | \$ 9,534,517 | \$ 7,633,202 | \$ 9,681,684 | \$ 147,167 | 1.5% |
| Public Works | \$ 11,780,018 | \$ 12,932,065 | \$ 12,018,296 | \$ 11,119,678 | \$ 13,471,833 | \$ 1,453,538 | 12.1% |
| Other Operating Expenses | \$ 5,015,067 | \$ 3,965,657 | \$ 5,966,340 | \$ 4,784,009 | \$ 10,170,608 | \$ 4,204,269 | 70.5% |
| Total - General Fund Expenses | \$ 68,962,416 | \$ 69,942,269 | \$ 76,961,962 | \$ 71,505,269 | \$ 84,467,632 | \$ 7,505,670 | 9.8% |
| General Fund Expenditures (by major category) | | | | | | | |
| Personnel | \$ 50,656,009 | \$ 50,740,927 | \$ 56,776,413 | \$ 54,538,616 | \$ 60,142,801 | \$ 3,366,388 | 5.9% |
| Operations | \$ 17,081,721 | \$ 17,730,503 | \$ 16,642,238 | \$ 14,561,183 | \$ 20,664,497 | \$ 4,022,259 | 24.2% |
| Capital | \$ 1,224,687 | \$ 1,470,839 | \$ 3,543,311 | \$ 2,405,470 | \$ 3,660,334 | \$ 117,023 | 3.3% |
| Total - General Fund Expenses | \$ 68,962,417 | \$ 69,942,269 | \$ 76,961,962 | \$ 71,505,269 | \$ 84,467,632 | \$ 7,505,670 | 9.8% |
| Surplus / (Deficit) | \$ 3,742,002 | \$ 14,312 | \$ 0 | \$ 3,897,356 | \$ 0 | | |

FY 2022 General Fund - Major Revenues



FY 2022 General Fund - Major Expenses





City of Franklin

Revenue Model

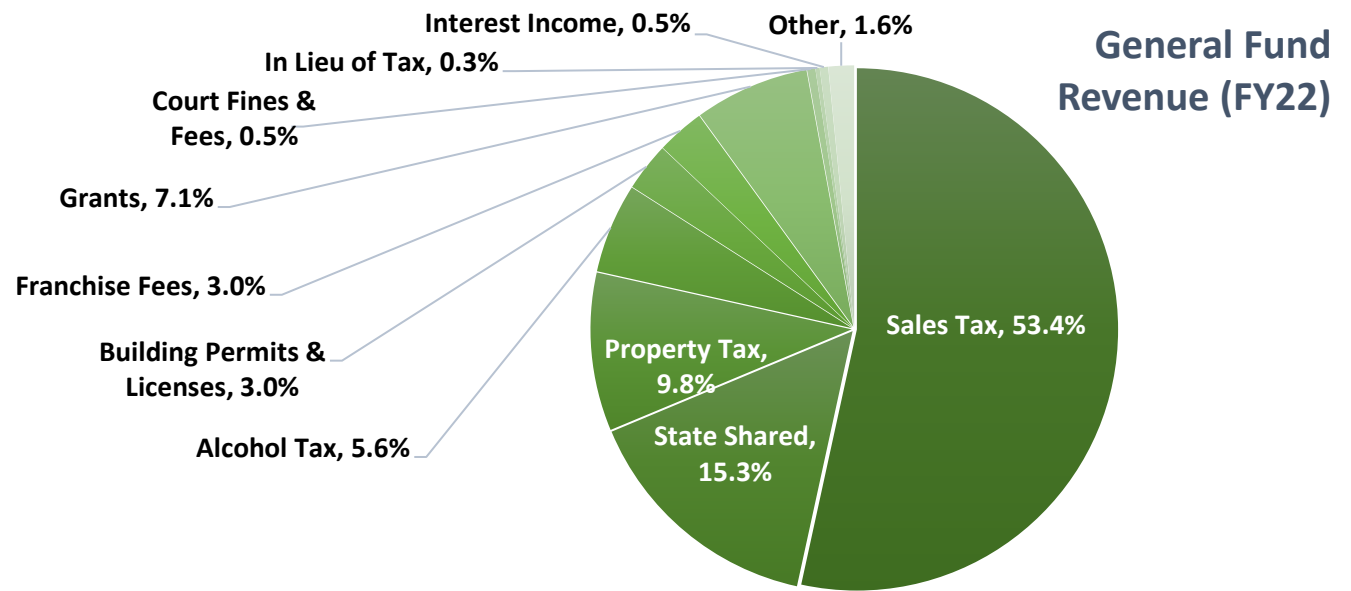
Summary (General Fund)

Percent of All Revenues

49.9%

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 more than 98% of the total as of FY 2020.

For FY 2022, the general fund revenue forecast is an increase of 9.8% over the FY 2021 budget.



Top Ten Revenue Categories

| | Actual | | | | | Budget | FY 2022 Forecast | | |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | <u>A</u> FY 2016 | <u>B</u> FY 2017 | <u>C</u> FY 2018 | <u>D</u> FY 2019 | <u>E</u> FY 2020 | <u>F</u> FY 2021 | <u>G</u> Low | <u>H</u> Medium | <u>I</u> High |
| Local Sales Tax | \$ 31,309,367 | \$ 32,694,269 | \$ 34,151,972 | \$ 36,168,175 | \$ 35,453,379 | \$ 38,261,586 | \$ 44,244,524 | \$ 45,121,566 | \$ 48,485,821 |
| State Shared | \$ 14,984,293 | \$ 12,988,735 | \$ 13,966,275 | \$ 14,648,230 | \$ 13,497,987 | \$ 11,090,206 | \$ 12,513,460 | \$ 12,915,494 | \$ 13,372,495 |
| Property Tax | \$ 4,973,334 | \$ 9,644,458 | \$ 9,091,852 | \$ 9,318,972 | \$ 7,901,599 | \$ 8,376,691 | \$ 7,714,207 | \$ 8,267,904 | \$ 8,497,519 |
| Alcohol Tax | \$ 3,926,711 | \$ 4,021,089 | \$ 4,200,284 | \$ 4,390,575 | \$ 4,599,511 | \$ 4,453,767 | \$ 4,562,194 | \$ 4,693,022 | \$ 4,791,532 |
| Building Permits & Licenses | \$ 2,850,548 | \$ 2,933,745 | \$ 3,085,808 | \$ 2,279,334 | \$ 2,405,139 | \$ 2,819,452 | \$ 2,507,953 | \$ 2,532,737 | \$ 2,557,521 |
| Franchise Fees | \$ 2,255,565 | \$ 2,230,782 | \$ 2,586,092 | \$ 2,566,246 | \$ 2,489,287 | \$ 2,495,185 | \$ 2,501,079 | \$ 2,501,079 | \$ 2,501,079 |
| Grants | \$ 1,612,487 | \$ 263,231 | \$ 464,319 | \$ 387,640 | \$ 836,319 | \$ 4,874,388 | \$ 6,010,310 | \$ 6,010,310 | \$ 6,010,310 |
| Court Fines & Fees | \$ 475,060 | \$ 518,823 | \$ 371,300 | \$ 370,159 | \$ 388,668 | \$ 415,756 | \$ 407,767 | \$ 431,384 | \$ 455,002 |
| In Lieu of Tax | \$ 326,438 | \$ 298,347 | \$ 260,607 | \$ 259,875 | \$ 398,936 | \$ 221,990 | \$ 221,990 | \$ 221,990 | \$ 221,990 |
| Interest Income | \$ 191,631 | \$ 108,152 | \$ 198,953 | \$ 1,229,262 | \$ 1,208,681 | \$ 438,750 | \$ 329,063 | \$ 438,750 | \$ 482,625 |
| Top Ten Revenue Sources | \$ 62,905,433 | \$ 65,701,631 | \$ 68,377,461 | \$ 71,618,469 | \$ 69,179,505 | \$ 73,447,773 | \$ 81,012,546 | \$ 83,134,236 | \$ 87,375,893 |
| Other | \$ 634,439 | \$ 787,787 | \$ 722,593 | \$ 1,085,952 | \$ 777,075 | \$ 3,514,190 | \$ 1,313,057 | \$ 1,333,396 | \$ 1,353,735 |
| Total General Fund Revenues | \$ 63,539,872 | \$ 66,489,417 | \$ 69,100,055 | \$ 72,704,419 | \$ 69,956,580 | \$ 76,961,962 | \$ 82,325,602 | \$ 84,467,632 | \$ 88,729,628 |

| | <u>(B-A)</u> | <u>(C-B)</u> | <u>(D-C)</u> | <u>(E-D)</u> | <u>(F-E)</u> | <u>(G-F)</u> | <u>(H-F)</u> | <u>(I-F)</u> |
|------------------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| Change Year-over-Year | \$ 6,050,603 | \$ 2,949,545 | \$ 2,610,638 | \$ 3,604,364 | \$ (2,747,839) | \$ 4,257,543 | \$ 5,363,640 | \$ 7,505,671 |
| | 10.5% | 4.6% | 3.9% | 5.2% | -3.8% | 5.9% | 7.0% | 9.8% |



City of Franklin

Revenue Model

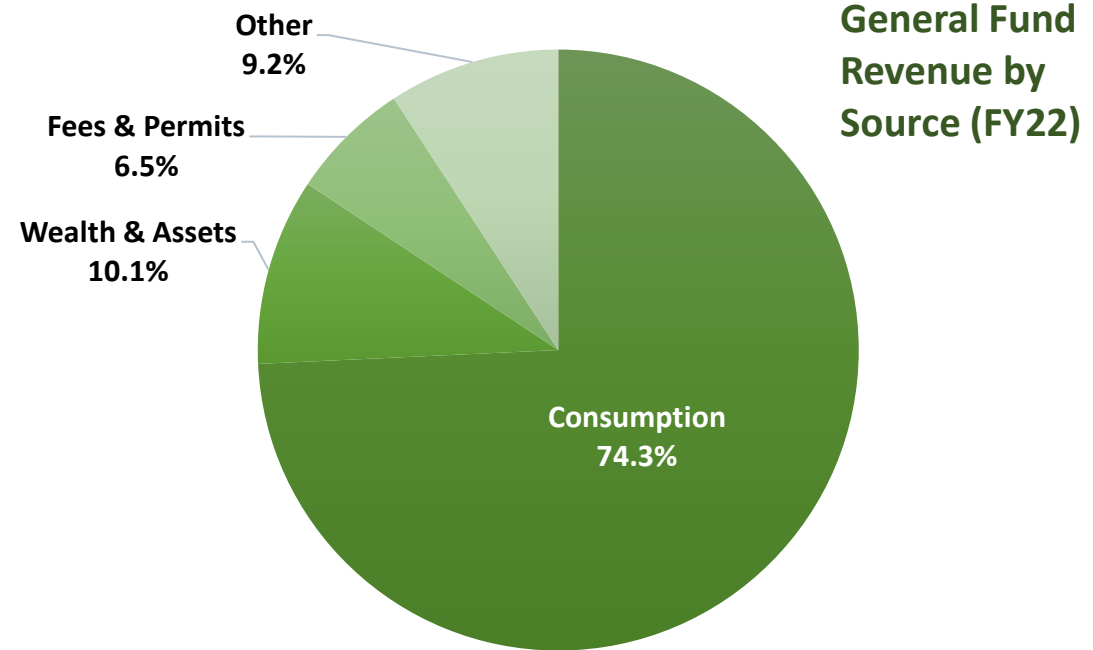
Summary (General Fund)

Percent of All Revenues **49.9%**

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 nearly 3 of every 4 dollars the City receives for the General Fund. All other sources - wealth & assets (property 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 slightly more than 1 of every 4 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.



Top Ten Revenue Categories

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Budget 2021 | FY 2022 Forecast | | |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | | | | | | | Low | Medium | High |
| Consumption | \$ 45,726,797 | \$ 48,235,444 | \$ 50,672,408 | \$ 53,001,293 | \$ 52,914,589 | \$ 53,380,559 | \$ 61,320,178 | \$ 62,730,082 | \$ 66,649,848 |
| Local Sales Tax | \$ 31,309,367 | \$ 32,694,269 | \$ 34,151,972 | \$ 36,168,175 | \$ 35,453,379 | \$ 38,261,586 | \$ 44,244,524 | \$ 45,121,566 | \$ 48,485,821 |
| State Shared | \$ 10,490,719 | \$ 11,520,085 | \$ 12,320,152 | \$ 12,442,543 | \$ 12,861,699 | \$ 10,665,206 | \$ 12,513,460 | \$ 12,915,494 | \$ 13,372,495 |
| Alcohol Tax | \$ 3,926,711 | \$ 4,021,089 | \$ 4,200,284 | \$ 4,390,575 | \$ 4,599,511 | \$ 4,453,767 | \$ 4,562,194 | \$ 4,693,022 | \$ 4,791,532 |
| Wealth & Assets | \$ 14,138,984 | \$ 11,411,454 | \$ 10,998,583 | \$ 11,784,534 | \$ 8,936,823 | \$ 9,023,681 | \$ 7,936,196 | \$ 8,489,894 | \$ 8,719,509 |
| Property Tax | \$ 9,318,972 | \$ 9,644,458 | \$ 9,091,852 | \$ 9,318,972 | \$ 7,901,599 | \$ 8,376,691 | \$ 7,714,207 | \$ 8,267,904 | \$ 8,497,519 |
| Hall Income Tax | \$ 4,493,574 | \$ 1,468,649 | \$ 1,646,124 | \$ 2,205,687 | \$ 636,288 | \$ 425,000 | \$ - | \$ - | \$ - |
| In Lieu of Taxes | \$ 326,438 | \$ 298,347 | \$ 260,607 | \$ 259,875 | \$ 398,936 | \$ 221,990 | \$ 221,990 | \$ 221,990 | \$ 221,990 |
| Fees & Permits | \$ 5,581,173 | \$ 5,683,349 | \$ 6,043,200 | \$ 5,215,739 | \$ 5,283,094 | \$ 5,730,394 | \$ 5,416,799 | \$ 5,465,200 | \$ 5,513,602 |
| Franchise Fees | \$ 2,255,565 | \$ 2,230,782 | \$ 2,586,092 | \$ 2,566,246 | \$ 2,489,287 | \$ 2,495,185 | \$ 2,501,079 | \$ 2,501,079 | \$ 2,501,079 |
| Building Permits & Licenses | \$ 2,850,548 | \$ 2,933,745 | \$ 3,085,808 | \$ 2,279,334 | \$ 2,405,139 | \$ 2,819,452 | \$ 2,507,953 | \$ 2,532,737 | \$ 2,557,521 |
| Court Fines & Fees | \$ 475,060 | \$ 518,823 | \$ 371,300 | \$ 370,159 | \$ 388,668 | \$ 415,756 | \$ 407,767 | \$ 431,384 | \$ 455,002 |
| Other | \$ 2,438,557 | \$ 1,159,171 | \$ 1,385,865 | \$ 2,702,854 | \$ 2,822,075 | \$ 8,827,328 | \$ 7,652,429 | \$ 7,782,456 | \$ 7,846,670 |
| Grants | \$ 1,612,487 | \$ 263,231 | \$ 464,319 | \$ 387,640 | \$ 836,319 | \$ 4,874,388 | \$ 6,010,310 | \$ 6,010,310 | \$ 6,010,310 |
| Interest Income | \$ 191,631 | \$ 108,152 | \$ 198,953 | \$ 1,229,262 | \$ 1,208,681 | \$ 438,750 | \$ 329,063 | \$ 438,750 | \$ 482,625 |
| Other | \$ 634,439 | \$ 787,787 | \$ 722,593 | \$ 1,085,952 | \$ 777,075 | \$ 3,514,190 | \$ 1,313,057 | \$ 1,333,396 | \$ 1,353,735 |
| Total General Fund Revenues | \$ 67,885,510 | \$ 66,489,417 | \$ 69,100,055 | \$ 72,704,419 | \$ 69,956,580 | \$ 76,961,961 | \$ 82,325,602 | \$ 84,467,632 | \$ 88,729,628 |



City of Franklin

Revenue Model

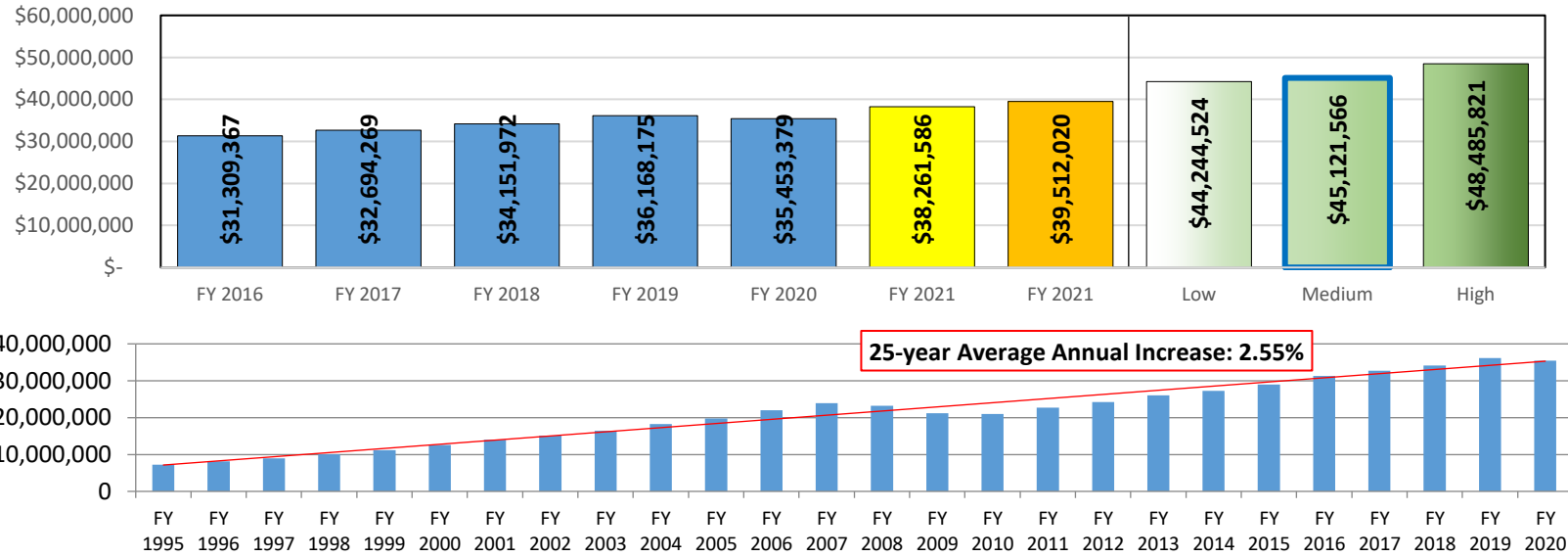
| | | | | | |
|--------------|---------------------|------------------|------------------------|---|--------------|
| Fund: | General Fund | Category: | Local Sales Tax | Percent of Total General Fund Revenues | 53.4% |
|--------------|---------------------|------------------|------------------------|---|--------------|

Local Sales Tax is the City's primary revenue source. Roughly half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.75% local sales tax, which is at the maximum allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District.

At this time, we are forecasting a base increase of 15% for FY 2022 as a result of the Local Option Sales Tax currently going to Williamson County returning to City for a full fiscal year.

This projection will be revised as the spring continues. Only 4 months of the current (FY 2021) fiscal year has been received, and the City is slightly exceeding revenue projections.

Local Sales Tax Revenue FY 2016-2022 & 25-Year History



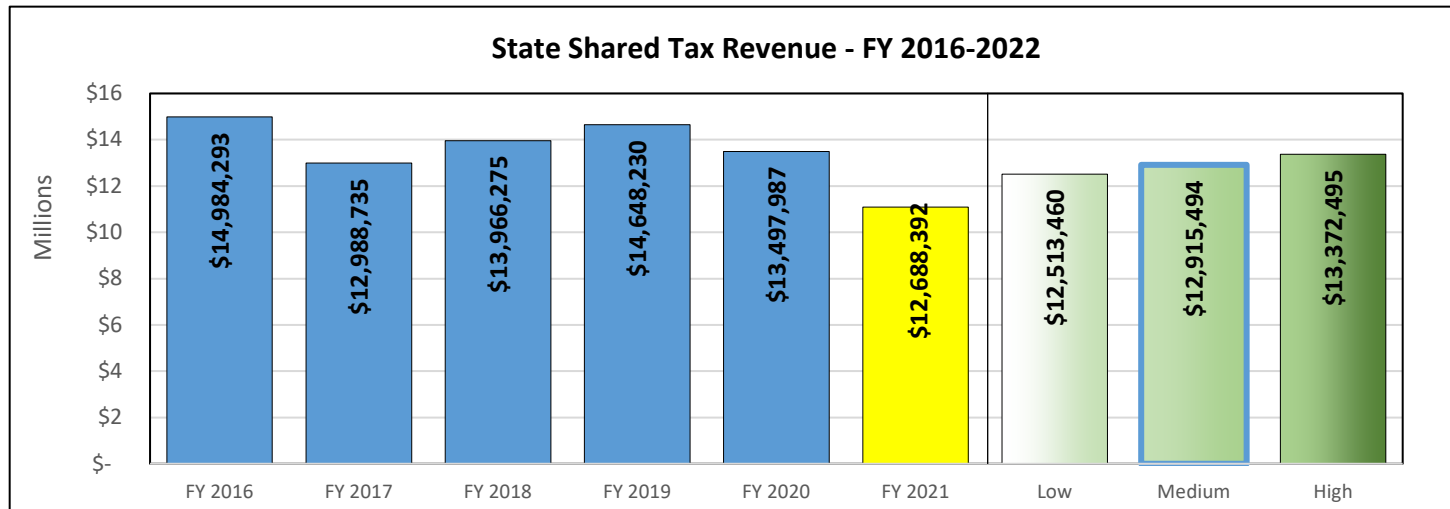
| | Actual | | | | | Budget | Estimated | Forecasts (FY 2022) | | | Averages |
|------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 8.2% | 4.4% | 4.5% | 5.9% | -2.0% | 7.9% | 11.4% | 15.64% | 17.93% | 26.72% | |
| July | 2,477,647 | 2,546,087 | 2,735,435 | 2,811,663 | 3,011,846 | 2,949,977 | 3,000,773 | 3,541,427 | 3,614,963 | 3,926,138 | 3-yr Average |
| August | 2,420,111 | 2,547,776 | 2,739,864 | 2,848,326 | 2,938,112 | 3,014,670 | 2,915,576 | 3,500,671 | 3,573,188 | 3,908,709 | \$ 35,257,842 |
| September | 2,571,550 | 2,817,429 | 2,748,694 | 2,933,410 | 2,947,162 | 2,962,727 | 3,022,499 | 3,567,690 | 3,641,883 | 3,917,153 | 2.8% |
| October | 2,485,463 | 2,616,784 | 2,699,861 | 3,068,712 | 3,002,662 | 2,915,517 | 3,186,150 | 3,685,841 | 3,762,987 | 3,961,407 | 5-Yr Average |
| November | 2,579,786 | 2,666,949 | 2,934,718 | 3,026,420 | 3,109,876 | 3,143,037 | 3,085,542 | 3,673,946 | 3,750,795 | 4,074,401 | \$ 33,955,432 |
| December | 3,752,983 | 3,870,492 | 3,902,304 | 3,865,896 | 4,115,721 | 4,080,396 | 4,372,682 | 4,718,100 | 4,882,701 | 5,119,976 | 2.5% |
| January | 2,151,378 | 2,338,924 | 2,503,594 | 2,682,263 | 2,822,778 | 2,725,382 | 3,007,164 | 3,437,402 | 3,508,337 | 3,744,946 | 10-Yr Average |
| February | 2,181,227 | 2,186,682 | 2,315,764 | 2,622,735 | 2,605,704 | 2,543,420 | 2,550,960 | 3,193,133 | 3,257,961 | 3,519,790 | \$ 29,888,971 |
| March | 2,689,471 | 2,812,649 | 2,938,636 | 3,060,153 | 2,744,230 | 3,203,635 | 3,142,668 | 3,582,350 | 3,656,909 | 3,935,576 | 2.8% |
| April | 2,611,014 | 2,798,951 | 2,804,121 | 3,034,501 | 2,257,522 | 3,639,834 | 3,742,668 | 3,611,564 | 3,686,853 | 3,928,122 | 20-Yr Average |
| May | 2,559,116 | 2,651,184 | 2,864,887 | 3,064,704 | 2,781,549 | 3,490,957 | 3,742,668 | 3,796,307 | 3,876,215 | 4,124,085 | \$ 24,686,782 |
| June | 2,829,621 | 2,840,361 | 2,964,094 | 3,149,391 | 3,116,217 | 3,592,032 | 3,742,668 | 3,936,092 | 3,908,774 | 4,325,519 | 2.7% |
| Totals | \$ 31,309,367 | \$ 32,694,269 | \$ 34,151,972 | \$ 36,168,175 | \$ 35,453,379 | \$ 38,261,586 | \$ 39,512,020 | \$ 44,244,524 | \$ 45,121,566 | \$ 48,485,821 | |

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2020* & Estimates from Finance & Revenue Management Departments.

| | | | | | |
|--------------|---------------------|------------------|---------------------|---|--------------|
| Fund: | General Fund | Category: | State Shared | Percent of Total General Fund Revenues | 15.2% |
|--------------|---------------------|------------------|---------------------|---|--------------|

State Shared Taxes: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, and TVA in Lieu Of Tax. These are sent to us monthly or quarterly around the 20th except for the Income tax (annual) and the Excise Tax which are semi-annual remittances.

The forecast for 2022 assumes a healthy 12.25% increase overall. Most categories will increase - (based on composite projections from state economists and the Department of Revenue) - Sales Tax will increase by 3%, Beer tax will increase by 1%, State Excise Tax will increase 6%, Business Tax Record Fees will increase by 2% and Business Tax will increase by 7.5%. Income tax will decrease for the last time, as the Hall Income Tax ceases to exist starting in FY 2022.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 17.1% | -13.3% | 7.5% | 4.9% | -7.9% | -17.8% | 12.83% | 16.46% | 20.58% | |
| Sales Tax (State) | 5,373,890 | 5,505,573 | 6,066,018 | 6,308,464 | 6,480,703 | 5,491,287 | 7,000,000 | 7,232,718 | 7,522,027 | 3-yr Average |
| Beer Tax (State) | 32,407 | 32,046 | 33,080 | 47,859 | 33,215 | 32,707 | 32,707 | 33,034 | 33,361 | \$ 14,037,498 |
| State Excise Tax - BANK - January | 152,620 | 230,531 | 213,295 | 254,236 | 281,061 | 218,305 | 222,671 | 231,403 | 240,135 | -7.0% |
| In Lieu of Tax (TVA) | 778,995 | 748,991 | 804,202 | 839,835 | 872,269 | 709,267 | 800,000 | 836,725 | 861,827 | 5-Yr Average |
| Business License (Local Share) | 13,250 | 12,150 | 12,840 | 11,585 | 11,685 | 11,312 | 11,312 | 11,595 | 11,878 | \$ 14,017,104 |
| Transient/Peddler Bus. License | 452 | 180 | 5,952 | 7,242 | 4,478 | 255 | 3,500 | 3,588 | 3,675 | -4.2% |
| Business Tax (State) | 3,762,344 | 4,537,922 | 4,739,599 | 4,515,866 | 4,703,004 | 3,823,941 | 4,015,138 | 4,110,737 | 4,206,335 | 10-Yr Average |
| Income Tax (State) | 4,493,574 | 1,468,649 | 1,646,124 | 2,205,687 | 636,288 | 425,000 | - | - | - | \$ 12,075,851 |
| Business Tax Record Fee - State | 376,761 | 452,693 | 445,166 | 457,457 | 475,283 | 378,131 | 378,131 | 385,694 | 393,256 | -0.8% |
| Sports Gaming Revenues | | | | | | | 50,000 | 70,000 | 100,000 | 20-Yr Average |
| | | | | | | | | | | \$ 8,203,038 |
| | | | | | | | | | | 1.8% |
| Totals | \$ 14,984,293 | \$ 12,988,735 | \$ 13,966,275 | \$ 14,648,230 | \$ 13,497,987 | \$ 11,090,206 | \$ 12,513,460 | \$ 12,915,494 | \$ 13,372,495 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



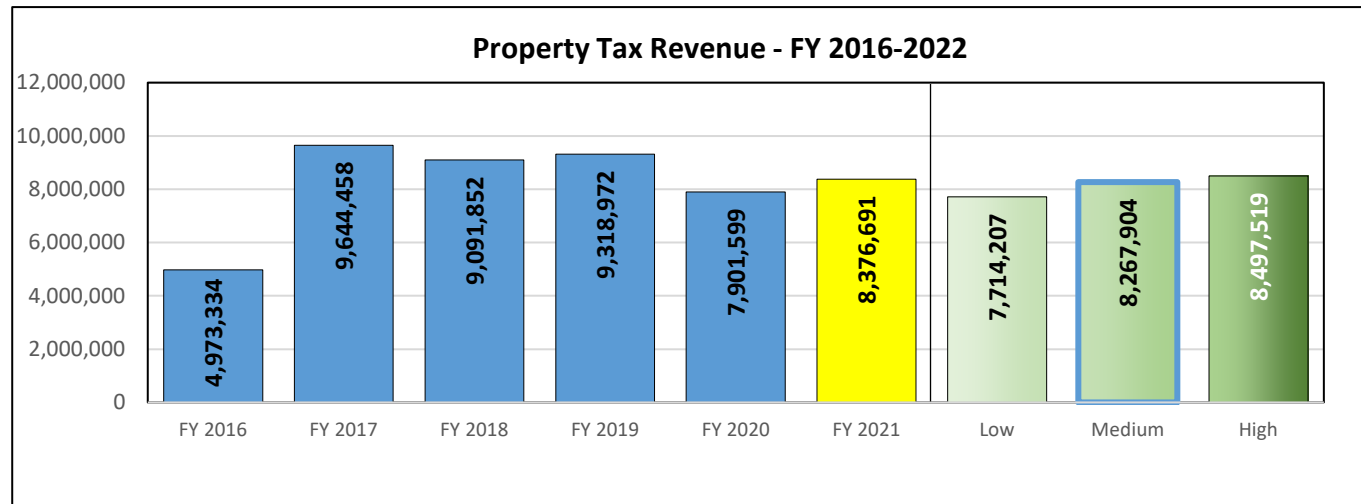
City of Franklin
Revenue Model

| | | | | | |
|--------------|---------------------|------------------|---------------------|---|-------------|
| Fund: | General Fund | Category: | Property Tax | Percent of Total General Fund Revenues | 9.8% |
|--------------|---------------------|------------------|---------------------|---|-------------|

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

The FY 2022 Forecast assumes modest (2.9%) growth over 2020 due primarily to growth in the 2020 assessed tax rolls.

The results of re-appraisal will occur in FY 2022 and this projection will be revised.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|---|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|------------------|------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | -10.3% | 93.9% | -5.7% | 2.5% | -15.2% | 6.0% | -7.91% | -1.30% | 1.44% | |
| Property Taxes | 14,582,590 | 19,203,126 | 20,126,690 | 20,834,771 | 21,688,376 | 22,339,027 | 22,527,506 | 23,203,331 | 23,653,881 | 3-yr Average |
| Less: Due to IDB | (1,195,813) | (1,634,784) | (2,003,609) | (2,111,720) | (2,320,380) | (2,500,000) | (2,400,000) | (2,500,000) | (2,700,000) | \$ 8,770,808 |
| Less: Debt Service Fund | (7,338,632) | (6,710,855) | (8,505,949) | (8,661,198) | (10,958,447) | (10,827,504) | (11,778,039) | (11,778,039) | (11,778,039) | -1.5% |
| Less: Unavailable Revenue (uncollected at year-end) | (272,814) | (190,059) | (231,247) | (249,928) | (160,821) | (206,000) | (200,000) | (206,000) | (216,300) | 5-Yr Average |
| Less: Capital Projects Set-Aside | (526,008) | (623,685) | - | - | - | - | - | - | - | \$ 8,186,043 |
| Less: Street Aid Set-Aside | (526,008) | (623,685) | (722,941) | (748,375) | (779,036) | (797,935) | (797,935) | (821,873) | (837,832) | 0.5% |
| Less: Invest Franklin* | - | - | - | - | - | - | - | - | - | 10-Yr Average |
| Pickups (primarily RR and Public Utility) | 132,392 | 224,400 | 428,908 | 255,422 | 272,251 | 269,103 | 262,675 | 270,485 | 275,808 | \$ 7,206,516 |
| Plus: Prior Year Collections | 117,627 | | | | 159,656 | 100,000 | 100,000 | 100,000 | 100,000 | 3.2% |
| Totals | 4,973,334 | 9,644,458 | 9,091,852 | 9,318,972 | 7,901,599 | 8,376,691 | 7,714,207 | 8,267,904 | 8,497,519 | |

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2020* & Estimates from Finance & Revenue Management Departments.



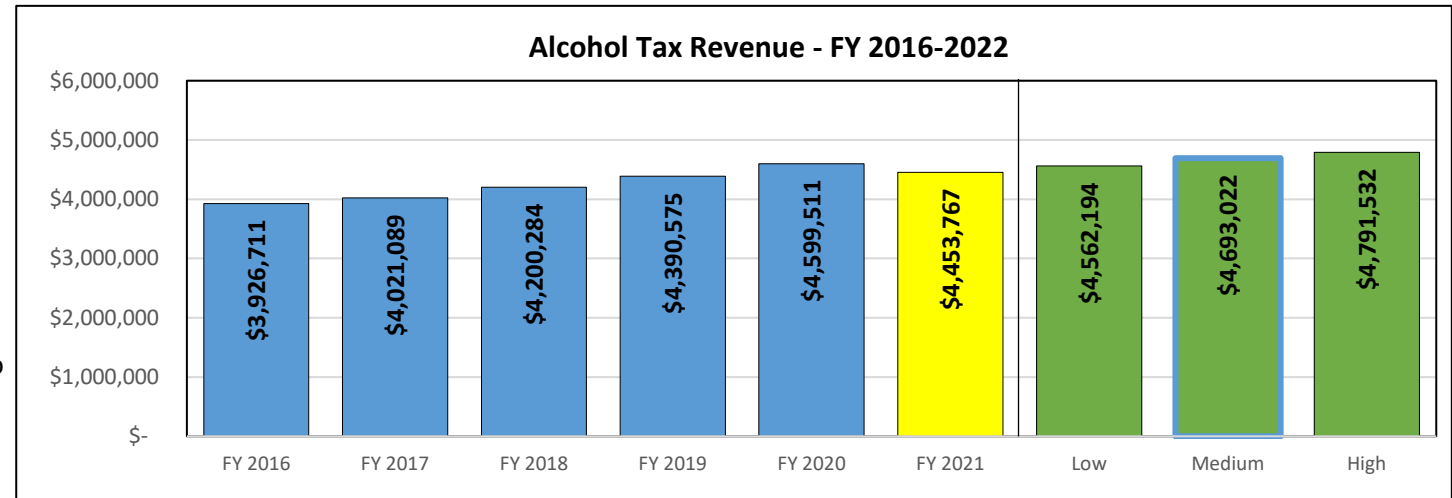
City of Franklin

Revenue Model

| | | | | | |
|--------------|---------------------|------------------|--------------------|---|-------------|
| Fund: | General Fund | Category: | Alcohol Tax | Percent of Total General Fund Revenues | 5.6% |
|--------------|---------------------|------------------|--------------------|---|-------------|

Alcohol Taxes (local): We receive wholesale beer/liquor revenue from distributors (these are not located locally) and privilege taxes from local businesses each month. This revenue comes in about the 20th of each month and is fairly consistent across the Fiscal Year, with a slight falloff during the winter months.

Alcohol taxes are projected to increase, on average, by 5.4%. Wholesale taxes are set to increase nominally, by 1%. Privilege taxes are set to increase by 2% (Beer) and 4% for (Liquor) and Mixed Drink Taxes are set to increase 19%. All increases are based on composite averages from the State Finance Board (11/18/2020).



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 8.2% | 2.4% | 4.5% | 4.5% | 4.8% | -3.2% | 2.4% | 5.4% | 7.6% | |
| Beer Tax - Wholesale | 1,612,550 | 1,655,448 | 1,691,204 | 1,556,121 | 1,905,377 | 1,738,547 | 1,738,547 | 1,755,932 | 1,773,318 | 3-yr Average |
| Beer Privilege Tax (Renewal) | 23,706 | 23,306 | 23,049 | 107,282 | 21,740 | 24,084 | 24,084 | 24,566 | 24,566 | \$ 4,396,790 |
| Liquor Tax - Wholesale | 1,349,136 | 1,343,791 | 1,400,552 | 1,487,062 | 1,761,915 | 1,514,589 | 1,514,589 | 1,529,735 | 1,544,881 | 0.4% |
| Liquor Privilege Tax | 94,605 | 103,800 | 92,541 | 91,759 | 84,371 | 115,347 | 117,654 | 119,961 | 122,268 | 5-Yr Average |
| Mixed Drink Tax | 846,714 | 894,745 | 992,939 | 1,148,352 | 826,109 | 1,061,200 | 1,167,320 | 1,262,828 | 1,326,500 | \$ 4,227,634 |
| | | | | | | | | | | 1.1% |
| | | | | | | | | | | 10-Yr Average |
| | | | | | | | | | | \$ 3,741,422 |
| | | | | | | | | | | 1.9% |
| | | | | | | | | | | 20-Yr Average |
| | | | | | | | | | | \$ 2,968,183 |
| | | | | | | | | | | 2.5% |
| Totals | \$ 3,926,711 | \$ 4,021,089 | \$ 4,200,284 | \$ 4,390,575 | \$ 4,599,511 | \$ 4,453,767 | \$ 4,562,194 | \$ 4,693,022 | \$ 4,791,532 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



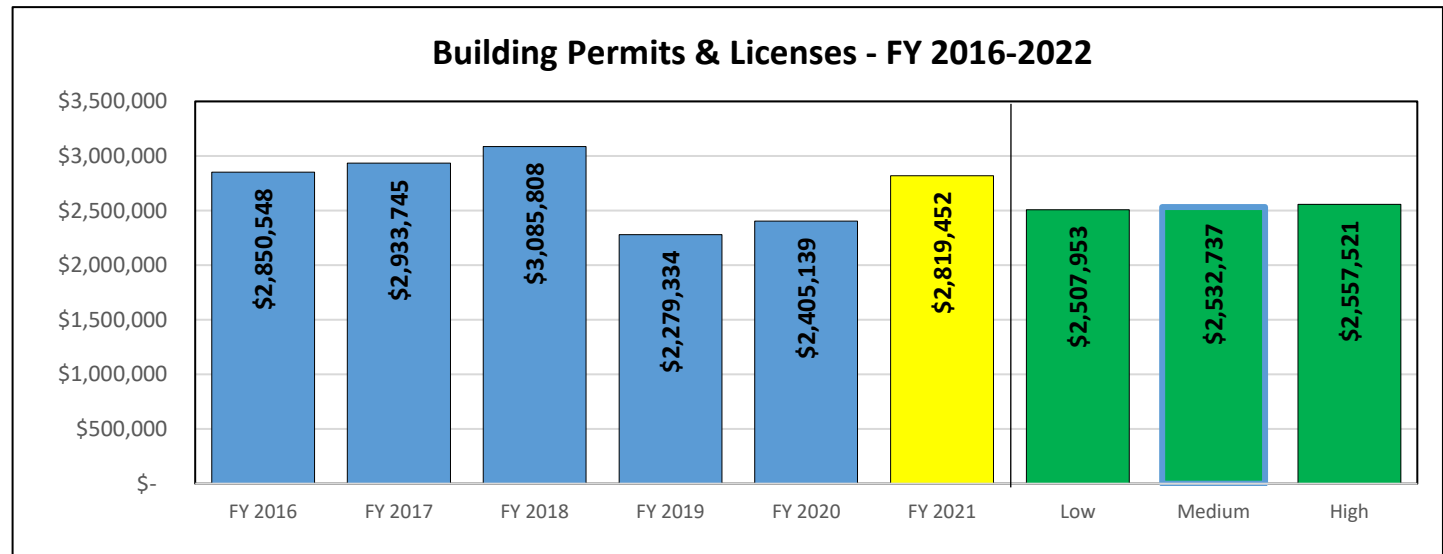
City of Franklin

Revenue Model

| | | | | | |
|--------------|---------------------|------------------|--|---|-------------|
| Fund: | General Fund | Category: | Building Permits & Licenses | Percent of Total General Fund Revenues | 3.0% |
|--------------|---------------------|------------------|--|---|-------------|

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

Although this forecast is a reduction of over 10%, overall permit revenues with one exception (Grading Permits) are forecast to increase by 3%, a sign of continued stability in the development and construction industries in Franklin.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 29.1% | 2.9% | 5.2% | -26.1% | 5.5% | 23.7% | -11.0% | -10.2% | -9.3% | |
| Mechanical License | 6,939 | 2,931 | 5,400 | 6,087 | 4,475 | 3,042 | 3,103 | 3,134 | 3,164 | 3-yr Average |
| Mechanical Permits | 94,346 | 87,549 | 112,051 | 122,624 | 107,589 | 118,342 | 120,709 | 121,892 | 123,076 | \$ 2,590,094 |
| Building Permits | 2,136,322 | 2,153,262 | 2,339,364 | 1,548,109 | 1,714,700 | 1,739,284 | 1,774,070 | 1,791,463 | 1,808,855 | 3.0% |
| Technology Fee | 88,690 | 80,630 | 69,230 | 63,510 | 61,730 | 79,410 | 80,998 | 81,792 | 82,586 | 5-Yr Average |
| Plumbing License | 2,875 | 3,359 | 475 | - | - | 3,141 | - | - | - | \$ 2,710,915 |
| Plumbing Permits | 69,760 | 58,624 | 73,884 | 87,336 | 76,747 | 105,752 | 72,867 | 73,925 | 74,982 | 0.8% |
| Electrical Inspections | 279,828 | 239,084 | 276,013 | 249,847 | 232,907 | 264,216 | 269,500 | 272,142 | 274,785 | 10-Yr Average |
| Planning Fees (Plans Review) | 33,595 | 33,049 | 38,323 | 78,136 | 138,499 | 50,409 | 66,417 | 66,921 | 67,425 | \$ 2,238,353 |
| Consultant Fees | - | - | - | - | - | - | - | - | - | 2.6% |
| Reinspection Fees | 12,850 | 16,963 | 14,300 | 17,200 | 17,625 | 15,681 | 15,995 | 16,151 | 16,308 | 20-Yr Average |
| Sign Permits | 10,420 | 8,966 | 9,759 | 11,246 | 11,442 | 9,097 | 9,279 | 9,370 | 9,461 | \$ 1,845,417 |
| Café Fees | 75 | 450 | - | - | - | 1,090 | - | - | - | 2.6% |
| Mobile Food Vendor Permit Fee | | | | | 1,800 | - | 510 | 515 | 520 | |
| Video, Film, Photo Permit Fee | | | | | 100 | - | 2,040 | 2,060 | 2,080 | |
| Tree Cutting Permits | 75 | 50 | 120 | 25 | 110 | 109 | 111 | 112 | 113 | |
| Grading Permits | 82,066 | 95,668 | 114,327 | - | - | 339,336 | - | - | - | |
| ROW Permit/Inspect | | 40,374 | - | 420 | | - | - | - | - | |
| Roadway Inspections | 32,707 | 112,786 | 32,562 | 94,794 | 37,414 | 90,543 | 92,354 | 93,259 | 94,165 | |
| Traffic Impact Study Fees | - | - | - | 0 | | 0 | - | - | - | |
| Totals | \$ 2,850,548 | \$ 2,933,745 | \$ 3,085,808 | \$ 2,279,334 | \$ 2,405,139 | \$ 2,819,452 | \$ 2,507,953 | \$ 2,532,737 | \$ 2,557,521 | |



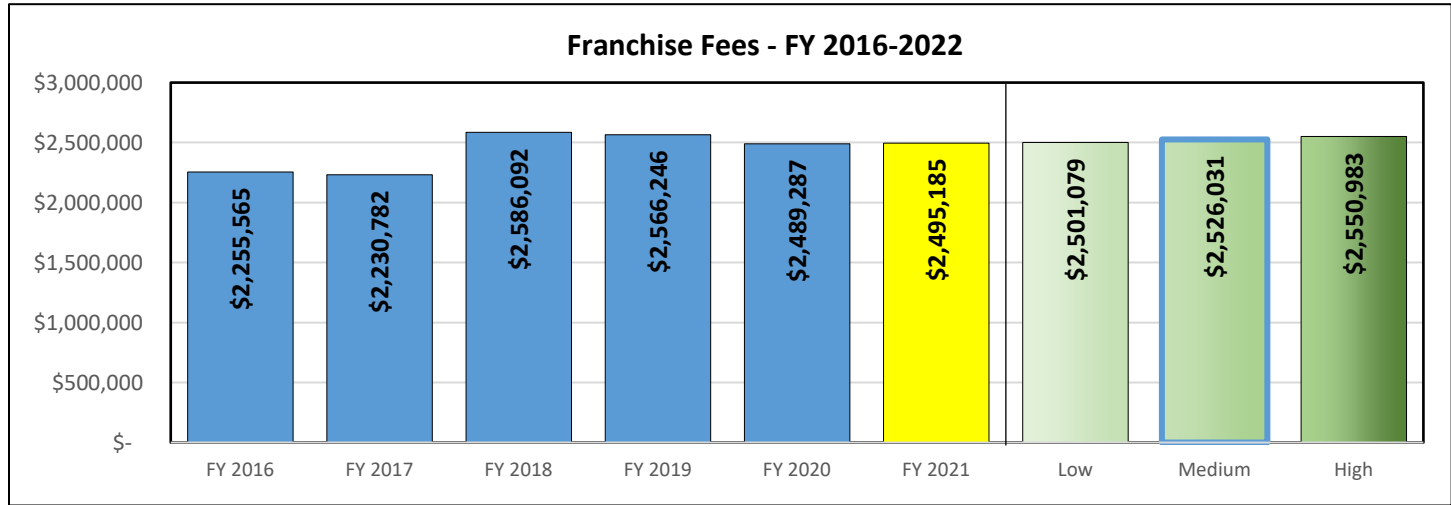
City of Franklin

Revenue Model

| | | | | | |
|--------------|---------------------|------------------|-----------------------|---|-------------|
| Fund: | General Fund | Category: | Franchise Fees | Percent of Total General Fund Revenues | 3.0% |
|--------------|---------------------|------------------|-----------------------|---|-------------|

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

A 1% increase is forecast for FY 2021.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | -8.4% | -1.1% | 15.9% | -0.8% | -3.0% | 0.2% | 0% | 1% | 2% | |
| ATMOS | 1,032,015 | 993,932 | 1,314,420 | 1,323,578 | 1,282,993 | 1,141,651 | 1,144,348 | 1,155,764 | 1,167,181 | 3-yr Average |
| Comcast | 926,422 | 952,866 | 976,578 | 938,466 | 920,276 | 1,024,841 | 1,027,261 | 1,037,510 | 1,047,758 | \$ 2,547,208 |
| Piedmont | 114,061 | 42,694 | 48,066 | 52,619 | 48,125 | 126,178 | 126,476 | 127,738 | 129,000 | -0.7% |
| AT&T | 183,067 | 241,290 | 247,028 | 251,583 | 237,893 | 202,515 | 202,993 | 205,018 | 207,044 | 5-Yr Average |
| | | | | | | | | | | \$ 2,425,594 |
| | | | | | | | | | | 0.6% |
| | | | | | | | | | | 10-Yr Average |
| | | | | | | | | | | \$ 2,314,618 |
| | | | | | | | | | | 0.8% |
| | | | | | | | | | | 20-Yr Average |
| | | | | | | | | | | \$ 1,766,339 |
| | | | | | | | | | | 2.1% |
| Totals | \$ 2,255,565 | \$ 2,230,782 | \$ 2,586,092 | \$ 2,566,246 | \$ 2,489,287 | \$ 2,495,185 | \$ 2,501,079 | \$ 2,526,031 | \$ 2,550,983 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



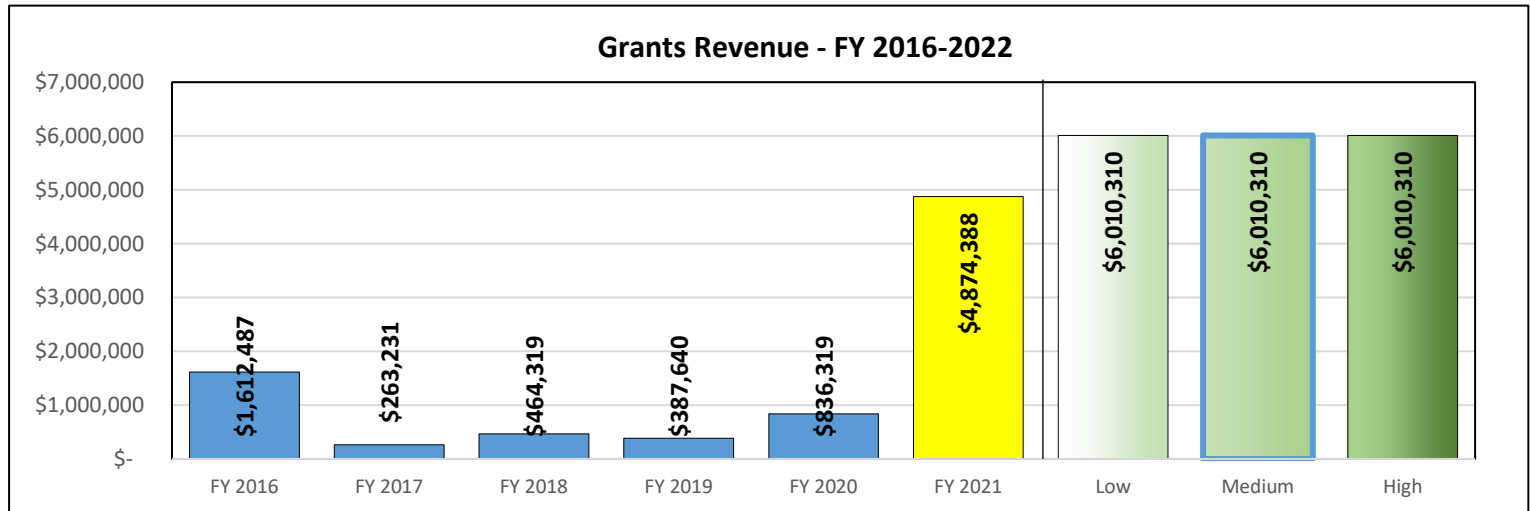
City of Franklin

Revenue Model

| | | | | | |
|--------------|---------------------|------------------|---------------|---|-------------|
| Fund: | General Fund | Category: | Grants | Percent of Total General Fund Revenues | 7.1% |
|--------------|---------------------|------------------|---------------|---|-------------|

Grants (Federal/State): In FY 2021, standard grants consisted primarily of federal transportation grants for the Traffic Operations Center function (\$1,680,000), a nominal amount for Parks (\$100,000) and Public Safety (\$50,000). The City also received sizeable one-time grants from the State of Tennessee (\$1,815,648) and federal aid (over \$1.2 million) due to the COVID-19 pandemic. The latter grants will not renew in FY 2022.

There is no change assumed in these recurring grants for FY 2021, but these estimates are subject to change.

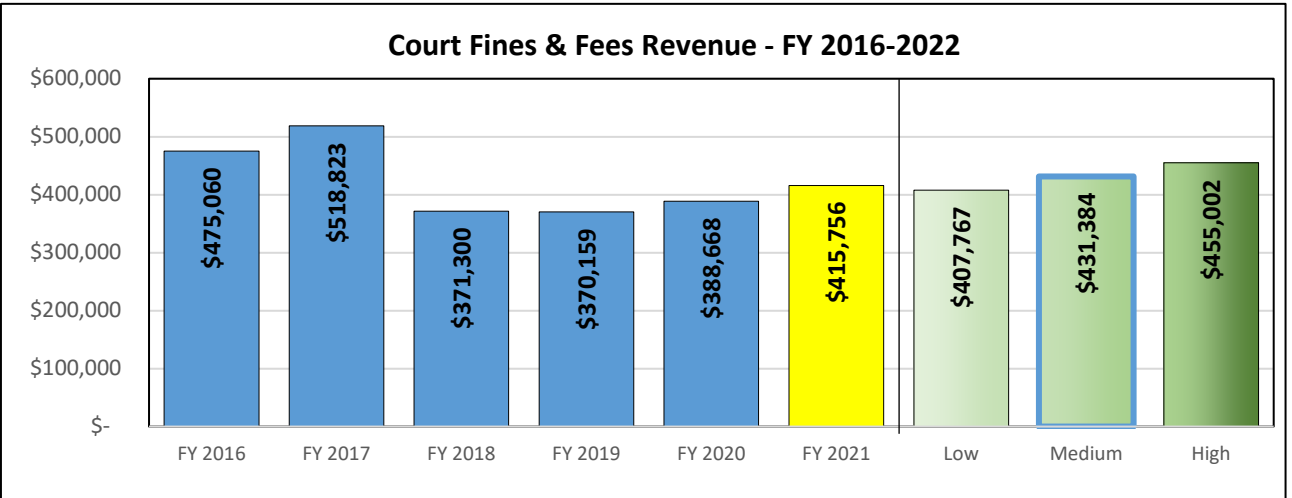


| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|--------------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 457.2% | -83.7% | 76.4% | -16.5% | 115.7% | 482.8% | 23.3% | 23.3% | 23.3% | |
| Emergency Shelter Grant | 62,319 | 50,693 | - | - | - | - | - | - | - | 3-yr Average |
| Federal Grant - Ballistic Vests | 4,370 | 4,190 | 14,711 | - | 3,518 | - | - | - | - | \$ 562,759 |
| Federal Grant - TOC | 96,088 | 67,685 | 295,768 | 329,719 | 143,565 | 1,680,000 | 1,680,000 | 1,680,000 | 1,680,000 | 255.4% |
| Homeland Security Grant (42200) | - | - | 60,384 | 52,473 | 13,802 | 50,000 | 50,000 | 50,000 | 50,000 | 5-Yr Average |
| Dept of Hous & Urban Dev (Federal) | - | - | 36,280 | - | - | - | - | - | - | \$ 712,799 |
| Dept of Finance & Admin (Federal) | - | 15,000 | - | - | - | - | - | - | - | 116.8% |
| Dept of Treasury (Federal) | - | 563 | - | - | - | 1,213,740 | 3,280,310 | 3,280,310 | 3,280,310 | 10-Yr Average |
| Dept of Transportation (Federal) | - | 27,913 | - | - | - | - | - | - | - | \$ 819,372 |
| Dept of Transportation (Federal) | - | 25,548 | - | - | - | - | - | - | - | 49.5% |
| Preservation Plan Grant (Federal) | 1,434,640 | - | 14,354 | - | - | - | - | - | - | 20-Yr Average |
| Parks Grants | 15,070 | 71,640 | 42,822 | - | 656,550 | 100,000 | 100,000 | 100,000 | 100,000 | \$ 731,670 |
| Governor's Local Gov't Support Grant | - | - | - | - | - | 1,830,648 | 900,000 | 900,000 | 900,000 | 28.3% |
| TN Dept of Agriculture | - | - | - | 5,448 | 18,884 | - | - | - | - | |
| Totals | \$ 1,612,487 | \$ 263,231 | \$ 464,319 | \$ 387,640 | \$ 836,319 | \$ 4,874,388 | \$ 6,010,310 | \$ 6,010,310 | \$ 6,010,310 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.

Court Fines & Fees: The City Court collects fees/fines for traffic violations and property maintenance violations. A major initiative was taken in 2013 to submit outstanding debts to a collection agency. The primary reason for the revenue decrease beginning in 2013 was a change in accounting to net amounts due the State against revenue, rather than show those amounts under expenditures in Revenue Management. (with that change, Revenue Management's expenditures were lower as well.)

Revenues are forecast slightly higher in FY 2022, after a process begun in FY 2021 to correct for overestimations in previous budget years. The forecast of just over \$431K is



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | -19.0% | 9.2% | -28.4% | -0.3% | 5.0% | 7.0% | -2% | 4% | 9% | |
| Fines/Fees - Mun Court | 127,038 | 140,152 | 83,340 | 86,258 | 90,082 | 122,448 | 98,115 | 109,237 | 120,360 | 3-yr Average |
| Court-Local Litigation Tax | 4,661 | 4,964 | 3,726 | 3,286 | 3,286 | 3,467 | 3,061 | 3,235 | 3,408 | \$ 376,709 |
| Court-Bad Check | - | 20 | 276 | 96 | 382 | 14 | - | - | - | 3.5% |
| Court Collection Fee | (228) | (677) | (170) | - | - | 345 | - | - | - | 5-Yr Average |
| Delinquent Court Fees & Fines | 13,828 | 14,214 | 10,403 | 9,472 | 9,797 | 8,846 | 7,810 | 8,253 | 8,695 | \$ 424,802 |
| Court-Driving School | 64,422 | 78,915 | 30,569 | 41,959 | 57,033 | 52,878 | 56,688 | 59,332 | 61,976 | -0.4% |
| Court-Admin Fee | 1,463 | 1,777 | 1,066 | 1,372 | 1,404 | 1,024 | 904 | 955 | 1,007 | 10-Yr Average |
| Fines - Gen Sessions | 93,148 | 81,849 | 92,490 | 60,237 | 61,586 | 52,264 | 76,146 | 78,759 | 81,373 | \$ 579,227 |
| Officer Costs - General Sessions/Circuit | 95,227 | 102,261 | 107,366 | 112,322 | 99,008 | 62,002 | 99,744 | 102,845 | 105,945 | -2.8% |
| Parking Fines - Mun Court | 10,707 | 24,689 | 4,328 | 7,848 | 16,859 | 21,363 | 12,862 | 13,931 | 14,999 | 20-Yr Average |
| Fines - Traffic Offenses | 62,318 | 68,369 | 36,396 | 45,809 | 47,581 | 46,574 | 51,122 | 53,451 | 55,780 | \$ 713,232 |
| Failure To Appear - Fine | 2,275 | 2,292 | 1,510 | 1,500 | 1,650 | 1,486 | 1,312 | 1,386 | 1,461 | -2.1% |
| Technology Fee | - | - | - | - | - | 43,045 | - | - | - | |
| Confiscated Goods (Federal) | 201 | - | - | - | - | - | - | - | - | |
| Totals | \$ 475,060 | \$ 518,823 | \$ 371,300 | \$ 370,159 | \$ 388,668 | \$ 415,756 | \$ 407,767 | \$ 431,384 | \$ 455,002 | |

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2020* & Estimates from Finance & Revenue Management Departments.



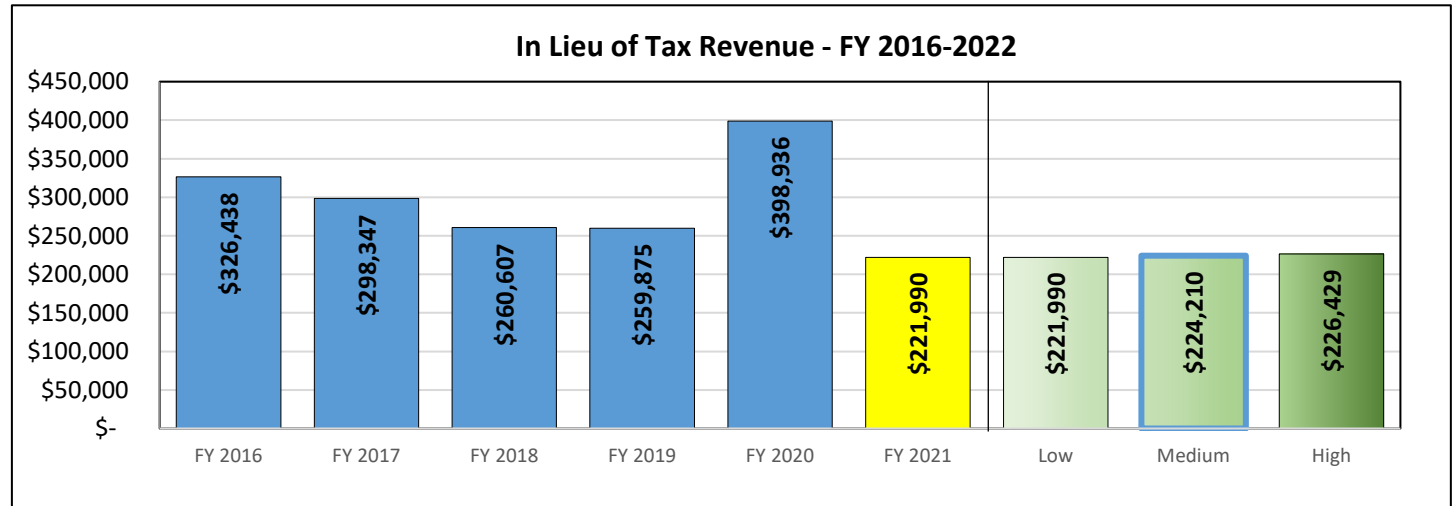
City of Franklin

Revenue Model

| | | | | | |
|--------------|---------------------|------------------|-----------------------|---|-------------|
| Fund: | General Fund | Category: | In Lieu of Tax | Percent of Total General Fund Revenues | 0.3% |
|--------------|---------------------|------------------|-----------------------|---|-------------|

In Lieu Of Tax: Payments In Lieu Of Tax are made primarily by various local entities - such as the Franklin Housing Authority and Nissan that have leases through a local government Industrial Board. The local payments are made annually. Three payments have ended - Verizon (FY 2014), Healthways (FY 2016) and Jackson National Life (FY 2017).

In Lieu of Tax Revenue is projected to increase a nominal 1% over FY 2021 budgeted estimates.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | -0.1% | -8.6% | -12.6% | -0.3% | 53.5% | -44.4% | 0.0% | 1.0% | 2.0% | |
| Franklin Housing Authority | 21,841 | 23,239 | 25,694 | 24,963 | 20,394 | 21,705 | 21,705 | 21,922 | 22,139 | 3-yr Average |
| Nissan (TIF District) | 182,114 | 234,912 | 234,913 | 234,912 | 172,388 | 200,285 | 200,285 | 202,288 | 204,291 | \$ 306,473 |
| Healthways (pilot ends 2016) | 47,327 | - | | | | | - | - | - | -9.2% |
| Community Health Systems (CHS) | 28,598 | 40,196 | | | (1,000) | | - | - | - | 5-Yr Average |
| Jackson National Life (ends 2017) | 46,558 | - | | | | | - | - | - | \$ 308,841 |
| FHA - Reddick Street | | | | | 171,651 | | | | | -5.6% |
| Ramsey Solutions | | | | | 35,503 | | | | | 10-Yr Average |
| | | | | | | | | | | \$ 323,320 |
| | | | | | | | | | | -3.1% |
| | | | | | | | | | | 20-Yr Average |
| | | | | | | | | | | \$ 298,530 |
| | | | | | | | | | | -1.3% |
| Totals | \$ 326,438 | \$ 298,347 | \$ 260,607 | \$ 259,875 | \$ 398,936 | \$ 221,990 | \$ 221,990 | \$ 224,210 | \$ 226,429 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



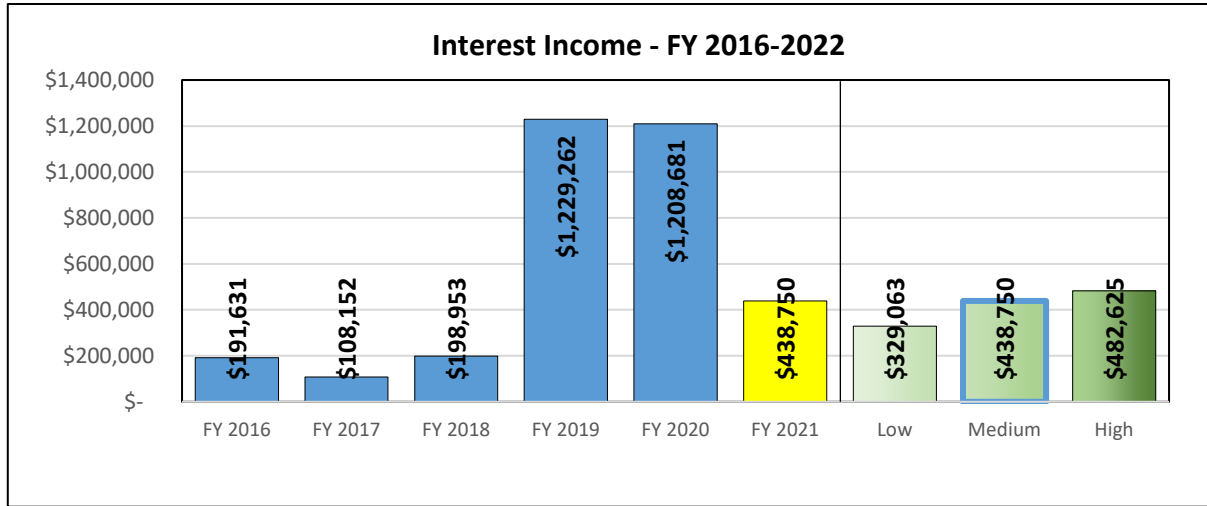
City of Franklin

Revenue Model

| | | | | | |
|--------------|---------------------|------------------|------------------------|---|-------------|
| Fund: | General Fund | Category: | Interest Income | Percent of Total General Fund Revenues | 0.5% |
|--------------|---------------------|------------------|------------------------|---|-------------|

Interest Income: This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue category was adversely affected significantly over the last decade due to the low interest rate environment.

That changed in FY 2019, when the City was able to end long-term low-interest bearing arrangements and replace them with more mark-to-market investment mechanisms. Optimism gave way to pandemic realities, however and the Federal Funds Rate declined from the 2%+ levels which the City took advantage of in FY 2019 to effectively 0%. We forecast this continuing in FY 2022.



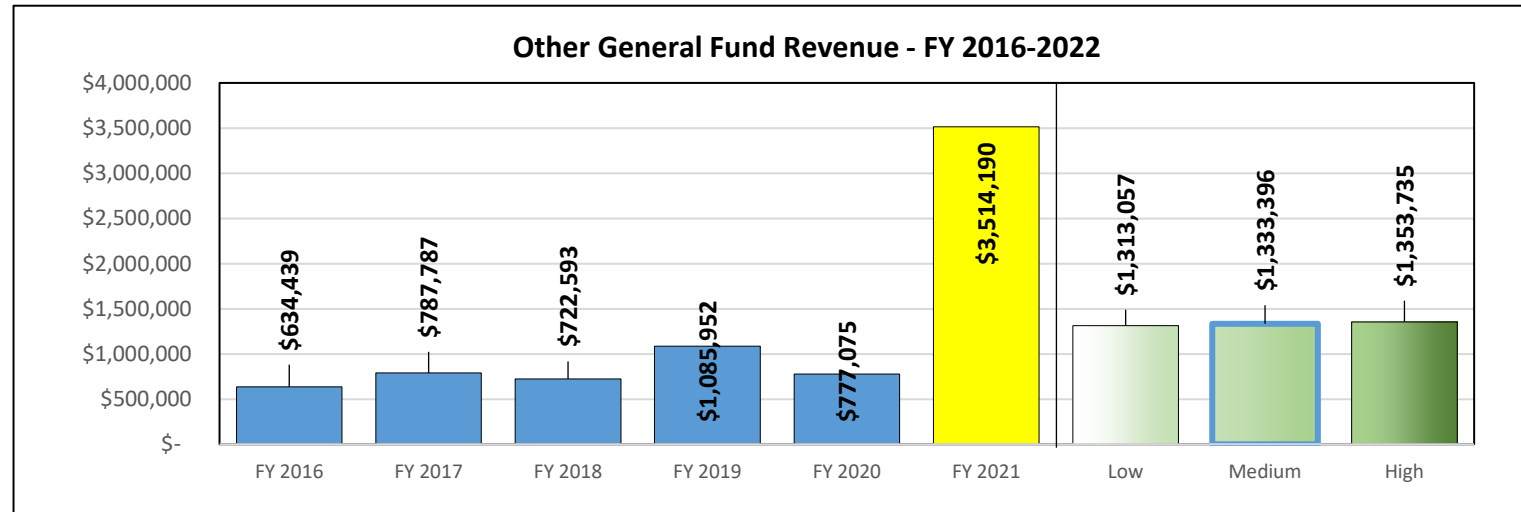
| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-----------------|-------------------|-------------------|-------------------|---------------------|---------------------|-------------------|---------------------|-------------------|-------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 32.1% | -43.6% | 84.0% | 517.9% | -1.7% | -63.7% | -25% | 0% | 10% | |
| July | 13,577 | 9,142 | 52,004 | 57,040 | 51,469 | 17,972 | 13,479 | 17,972 | 19,769 | 3-yr Average |
| August | 2,666 | (3,771) | 48,602 | 85,372 | 222,070 | (7,493) | (5,619) | (7,493) | (8,242) | \$ 878,965 |
| September | 32,171 | 25,061 | (975) | 19,188 | 29,714 | 49,733 | 37,300 | 49,733 | 54,707 | -16.7% |
| October | 4,069 | 5,411 | 6,494 | 59,942 | 85,246 | 10,620 | 7,965 | 10,620 | 11,682 | 5-Yr Average |
| November | (35,195) | (50,994) | (6,867) | 65,066 | 19,408 | (100,684) | (75,513) | (100,684) | (110,753) | \$ 587,336 |
| December | (2,479) | 8,215 | 22,065 | 126,133 | 44,948 | 16,439 | 12,329 | 16,439 | 18,082 | -5.1% |
| January | 69,251 | 16,437 | 14,872 | 67,431 | 90,127 | 32,788 | 24,591 | 32,788 | 36,067 | 10-Yr Average |
| February | 13,568 | 24,463 | (154,674) | 82,012 | 196,704 | (13,873) | (10,405) | (13,873) | (15,260) | \$ 399,747 |
| March | 36,310 | (2,952) | 56,927 | 157,863 | 347,021 | 38,072 | 28,554 | 38,072 | 41,880 | 1.0% |
| April | 8,671 | 37,133 | (19,591) | 108,721 | 43,598 | 56,032 | 42,024 | 56,032 | 61,635 | 20-Yr Average |
| May | 504 | 36,846 | 116,492 | 235,172 | 52,531 | 42,663 | 31,998 | 42,663 | 46,930 | \$ 629,558 |
| June | 48,518 | 3,161 | 63,604 | 165,322 | 25,846 | 296,481 | 222,360 | 296,481 | 326,129 | -1.5% |
| Totals | \$ 191,631 | \$ 108,152 | \$ 198,953 | \$ 1,229,262 | \$ 1,208,681 | \$ 438,750 | \$ 329,063 | \$ 438,750 | \$ 482,625 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.

| | | | | | |
|--------------|---------------------|------------------|--------------|---|-------------|
| Fund: | General Fund | Category: | Other | Percent of Total General Fund Revenues | 1.6% |
|--------------|---------------------|------------------|--------------|---|-------------|

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

The decrease in Other Revenue is attributable to reduction in one-time revenues used for capital investment. This will likely increase by the time of the May budget.

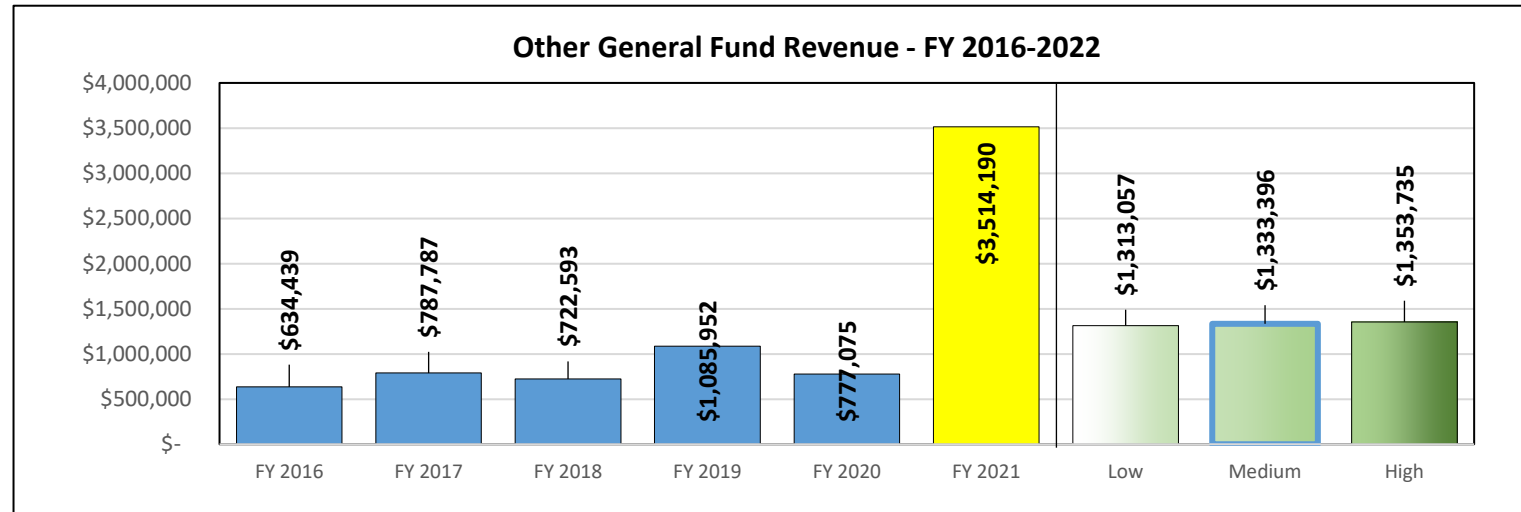


| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|------------------------------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------------|-------------|-------------|--------------------------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 14.6% | 24.2% | -8.3% | 50.3% | -28.4% | 352.2% | -63% | -62% | -61% | |
| City Tax Relief | - | (8,053) | (16,177) | - | (12,893) | - | - | - | - | 3-yr Average \$ 861,874 |
| Prop Taxes - P&I | 34,026 | 36,671 | 39,771 | 43,857 | 58,580 | 36,888 | 36,971 | 38,078 | 39,184 | 102.6% |
| Planning Fees (Rezoning) | 15,053 | 30,422 | - | - | 5,910 | - | - | - | - | 5-Yr Average \$ 801,569 |
| Planning Fees (Site Plans) | 42,924 | 29,011 | - | 16,500 | 106,766 | - | - | - | - | 67.7% |
| Planning Fees (Plat Submittal) | 106,544 | 98,894 | 223,373 | 180,691 | 41,972 | 188,332 | 188,332 | 193,982 | 199,632 | 10-Yr Average \$ 1,735,644 |
| Planning Fees (Misc Planning) | 7,664 | 2,773 | 262 | - | 35,966 | - | - | - | - | 10.2% |
| Beer Permits (New Applic Fee) | 14,750 | 13,750 | 16,500 | 14,750 | 12,660 | 14,653 | 14,653 | 15,092 | 15,532 | 20-Yr Average \$ 1,683,621 |
| Yard Sale Permits | 7,395 | 7,010 | 6,220 | 6,125 | 3,750 | 4,227 | 4,227 | 4,354 | 4,481 | -10.0% |
| Alarm Permits | 26,540 | 23,990 | 24,190 | 23,380 | 26,140 | 24,497 | 24,497 | 25,232 | 25,967 | |
| Miscellaneous Permits | 4,900 | 4,100 | 17,612 | 27,045 | 18,280 | 5,258 | 15,258 | 15,416 | 15,573 | |
| City Sponsored Training | - | - | 3,505 | 390 | - | - | - | - | - | |
| Regional Fire Training | 1,500 | - | 2,500 | 1,500 | 3,810 | - | 1,500 | 1,545 | 1,590 | |
| Maps Sold | 2,752 | 3,682 | 1,234 | 4,020 | 3,560 | 2,829 | 2,829 | 2,914 | 2,999 | |
| Plans Sold | 50 | 1,650 | 1,500 | 1,850 | 3,700 | 2,806 | 2,806 | 2,890 | 2,974 | |
| Records Sold | - | 49 | 52 | 8 | 915 | 1,380 | 1,380 | 1,421 | 1,463 | |
| Special Event Services Fee | 3,600 | 2,500 | 2,900 | 2,000 | 2,696 | 1,743 | 2,743 | 2,795 | 2,848 | |
| Traffic Impact Analysis Review Fee | (1,507) | 65,548 | 35,000 | 21,000 | - | 51,632 | 25,000 | 25,750 | 26,500 | |
| Accident Reports | 77 | 1,514 | 743 | 3 | 755 | 1,642 | 642 | 691 | 741 | |
| Sex Offender Registry | 1,800 | 1,800 | 1,950 | 2,850 | 2,100 | 1,634 | 1,634 | 1,683 | 1,732 | |
| License Seizure Fees | 1,515 | 1,150 | 715 | 470 | 905 | 844 | 844 | 869 | 895 | |

| | | | | | |
|--------------|---------------------|------------------|--------------|---|-------------|
| Fund: | General Fund | Category: | Other | Percent of Total General Fund Revenues | 1.6% |
|--------------|---------------------|------------------|--------------|---|-------------|

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

The decrease in Other Revenue is attributable to reduction in one-time revenues used for capital investment. This will likely increase by the time of the May budget.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| Police Extra Duty | 27,279 | 39,941 | 43,480 | 43,618 | 35,535 | 48,018 | 38,018 | 39,459 | 40,899 | |
| Compost Voucher (Non-Refundable) | 18,040 | 21,200 | 23,720 | 17,555 | 18,800 | 18,206 | 19,863 | 20,459 | 21,055 | |
| Beer Board Violations | - | - | - | 3,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | |
| Bldg & Street Stds Appeals Fees | - | - | - | 3,276 | - | 1,000 | 1,000 | 1,000 | 1,000 | |
| Transient Vendor Recording Fees | 3,486 | 4,364 | 556 | - | - | 4,646 | 4,646 | 4,785 | 4,925 | |
| Tree Bank Fees | 53,841 | 12,767 | 12,906 | 19,904 | - | 15,148 | 10,937 | 11,265 | 11,593 | |
| Sidewalk Reserve Fees | - | 82,840 | - | - | - | - | - | - | - | |
| Rebates on Purchases | 64,639 | 64,081 | 68,125 | 115,951 | 91,858 | 68,980 | 80,931 | 83,359 | 85,787 | |
| Rent - Mall & Other | 8,001 | 12,001 | 15,001 | 12,001 | 9,001 | 12,001 | 12,001 | 12,001 | 12,001 | |
| Park Concessions | 67,880 | 77,543 | 97,480 | 200,475 | 84,806 | 82,081 | 82,081 | 84,543 | 87,006 | |
| Harlinsdale Rentals | 900 | 506 | 3,472 | 1,938 | (2,441) | 1,035 | 1,035 | 1,066 | 1,097 | |
| Sale of Surplus Assets | 118,278 | 134,694 | 60,019 | 296,337 | 128,067 | 97,229 | 268,229 | 271,146 | 274,063 | |
| Electrical Charging Stations | - | - | - | - | 456 | - | - | - | - | |
| Miscellaneous Other Revenue | 2,512 | 21,387 | 35,984 | 25,458 | 77,423 | 20,000 | 20,000 | 20,600 | 21,200 | |
| Christmas Tree Lighting | - | - | - | - | 18,000 | 20,000 | 20,000 | 20,000 | 20,000 | |
| Capital Application from Fund Balance | - | - | - | - | - | 2,786,481 | 430,000 | 430,000 | 430,000 | |
| Totals | \$ 634,439 | \$ 787,787 | \$ 722,593 | \$ 1,085,952 | \$ 777,075 | \$ 3,514,190 | \$ 1,313,057 | \$ 1,333,396 | \$ 1,353,735 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

General Fund Summary - Departmental Summary

| | <u>Actual 2019</u> | <u>Actual 2020</u> | <u>Budget 2021</u> | <u>Estd 2021</u> | <u>Budget 2022</u> | <u>Difference '21 vs. '22</u> | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|----------------|
| | <u>A</u> | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F (E-C)</u> | <u>G (E/C)</u> |
| Governance & Management | | | | | | | |
| Elected Officials | | | | | | | |
| Personnel | \$ 247,764 | \$ 252,555 | \$ 265,890 | \$ 274,966 | \$ 277,081 | \$ 11,191 | 4.2% |
| Operations | \$ 42,738 | \$ 106,135 | \$ 95,701 | \$ 50,098 | \$ 169,988 | \$ 74,288 | 77.6% |
| Total - Elected Officials | \$ 290,502 | \$ 358,690 | \$ 361,591 | \$ 325,064 | \$ 447,069 | \$ 85,479 | 23.6% |
| Administration | | | | | | | |
| Personnel | \$ 1,131,496 | \$ 1,314,698 | \$ 1,409,544 | \$ 1,394,301 | \$ 1,525,122 | \$ 115,578 | 8.2% |
| Operations | \$ (88,068) | \$ (53,614) | \$ (43,950) | \$ (133,066) | \$ (9,698) | \$ 34,252 | -77.9% |
| Total - Administration | \$ 1,043,428 | \$ 1,261,084 | \$ 1,365,594 | \$ 1,261,235 | \$ 1,515,424 | \$ 149,830 | 11.0% |
| Human Resources | | | | | | | |
| Personnel | \$ 1,060,300 | \$ 1,119,992 | \$ 1,130,125 | \$ 1,080,437 | \$ 1,150,702 | \$ 20,577 | 1.8% |
| Operations | \$ 90,951 | \$ 150,506 | \$ 302,482 | \$ 48,512 | \$ 310,740 | \$ 8,258 | 2.7% |
| Total - Human Resources | \$ 1,151,251 | \$ 1,270,498 | \$ 1,432,607 | \$ 1,128,949 | \$ 1,461,442 | \$ 28,835 | 2.0% |
| Law | | | | | | | |
| Personnel | \$ 752,703 | \$ 583,738 | \$ 610,312 | \$ 628,848 | \$ 619,133 | \$ 8,821 | 1.4% |
| Operations | \$ 5,378 | \$ (34,769) | \$ 52,364 | \$ (42,700) | \$ 81,556 | \$ 29,193 | 55.7% |
| Total - Law | \$ 758,081 | \$ 548,969 | \$ 662,676 | \$ 586,148 | \$ 700,689 | \$ 38,014 | 5.7% |
| Communications | | | | | | | |
| Personnel | \$ 412,049 | \$ 398,806 | \$ 425,910 | \$ 426,735 | \$ 420,417 | \$ (5,493) | -1.3% |
| Operations | \$ (17,045) | \$ (20,829) | \$ 29,780 | \$ 12,417 | \$ 31,058 | \$ 1,278 | 4.3% |
| Total - Communications | \$ 395,004 | \$ 377,977 | \$ 455,690 | \$ 439,152 | \$ 451,475 | \$ (4,215) | -0.9% |
| Governance & Management Summary | | | | | | | |
| Personnel | \$ 3,604,312 | \$ 3,669,789 | \$ 3,841,781 | \$ 3,805,288 | \$ 3,992,455 | \$ 150,674 | 3.9% |
| Operations | \$ 33,954 | \$ 147,429 | \$ 436,375 | \$ (64,740) | \$ 583,645 | \$ 147,269 | 33.7% |
| Capital | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| Total Governance & Management | \$ 3,638,266 | \$ 3,817,217 | \$ 4,278,157 | \$ 3,740,549 | \$ 4,576,100 | \$ 297,942 | 7.0% |
| Public Safety | | | | | | | |
| Police | | | | | | | |
| Personnel | \$ 12,717,869 | \$ 13,324,800 | \$ 13,712,214 | \$ 13,602,278 | \$ 14,148,644 | \$ 436,430 | 3.2% |
| Operations | \$ 3,734,357 | \$ 3,299,053 | \$ 3,618,204 | \$ 3,270,081 | \$ 3,668,939 | \$ 50,736 | 1.4% |
| Capital | \$ - | \$ - | \$ 905,116 | \$ 905,116 | \$ 1,333,334 | \$ 428,218 | 47.3% |
| Total - Police | \$ 16,452,226 | \$ 16,623,853 | \$ 18,235,534 | \$ 17,777,475 | \$ 19,150,917 | \$ 915,383 | 5.0% |
| Fire | | | | | | | |
| Personnel | \$ 16,079,006 | \$ 17,097,984 | \$ 17,686,039 | \$ 17,633,988 | \$ 17,371,440 | \$ (314,599) | -1.8% |
| Operations | \$ 1,889,661 | \$ 1,791,447 | \$ 2,134,465 | \$ 2,061,344 | \$ 2,380,571 | \$ 246,106 | 11.5% |
| Capital | \$ 177,000 | \$ - | \$ 157,195 | \$ 125,000 | \$ 252,000 | \$ 94,805 | 60.3% |
| Total - Fire | \$ 18,145,667 | \$ 18,889,431 | \$ 19,977,699 | \$ 19,820,332 | \$ 20,004,011 | \$ 26,312 | 0.1% |
| Public Safety Summary | | | | | | | |
| Personnel | \$ 28,796,875 | \$ 30,422,784 | \$ 31,398,253 | \$ 31,236,266 | \$ 31,520,084 | \$ 121,830 | 0.4% |
| Operations | \$ 5,624,018 | \$ 5,090,500 | \$ 5,752,669 | \$ 5,331,425 | \$ 6,049,511 | \$ 296,842 | 5.2% |
| Capital | \$ 177,000 | \$ - | \$ 1,062,311 | \$ 1,030,116 | \$ 1,585,334 | \$ 523,023 | 49.2% |
| Total Public Safety | \$ 34,597,893 | \$ 35,513,284 | \$ 38,213,233 | \$ 37,597,807 | \$ 39,154,928 | \$ 941,695 | 2.5% |



General Fund Summary - Departmental Summary

| | <u>Actual 2019</u> | <u>Actual 2020</u> | <u>Budget 2021</u> | <u>Estd 2021</u> | <u>Budget 2022</u> | <u>Difference '21 vs. '22</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> |
| Finance & Administration | | | | | | | |
| Finance | | | | | | | |
| Personnel | \$ 958,798 | \$ 976,306 | \$ 1,012,828 | \$ 1,009,190 | \$ 1,014,453 | \$ 1,625 | 0.2% |
| Operations | \$ (41,509) | \$ (44,734) | \$ (61,298) | \$ (72,404) | \$ (37,827) | \$ 23,471 | -38.3% |
| Capital | \$ - | \$ - | \$ - | \$ - | \$ 50,000 | \$ 50,000 | 100.0% |
| Total - Finance | \$ 917,289 | \$ 931,572 | \$ 951,530 | \$ 936,786 | \$ 1,026,626 | \$ 75,096 | 7.9% |
| Purchasing | | | | | | | |
| Personnel | \$ 256,361 | \$ 290,706 | \$ 300,241 | \$ 296,558 | \$ 336,290 | \$ 36,049 | 12.0% |
| Operations | \$ (31,589) | \$ (30,220) | \$ 2,772 | \$ (30,282) | \$ 22,008 | \$ 19,236 | 694.0% |
| Total - Purchasing | \$ 224,772 | \$ 260,486 | \$ 303,013 | \$ 266,276 | \$ 358,298 | \$ 55,285 | 18.2% |
| Information Technology | | | | | | | |
| Personnel | \$ 2,246,342 | \$ 2,418,277 | \$ 2,459,198 | \$ 2,383,495 | \$ 2,548,858 | \$ 89,660 | 3.6% |
| Operations | \$ 1,968,465 | \$ 1,417,319 | \$ 1,369,994 | \$ 1,268,542 | \$ 1,697,150 | \$ 327,156 | 23.9% |
| Capital | \$ 39,762 | \$ - | \$ 148,000 | \$ 148,000 | \$ 100,000 | \$ (48,000) | -32.4% |
| Total - Information Technology | \$ 4,254,569 | \$ 3,835,596 | \$ 3,977,192 | \$ 3,800,037 | \$ 4,346,008 | \$ 368,816 | 9.3% |
| Revenue Management | | | | | | | |
| Personnel | \$ 1,066,337 | \$ 1,020,658 | \$ 1,061,972 | \$ 1,054,675 | \$ 1,061,624 | \$ (348) | 0.0% |
| Operations | \$ (825,203) | \$ (885,186) | \$ (877,068) | \$ (898,532) | \$ (852,498) | \$ 24,570 | -2.8% |
| Total - Revenue Management | \$ 241,134 | \$ 135,472 | \$ 184,904 | \$ 156,143 | \$ 209,126 | \$ 24,222 | 13.1% |
| Municipal Court | | | | | | | |
| Personnel | \$ 154,347 | \$ 214,025 | \$ 281,391 | \$ 269,762 | \$ 223,267 | \$ (58,124) | -20.7% |
| Operations | \$ 58,640 | \$ 62,871 | \$ 71,968 | \$ 66,581 | \$ 47,906 | \$ (24,062) | -33.4% |
| Total - Municipal Court | \$ 212,987 | \$ 276,896 | \$ 353,359 | \$ 336,343 | \$ 271,173 | \$ (82,186) | -23.3% |
| Project and Facilities Management | | | | | | | |
| Personnel | \$ 430,886 | \$ 448,962 | \$ 498,647 | \$ 481,371 | \$ 478,361 | \$ (20,286) | -4.1% |
| Operations | \$ 729,823 | \$ 705,428 | \$ 682,774 | \$ 653,069 | \$ 722,886 | \$ 40,112 | 5.9% |
| Capital | \$ 42,095 | \$ 99,503 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| Total - Project and Facilities Management | \$ 1,202,804 | \$ 1,253,893 | \$ 1,181,421 | \$ 1,134,440 | \$ 1,201,247 | \$ 19,826 | 1.7% |
| Finance & Administration Summary | | | | | | | |
| Personnel | \$ 5,113,071 | \$ 5,368,934 | \$ 5,614,277 | \$ 5,495,052 | \$ 5,662,853 | \$ 48,576 | 0.9% |
| Operations | \$ 1,858,627 | \$ 1,225,478 | \$ 1,189,142 | \$ 986,973 | \$ 1,599,625 | \$ 410,483 | 34.5% |
| Capital | \$ 81,857 | \$ 99,503 | \$ 148,000 | \$ 148,000 | \$ 150,000 | \$ 2,000 | 1.4% |
| Total Finance & Administration | \$ 7,053,555 | \$ 6,693,915 | \$ 6,951,419 | \$ 6,630,026 | \$ 7,412,478 | \$ 461,059 | 6.6% |
| Community & Economic Development | | | | | | | |
| Building and Neighborhood Services | | | | | | | |
| Personnel | \$ 2,686,867 | \$ 2,868,867 | \$ 2,932,937 | \$ 2,635,827 | \$ 3,142,057 | \$ 209,120 | 7.1% |
| Operations | \$ 296,046 | \$ 276,432 | \$ 316,431 | \$ 206,469 | \$ 327,810 | \$ 11,379 | 3.6% |
| Total - Building & Neighborhood Services | \$ 2,982,913 | \$ 3,145,299 | \$ 3,249,368 | \$ 2,842,296 | \$ 3,469,867 | \$ 220,498 | 6.8% |
| Planning and Sustainability | | | | | | | |
| Personnel | \$ 1,315,080 | \$ 1,261,300 | \$ 1,368,236 | \$ 1,365,756 | \$ 1,480,642 | \$ 112,406 | 8.2% |
| Operations | \$ 242,556 | \$ 134,402 | \$ 202,108 | \$ 173,655 | \$ 401,099 | \$ 198,991 | 98.5% |
| Total - Planning & Sustainability | \$ 1,557,636 | \$ 1,395,702 | \$ 1,570,344 | \$ 1,539,411 | \$ 1,881,741 | \$ 311,397 | 19.8% |
| Engineering | | | | | | | |
| Personnel | \$ 1,379,181 | \$ 1,609,579 | \$ 1,693,296 | \$ 1,689,995 | \$ 1,694,166 | \$ 870 | 0.1% |
| Operations | \$ (86,195) | \$ (160,361) | \$ (149,756) | \$ (196,066) | \$ (140,721) | \$ 9,035 | -6.0% |
| Total Engineering & TOC | \$ 1,292,986 | \$ 1,449,218 | \$ 1,543,540 | \$ 1,493,929 | \$ 1,553,445 | \$ 9,905 | 0.6% |



General Fund Summary - Departmental Summary

| | <u>Actual 2019</u> | <u>Actual 2020</u> | <u>Budget 2021</u> | <u>Estd 2021</u> | <u>Budget 2022</u> | <u>Difference '21 vs. '22</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> |
| Traffic Operations Center (TOC) | | | | | | | |
| Personnel | \$ 408,517 | \$ 362,636 | \$ 400,455 | \$ 320,401 | \$ 420,690 | \$ 20,235 | 5.1% |
| Operations | \$ 296,073 | \$ 483,566 | \$ 530,062 | \$ 275,904 | \$ 472,086 | \$ (57,976) | -10.9% |
| Capital | \$ 261,166 | \$ 92,864 | \$ 2,150,000 | \$ 1,090,000 | \$ 1,795,000 | \$ (355,000) | -16.5% |
| Total Engineering & TOC | \$ 965,756 | \$ 939,066 | \$ 3,080,517 | \$ 1,686,305 | \$ 2,687,776 | \$ (392,741) | -12.7% |
| Economic Development | | | | | | | |
| Operations | \$ 78,327 | \$ 90,844 | \$ 90,748 | \$ 71,261 | \$ 88,855 | \$ (1,893) | -2.1% |
| Total - Economic Development | \$ 78,327 | \$ 90,844 | \$ 90,748 | \$ 71,261 | \$ 88,855 | \$ (1,893) | -2.1% |
| Community & Economic Development Summary | | | | | | | |
| Personnel | \$ 5,789,645 | \$ 6,102,382 | \$ 6,394,924 | \$ 6,011,980 | \$ 6,737,555 | \$ 342,631 | 5.4% |
| Operations | \$ 826,807 | \$ 824,883 | \$ 989,593 | \$ 531,222 | \$ 1,149,129 | \$ 159,536 | 16.1% |
| Capital | \$ 261,166 | \$ 92,864 | \$ 2,150,000 | \$ 1,090,000 | \$ 1,795,000 | \$ (355,000) | -16.5% |
| Total Community & Economic Developmen | \$ 6,877,618 | \$ 7,020,130 | \$ 9,534,517 | \$ 7,633,202 | \$ 9,681,684 | \$ 147,167 | 1.5% |
| Public Works | | | | | | | |
| Streets Department - Maintenance Division | | | | | | | |
| Personnel | \$ 2,605,408 | \$ 2,792,189 | \$ 2,782,985 | \$ 2,754,027 | \$ 3,010,277 | \$ 227,292 | 8.2% |
| Operations | \$ 1,637,074 | \$ 1,223,403 | \$ 1,378,053 | \$ 1,184,774 | \$ 1,417,560 | \$ 39,507 | 2.9% |
| Capital | \$ 209,451 | \$ 603,671 | \$ 137,000 | \$ 137,354 | \$ 130,000 | \$ (7,000) | -5.1% |
| Total - Streets - Maintenance | \$ 4,451,933 | \$ 4,619,263 | \$ 4,298,038 | \$ 4,076,155 | \$ 4,557,837 | \$ 259,799 | 6.0% |
| Streets Department - Traffic Division | | | | | | | |
| Personnel | \$ 893,335 | \$ 923,716 | \$ 941,855 | \$ 941,759 | \$ 945,205 | \$ 3,350 | 0.4% |
| Operations | \$ 559,096 | \$ 507,818 | \$ 652,384 | \$ 632,386 | \$ 637,933 | \$ (14,451) | -2.2% |
| Capital | \$ 110,000 | \$ 141,386 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| Total - Streets - Traffic | \$ 1,562,431 | \$ 1,572,920 | \$ 1,594,239 | \$ 1,574,146 | \$ 1,583,138 | \$ (11,101) | -0.7% |
| Streets Department - Fleet Maintenance Division | | | | | | | |
| Personnel | \$ 803,201 | \$ 847,312 | \$ 773,094 | \$ 765,440 | \$ 820,806 | \$ 47,712 | 6.2% |
| Operations | \$ 4,971 | \$ 95,025 | \$ 80,562 | \$ 30,886 | \$ 444,747 | \$ 364,185 | 452.1% |
| Capital | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| Total - Streets - Fleet Maintenance | \$ 808,172 | \$ 942,337 | \$ 853,656 | \$ 796,326 | \$ 1,265,553 | \$ 411,897 | 48.3% |
| Parks | | | | | | | |
| Personnel | \$ 2,730,526 | \$ 2,953,214 | \$ 3,011,863 | \$ 2,956,748 | \$ 3,684,851 | \$ 672,988 | 22.3% |
| Operations | \$ 1,841,743 | \$ 2,310,916 | \$ 2,214,499 | \$ 1,716,303 | \$ 2,380,454 | \$ 165,955 | 7.5% |
| Capital | \$ 385,213 | \$ 533,415 | \$ 46,000 | \$ - | \$ - | \$ (46,000) | -100.0% |
| Total - Parks | \$ 4,957,482 | \$ 5,797,545 | \$ 5,272,362 | \$ 4,673,051 | \$ 6,065,305 | \$ 792,943 | 15.0% |
| Public Works | | | | | | | |
| Personnel | \$ 7,032,470 | \$ 7,516,431 | \$ 7,509,797 | \$ 7,417,974 | \$ 8,461,139 | \$ 951,343 | 12.7% |
| Operations | \$ 4,042,884 | \$ 4,137,162 | \$ 4,325,499 | \$ 3,564,350 | \$ 4,880,694 | \$ 555,195 | 12.8% |
| Capital | \$ 704,664 | \$ 1,278,472 | \$ 183,000 | \$ 137,354 | \$ 130,000 | \$ (53,000) | -29.0% |
| Total Public Works | \$ 11,780,018 | \$ 12,932,065 | \$ 12,018,296 | \$ 11,119,678 | \$ 13,471,833 | \$ 1,453,538 | 12.1% |
| Other Operating Expenditures | | | | | | | |
| General Expenses | | | | | | | |
| Personnel | \$ 319,636 | \$ (2,339,393) | \$ 2,017,382 | \$ 572,056 | \$ 3,768,715 | \$ 1,751,334 | 86.8% |
| Operations | \$ 128,123 | \$ 320,279 | \$ (41,335) | \$ 227,454 | \$ 283,071 | \$ 324,406 | -784.8% |
| Capital | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| Total - General Expenses | \$ 447,759 | \$ (2,019,114) | \$ 1,976,047 | \$ 799,510 | \$ 4,051,786 | \$ 2,075,740 | 105.0% |
| Appropriations | | | | | | | |
| Operations | \$ 466,424 | \$ 486,738 | \$ 451,450 | \$ 445,656 | \$ 506,458 | \$ 55,008 | 12.2% |



City of Franklin, Tennessee

FY 2022 Operating Budget

General Fund Summary - Departmental Summary

| | <u>Actual 2019</u> | <u>Actual 2020</u> | <u>Budget 2021</u> | <u>Estd 2021</u> | <u>Budget 2022</u> | <u>Difference '21 vs. '22</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> |
| Total Appropriations | \$ 466,424 | \$ 486,738 | \$ 451,450 | \$ 445,656 | \$ 506,458 | \$ 55,008 | 12.2% |
| Interfund Transfers | | | | | | | |
| Operations | \$ 4,100,884 | \$ 5,498,033 | \$ 3,538,843 | \$ 3,538,843 | \$ 5,612,364 | \$ 2,073,521 | 58.6% |
| Total Interfund Transfers | \$ 4,100,884 | \$ 5,498,033 | \$ 3,538,843 | \$ 3,538,843 | \$ 5,612,364 | \$ 2,073,521 | 58.6% |
| Other General Fund Operating Expenditures Summary | | | | | | | |
| Personnel | \$ 319,636 | \$ (2,339,393) | \$ 2,017,382 | \$ 572,056 | \$ 3,768,715 | \$ 1,751,334 | 86.8% |
| Operations | \$ 4,695,431 | \$ 6,305,050 | \$ 3,948,958 | \$ 4,211,953 | \$ 6,401,893 | \$ 2,452,935 | 62.1% |
| Capital | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| Total Other GF Oper. Exp. | \$ 5,015,067 | \$ 3,965,657 | \$ 5,966,340 | \$ 4,784,009 | \$ 10,170,608 | \$ 4,204,269 | 70.5% |

General Fund Expenditures (by major category)

| | | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|--------------|-------|
| Personnel | \$ 50,656,009 | \$ 50,740,927 | \$ 56,776,413 | \$ 54,538,616 | \$ 60,142,801 | \$ 3,366,388 | 5.9% |
| Operations | \$ 17,081,721 | \$ 17,730,503 | \$ 16,642,238 | \$ 14,561,183 | \$ 20,664,497 | \$ 4,022,259 | 24.2% |
| Capital | \$ 1,224,687 | \$ 1,470,839 | \$ 3,543,311 | \$ 2,405,470 | \$ 3,660,334 | \$ 117,023 | 3.3% |
| Total - General Fund Departments | \$ 68,962,417 | \$ 69,942,269 | \$ 76,961,962 | \$ 71,505,269 | \$ 84,467,632 | \$ 7,505,670 | 9.8% |



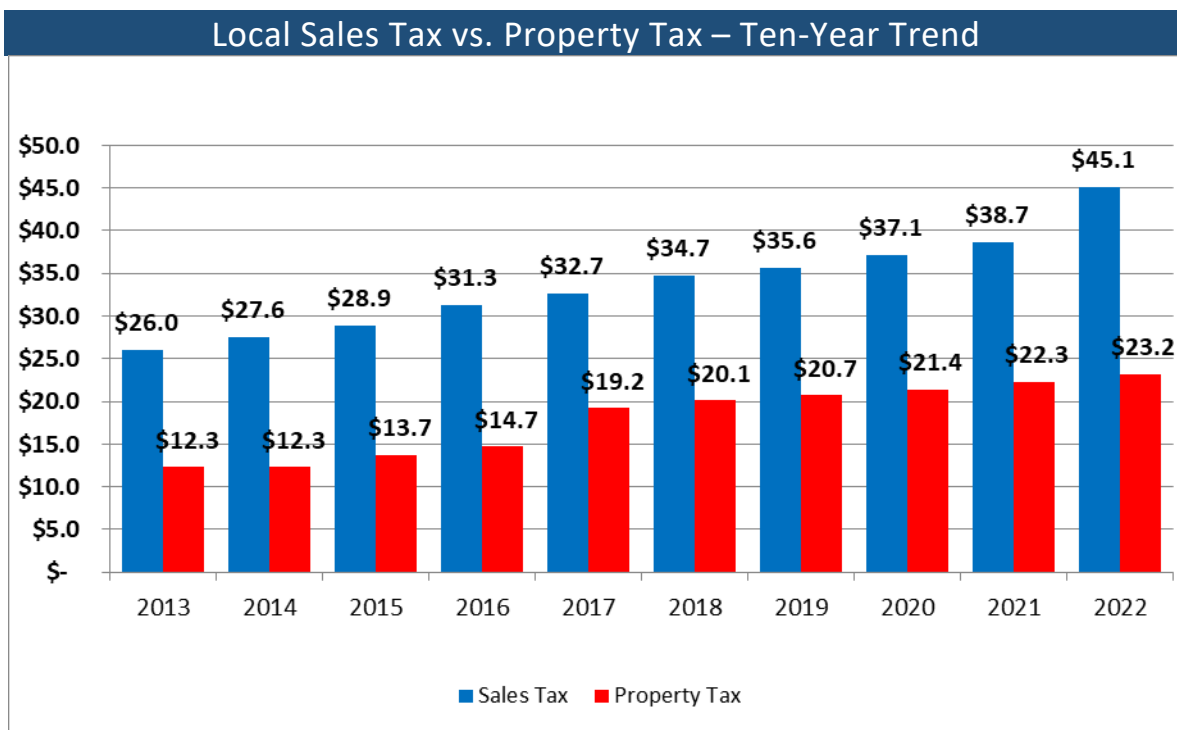
City of Franklin, Tennessee

FY 2022 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 2022, the \$23.2 million is split \$8.2 million in the General Fund, \$11.7 million in the Debt Service Fund, \$2.5 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.



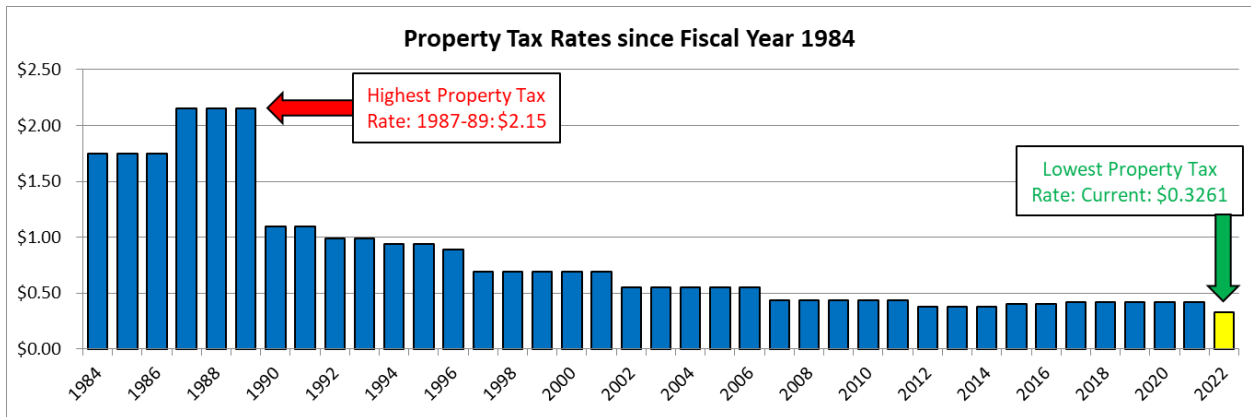
City of Franklin, Tennessee

FY 2022 Operating Budget

General Fund Summary

Property Tax Rate Summary

As required every five (5) years, Williamson County completed a reappraisal of property tax values this year. 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 occurred during this budget cycle (2021 for Fiscal Year 2022). Effective FY 2022, the certified tax rate is 32.61 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 | --- | 2004 | \$0.5500 | \$0.0000 |
| 1985 | \$1.7500 | \$0.0000 | 2005 | \$0.5500 | \$0.0000 |
| 1986 | \$1.7500 | \$0.0000 | 2006 | \$0.5500 | \$0.0000 |
| 1987 | \$2.1500 | \$0.4000 | 2007 | \$0.4340 | (\$0.1160) |
| 1988 | \$2.1500 | \$0.0000 | 2008 | \$0.4340 | \$0.0000 |
| 1989 | \$2.1500 | \$0.0000 | 2009 | \$0.4340 | \$0.0000 |
| 1990 | \$1.1000 | (\$1.0500) | 2010 | \$0.4340 | \$0.0000 |
| 1991 | \$1.1000 | \$0.0000 | 2011 | \$0.4340 | \$0.0000 |
| 1992 | \$0.9900 | (\$0.1100) | 2012 | \$0.3765 | (\$0.0575) |
| 1993 | \$0.9900 | \$0.0000 | 2013 | \$0.3765 | \$0.0000 |
| 1994 | \$0.9400 | (\$0.0500) | 2014 | \$0.3765 | \$0.0000 |
| 1995 | \$0.9400 | \$0.0000 | 2015 | \$0.4065 | \$0.0300 |
| 1996 | \$0.8900 | (\$0.0500) | 2016 | \$0.4065 | \$0.0000 |
| 1997 | \$0.6900 | (\$0.2000) | 2017 | \$0.4176 | \$0.0111 |
| 1998 | \$0.6900 | \$0.0000 | 2018 | \$0.4176 | \$0.0000 |
| 1999 | \$0.6900 | \$0.0000 | 2019 | \$0.4176 | \$0.0000 |
| 2000 | \$0.6900 | \$0.0000 | 2020 | \$0.4176 | \$0.0000 |
| 2001 | \$0.6900 | \$0.0000 | 2021 | \$0.4176 | \$0.0000 |
| 2002 | \$0.5500 | (\$0.1400) | 2022 | \$0.3261 | (\$0.0915) |
| 2003 | \$0.5500 | \$0.0000 | | | |



Long-Range Financial Model - Summary - 2022-2026

Summary: This is a summary of anticipated General Fund Revenues and General Fund Expenses for the next five years, FY 2022-2026. Decisions made today have impacts which last for many years. The expenditure of public resources is one of the most influential and important decisions which a community is faced with. Additional employees provide services for a growing community like Franklin, but they also generate pension and benefit liabilities for years if not decades to come. It is important that citizens and policy makers alike understand and have an idea what the future budgets of Franklin will look like.

Projections are rife with difficulty; assumptions about rates of expenditure increase, commodity increase, inflation and revenue increase (or decrease) are speculative at best. However, a general rule of thumb is the fewer years of forecast, the more reliable the projection. This is why this projection is only for 60 months, beginning July 1, 2021 and ending June 30, 2026. Staff, with reasonable assurance, can project out likely trends in revenues and expenditures.

Before examining how expenses are forecast to unfold, it is important to know what resources will be available in five years.
Revenues

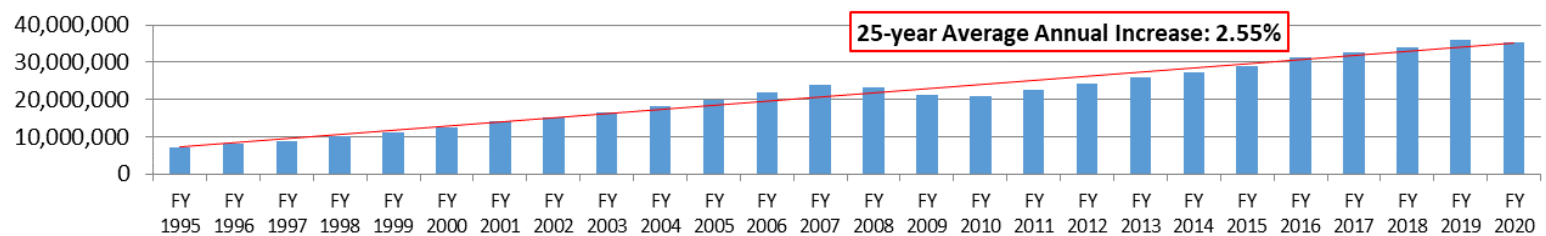
Exhibit 1: Overall General Fund Revenues: FY 2022-2026

| | Forecast 2022 | | Forecast 2023 | | Forecast 2024 | | Forecast 2025 | | Forecast 2026 | |
|-------------------------------------|----------------------|-----------|----------------------|-----------|----------------------|-----------|----------------------|-----------|----------------------|-----------|
| | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % |
| Revenues | | | | | | | | | | |
| Local Sales Tax | \$ 45,121,566 | 17.93% | \$ 46,475,213 | 3.00% | \$ 47,869,469 | 3.00% | \$ 49,305,553 | 3.00% | \$ 50,784,720 | 3.00% |
| State Shared | \$ 12,915,494 | 16.46% | \$ 13,302,959 | 3.00% | \$ 13,702,048 | 3.00% | \$ 14,113,109 | 3.00% | \$ 14,536,502 | 3.00% |
| Property Tax | \$ 8,267,904 | -1.30% | \$ 8,515,941 | 3.00% | \$ 11,271,419 | 32.36% | \$ 11,609,562 | 3.00% | \$ 11,957,849 | 3.00% |
| Alcohol Tax | \$ 4,693,022 | 5.37% | \$ 4,857,278 | 3.50% | \$ 5,027,282 | 3.50% | \$ 5,203,237 | 3.50% | \$ 5,385,351 | 3.50% |
| Building Permits & Licenses | \$ 2,532,737 | -10.17% | \$ 2,532,737 | 0.00% | \$ 2,532,737 | 0.00% | \$ 2,532,737 | 0.00% | \$ 2,532,737 | 0.00% |
| Franchise Fees | \$ 2,501,079 | 0.24% | \$ 2,576,111 | 3.00% | \$ 2,653,395 | 3.00% | \$ 2,732,996 | 3.00% | \$ 2,814,986 | 3.00% |
| Grants | \$ 6,010,310 | 23.30% | \$ 4,210,310 | -29.95% | \$ 4,210,310 | 0.00% | \$ 1,210,310 | -71.25% | \$ 1,210,310 | 0.00% |
| Court Fines & Fees | \$ 431,384 | 3.76% | \$ 431,384 | 0.00% | \$ 431,384 | 0.00% | \$ 431,384 | 0.00% | \$ 431,384 | 0.00% |
| In Lieu of Tax | \$ 221,990 | 0.00% | \$ 233,089 | 5.00% | \$ 244,744 | 5.00% | \$ 256,981 | 5.00% | \$ 269,830 | 5.00% |
| Interest Income | \$ 438,750 | 0.00% | \$ 447,525 | 2.00% | \$ 456,476 | 2.00% | \$ 465,605 | 2.00% | \$ 474,917 | 2.00% |
| Other | \$ 1,333,396 | -62.06% | \$ 2,495,730 | 87.17% | \$ 2,495,730 | 0.00% | \$ 2,162,396 | -13.36% | \$ 2,162,396 | 0.00% |
| Total - General Fund Revenue | \$ 84,467,632 | | \$ 86,078,277 | | \$ 90,894,994 | | \$ 90,023,871 | | \$ 92,560,982 | |
| Year over Year \$ | \$ 7,505,670 | | \$ 1,610,646 | | \$ 4,816,716 | | \$ (871,122) | | \$ 2,537,111 | |
| Year over Year % | 9.75% | | 1.91% | | 5.60% | | -0.96% | | 2.82% | |

Revenues: Revenues are forecast to grow by nearly 9.3% from FY 2022 to 2026, or an average of just less than 2% annually. This is a conservative forecast, using historical averages for the last 5 to in some cases 30 years dependent upon revenue category. There are several significant sub-categories of General Fund Revenues which require deeper examination.

Local Sales Tax: Local Sales Tax is the City's primary revenue source. Roughly half of our General Fund revenue comes from this source.

Exhibit 2: Local Option Sales Tax - 25 Year Historic Average - FY 1995-2020



In addition to the State-imposed 7% sales tax, the City has a 2.75% local sales tax, which is at the maximum allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District.

While the COVID-19 Pandemic did not impact our revenues as much as initially thought, it did lower the 25 year historic average from 3.5% year-over-year growth to 2.55%. We believe this rate of growth will increase to 3% in FY 2023 and beyond. The major increase forecast in FY 2022 is due to the ending of the additional sales tax contribution voted on by the Citizens of Franklin in 2018 which is currently going to Williamson County. Once the City's share (currently .50% of the 2.75% total local City/County option) comes back to Franklin, we forecast around \$7.2 million in additional revenues annually coming to the City. This forecast assumes 50% of that distribution (or \$3.6 million) dedicated to General Fund operations while the balance will be dedicated to capital projects. This allocation will be reviewed annually as operational and capital needs warrant.



Long-Range Financial Model - Summary - 2022-2026

Revenues (con't)

State Shared Tax: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, Hall Income Tax (dividends / interest), TVA PILOT payments,

Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly around the 20th except for the Income tax (annual) and the Excise Tax which are semi-annual remittances.

The forecast for 2022 and beyond assumes a 3.0% increase year over year on average. The major change in state shared revenues is the simultaneous phase out of the income tax effective FY 2022 with the advent of taxes from sports gaming. This is not a one for one replacement - Franklin averaged \$2.1 million annually from the Hall Income Tax FY 2016-2020. The estimate for annual collections for the new sports gaming tax is \$70,000.

Property Tax: The third largest revenue source of the General Fund is the local Property Tax. Citizens in Franklin pay property tax to two entities - the City of Franklin and Williamson County. Franklin residents living within the Franklin Special School District also pay property taxes to this self taxing district. The FY 2022 Forecast assumes modest growth over 2021 due to the base growth rate of 3%. This assumption is carried throughout the forecast model. There is no assumption at this time of an increase in the rate in the forecast horizon.

As shown on the right, the continuous and steady growth of the City has enabled the Property Tax rate to remain low and get lower over the last 38 years. The City has been fortunate to realize numerous reductions in its Property Tax rate while sustaining service delivery at a high level. The increase in the rate in FY 2017 was dedicated to fund capital improvements (through the *Invest Franklin* initiative) and support operations.

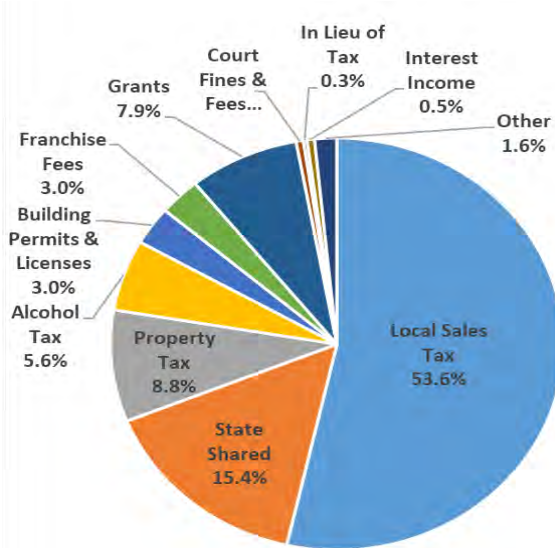
Exhibit 3: Property Tax Rates - FY 1984-2021

| 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 |

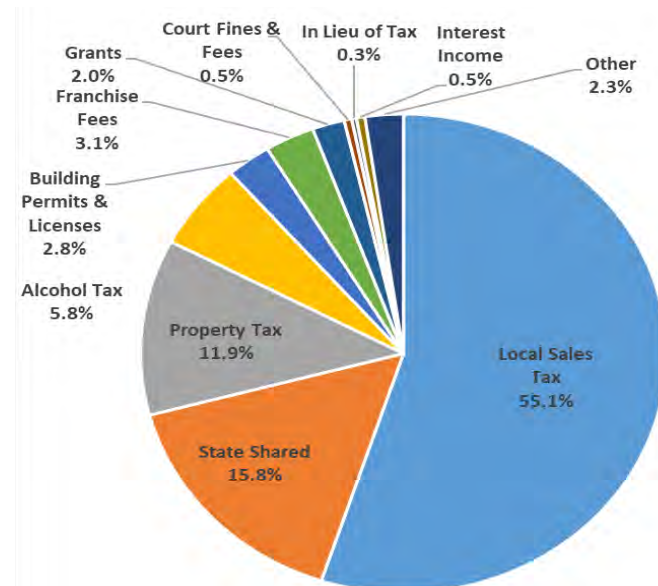
The significant increase in the FY 2024 Property Tax forecast for the general fund is the realization of additional property tax revenues currently dedicated to paying down the Tax Increment Financing district in the Cool Springs area of Franklin. This is forecast to be paid off in FY 2023, allowing property tax dollars to flow to operational and capital needs beginning in FY 2024. Conservatively, this additional growth has been divided 50% for operational needs and 50% for capital projects. The additional amount for General Fund operations in this forecast in FY 2024 is \$1,000,000.

Revenue Summary: The City of Franklin is heavily reliant on consumption taxes for the ongoing funding of its General Fund operations, and this forecast does not change that. In fact, the pie charts below show the city will become even more reliant on local option sales by FY 2026 than it is today. By 2026, nearly 77% of all General Fund revenues will come from sales (either local or state shared) and alcohol taxes, although Property Tax support will also increase to nearly 12% from nearly 9% in FY

FY 2022 General Fund Revenues



FY 2026 General Fund Revenues





Long-Range Financial Model - Summary - 2022-2026

Expenses

Expenses: The City of Franklin is blessed to have a growing and prosperous economy and increasing population. But with that ever increasing population come increasing demands for high-quality City services. Franklin, like all governments and corporations, also faces continual pressure to limit health care, pension and personnel costs while implementing innovative solutions which increase efficiency while providing the best level of service delivery at an affordable rate to our taxpayers.

To account for this growth, and to properly plan for the increase in Revenues forecast above, the City plans to add and restore significant numbers of personnel now that the economy has stabilized and significant additional Sales Tax revenues have come online in FY 2022. From FY 2022-2026, the City plans on adding 25 full-time equivalent personnel in areas of Police, Fire, and Public Works, with targeted additional personnel possible in Support Service departments. The bulk of remaining available funds annually will be dedicated as appropriate to equipment renewal and replacement, including a commitment to turn-over the City's fleet in a more timely manner in the past to take advantage of warranties and reduce repair and maintenance costs.

Exhibit 4: Overall General Fund Expenses: FY 2022-2026

| | Forecast 2022 | | Forecast 2023 | | Forecast 2024 | | Forecast 2025 | | Forecast 2026 | |
|--|----------------------|--------------|----------------------|--------------|----------------------|--------------|----------------------|---------------|----------------------|--------------|
| | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % | Total \$ | Yr / Yr % |
| General Fund Expenditures (by program area) | | | | | | | | | | |
| Governance & Management | \$ 4,576,100 | 6.96% | \$ 4,747,471 | 3.74% | \$ 4,977,463 | 4.84% | \$ 5,163,377 | 3.74% | \$ 5,408,464 | 4.75% |
| Public Safety | \$ 39,154,928 | 2.46% | \$ 40,830,722 | 4.28% | \$ 42,877,127 | 5.01% | \$ 44,357,587 | 3.45% | \$ 46,229,415 | 4.22% |
| Finance & Administration | \$ 7,412,478 | 6.63% | \$ 7,670,985 | 3.49% | \$ 7,939,192 | 3.50% | \$ 8,217,474 | 3.51% | \$ 8,506,223 | 3.51% |
| Community & Economic Deve | \$ 9,681,684 | 1.54% | \$ 9,975,502 | 3.03% | \$ 10,280,633 | 3.06% | \$ 10,597,520 | 3.08% | \$ 10,926,625 | 3.11% |
| Public Works | \$ 13,471,833 | 12.09% | \$ 14,085,893 | 4.56% | \$ 14,730,002 | 4.57% | \$ 15,395,274 | 4.52% | \$ 16,082,462 | 4.46% |
| Other Operating Expenses | \$ 10,170,608 | 70.47% | \$ 8,562,645 | -15.81% | \$ 9,894,768 | 15.56% | \$ 6,070,595 | -38.65% | \$ 6,335,623 | 4.37% |
| Total - General Fund Expenses: | \$ 84,467,632 | 9.75% | \$ 85,873,217 | 1.66% | \$ 90,699,185 | 5.62% | \$ 89,801,827 | -0.99% | \$ 93,488,810 | 4.11% |
| General Fund Expenditures (by major category) | | | | | | | | | | |
| Personnel | \$ 60,142,801 | 5.93% | \$ 62,130,200 | 3.30% | \$ 65,006,980 | 4.63% | \$ 67,700,409 | 4.14% | \$ 70,503,233 | 4.14% |
| Operations | \$ 20,664,497 | 24.17% | \$ 20,082,683 | -2.82% | \$ 21,731,872 | 8.21% | \$ 18,174,418 | -16.37% | \$ 18,758,577 | 3.21% |
| Capital | \$ 3,660,334 | 3.30% | \$ 3,660,334 | 0.00% | \$ 3,960,334 | 8.20% | \$ 3,927,000 | -0.84% | \$ 4,227,000 | 7.64% |
| Total - General Fund Expenses: | \$ 84,467,632 | 9.75% | \$ 85,873,217 | 1.66% | \$ 90,699,185 | 5.62% | \$ 89,801,827 | -0.99% | \$ 93,488,810 | 4.11% |
| <i>Year over Year \$</i> | \$ 7,505,671 | | \$ 1,405,585 | | \$ 4,825,968 | | \$ (897,358) | | \$ 3,686,983 | |
| <i>Year over Year %</i> | 9.75% | | 1.66% | | 5.62% | | -0.99% | | 4.11% | |

For the next five years, baseline personnel expenses are expected to increase about 3.45% annually, very much in line with the 10-year historic average of a 3.9% increase year-over-year. Within this amount, there are anticipated wage increases of 4-5% annually for all employees, health care increases of 5-10% annually and pension increases of 5% annually. Mitigating these increases, however, is the continued shift of personnel to cheaper health care plans (featuring HSAs).

Although the five-year forecast shows nearly level operational expenses, base operational costs are forecast to increase by 2% annually year-over-year, primarily as the result of inflation. Increases larger than 2% shown above are attributable the planned purchase of new equipment for additional personnel in FY 2022-2024. Utility costs and Property & Liability Costs are expected to run about 5% higher annually year-over-year, while many Contractual Services (professional services, engineering support, consultants) are expected to be level-funded in the long-term horizon. The fluctuations are attributable to transfers to other funds which are largely dependent upon one-time funding from state and federal governments. Base Capital Costs are forecast to increase by 3% annually FY 2022 through FY 2026. Additional capital expenditures are for larger equipment replacement, one-time facility and infrastructure replacement in the Public Works program area of departments (Streets, Engineering and Parks).

Expense increases in the long-term have also been planned with consideration to the City's Strategic Plan, Franklin Forward. All departmental requests for new expenditure - whether they be personnel, operations, equipment or capital - must be categorized as to how the fit and fulfill the City's commitment to four main themes of the plan. They are:



A Safe, Clean, and Livable City



Effective and Fiscally Sound
 City Government Providing
 High-quality Services



Quality Life Experiences



Sustainable Growth and
 Economic Prosperity



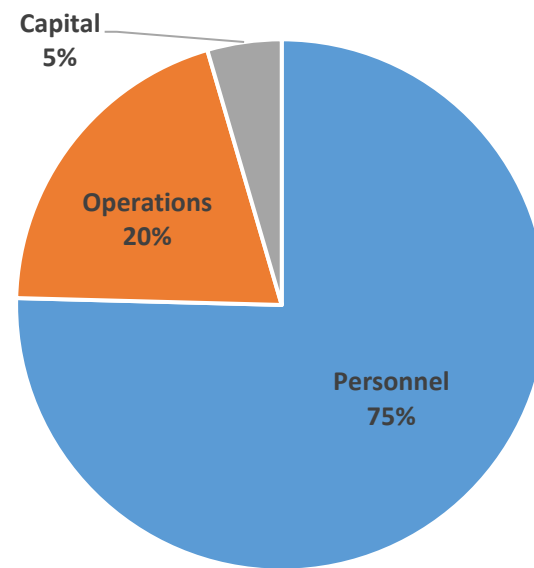
Long-Range Financial Model - Summary - 2022-2026

Expenses (con't)

Expense Summary: Overall, Personnel and Capital costs are forecast to increase from 71% to 75% and 4% to 5%, respectively in FY 2026 of the total General Fund budget, while Operations will drop from 25% to 20%.

This projection is a work in progress. The amount of available revenues forecast annually do not begin to meet the annual departmental expense enhancement requests, which have averaged between \$8-10 million annually over the last five years. We pride ourselves on providing the highest-quality local government services in the State of Tennessee in the most efficient and cost effective manner we can, but this grows more difficult by the year as expectations grow but revenues do not keep pace with demands.

FY 2026 G/F Expenses by Category



Summary

The Long-Range Operational forecast for the City of Franklin's General Fund proposes break-even budgets FY 2022-2025, with a slight deficit appearing in FY 2026. Nominal annual increases to fund balance are forecast year over year. This will result in the reduction as a percentage of overall annual budgets the City's General Fund balance from its forecast level of 63% in FY 2022 to 57% in FY 2026. This, however, is still far in excess of the City's minimum fund balance policy requirements which mandate a minimum of 33% of General Fund annual budgets be held in reserve at year end.

Exhibit 5: Overall General Fund Change in Fund Balance : FY 2022-2026

| | <u>Forecast 2022</u> | <u>Forecast 2023</u> | <u>Forecast 2024</u> | <u>Forecast 2025</u> | <u>Forecast 2026</u> |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Beginning Balance* | \$ 53,216,287 | \$ 53,216,286 | \$ 53,421,346 | \$ 53,617,154 | \$ 53,839,198 |
| + Revenues | \$ 84,467,632 | \$ 86,078,277 | \$ 90,894,994 | \$ 90,023,871 | \$ 92,560,982 |
| - Expenses | \$ 84,467,632 | \$ 85,873,217 | \$ 90,699,185 | \$ 89,801,827 | \$ 93,488,810 |
| Ending Balance | \$ 53,216,286 | \$ 53,421,346 | \$ 53,617,154 | \$ 53,839,198 | \$ 52,911,370 |
| ar-End F/B as % of Budget: | 63% | 62% | 59% | 60% | 57% |
| Year over Year \$ | \$ 0.00 | \$ 205,060 | \$ 195,808 | \$ 222,044 | \$ (927,828) |
| Year over Year % | 0.00% | 0.39% | 0.37% | 0.41% | -1.72% |

*Beginning Fund Balance for the General Fund for FY 2022 assumes full use of projected fund balance in FY 2021 for capital projects and operations. Starting audited fund balance for the City of Franklin in FY 2021 is \$53,216,286. Estimated End -of-Year 2021 Fund balance is higher - \$57,113,640.



City of Franklin, Tennessee
FY 2022 Operating Budget

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Budget Summary

Personnel Changes

-
- **Pay and Classification Plan**
 - **Authorized Full-time Employees**
 - **Changes in Authorized Personnel Positions**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee **FY 2022 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 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 were frozen and unbudgeted. As economic conditions improved during FY 2021, the City was able to restore 10 of those 27 unbudgeted, and another 8 are recommended for restoration in the FY 2022 budget. While normal, pre-COVID-19 compensation increases are budgeted for FY 2022, a full study of the current compensation plan will be delayed until the pandemic subsides and the labor market stabilizes. We expect that to happen later in fiscal year 2022.



City of Franklin, Tennessee

FY 2022 Operating Budget

Personnel Changes

Proposed for July 1, 2021, total authorized employment for the municipal government’s General, Special and Enterprise Funds is 763 full-time employees. However, only 754 of these authorized positions are supported within the FY 2022 budget. This represents a 3% increase of budgeted staff from FY 2021.

21 more full-time positions are budgeted in FY 2022 compared to FY 2021. 9 are restorations and 12 are new positions across all funds.

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

| Function / Program | 2018 | 2019 | 2020 | 2021 | | | 2022 | | |
|-------------------------------------|------------|------------|------------|------------|--------------|------------|------------|--------------|------------|
| | | | | Budgeted | Not-Budgeted | Total | Budgeted | Not-Budgeted | Total |
| Administration | 9 | 10 | 11 | 11 | 0 | 11 | 12 | 0 | 12 |
| Building & Neighborhood Services | 36 | 36 | 36 | 34 | 2 | 36 | 35 | 2 | 37 |
| Communications | 4 | 4 | 4 | 4 | 0 | 4 | 4 | 0 | 4 |
| Court | 2 | 3 | 3 | 3 | 0 | 3 | 2 | 0 | 2 |
| Engineering | 13 | 14 | 15 | 16 | 0 | 16 | 16 | 0 | 16 |
| Finance | 9 | 9 | 9 | 9 | 0 | 9 | 9 | 0 | 9 |
| Fire | 172 | 172 | 172 | 172 | 0 | 172 | 172 | 0 | 172 |
| Human Resources | 12 | 12 | 12 | 12 | 0 | 12 | 12 | 0 | 12 |
| Information Technology | 22 | 23 | 24 | 25 | 0 | 25 | 25 | 0 | 25 |
| Law | 5 | 5 | 5 | 5 | 0 | 5 | 5 | 0 | 5 |
| Parks | 41 | 44 | 46 | 45 | 1 | 46 | 51 | 0 | 51 |
| Planning & Sustainability | 15 | 15 | 15 | 14 | 1 | 15 | 15 | 0 | 15 |
| Police | 143 | 142 | 145 | 144 | 1 | 145 | 145 | 1 | 146 |
| Project & Facilities Management | 6 | 6 | 6 | 6 | 0 | 6 | 6 | 0 | 6 |
| Purchasing | 3 | 3 | 4 | 3 | 1 | 4 | 4 | 0 | 4 |
| Revenue Management | 14 | 14 | 14 | 13 | 1 | 14 | 14 | 0 | 14 |
| Sanitation & Environmental Services | 45 | 45 | 45 | 44 | 1 | 45 | 46 | 0 | 46 |
| Stormwater | 21 | 22 | 22 | 22 | 0 | 22 | 22 | 0 | 22 |
| Streets | 58 | 59 | 60 | 58 | 2 | 60 | 61 | 0 | 61 |
| Traffic Operations Center | 4 | 4 | 4 | 4 | 0 | 4 | 4 | 0 | 4 |
| Water & Wastewater | 94 | 96 | 96 | 89 | 7 | 96 | 94 | 6 | 100 |
| Total (All Funds) | 728 | 738 | 748 | 733 | 17 | 750 | 754 | 9 | 763 |

Notes:

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



City of Franklin, Tennessee
FY 2022 Operating Budget

Personnel Changes

New Positions added in FY 2022

| <u>Dept</u> | <u>Position Title</u> | <u>Grade</u> | <u>Full Time</u> | <u>Part Time</u> |
|---|-----------------------------------|--------------|------------------|------------------|
| General Fund | | | | |
| ADMIN | Emergency & Event Man. Admin | G | 1 | |
| BNS | Municipal Inspection Officer I-II | E-F | 1 | |
| STREETS | Maintenance Worker | B | 1 | |
| PARKS | Forestry Technician I-II | C-D | 3 | |
| PARKS | Maintenance Worker | D | 1 | |
| Sanitation and Environmental Services | | | | |
| COLL | Equipment Operator | D | 1 | |
| Water Management | | | | |
| WADMIN | Facilities Maintenance Manager | I | 1 | |
| WADMIN | Infrastructure & Dev. Manager | H | 1 | |
| WWP | Wastewater Operator Sr | E | 2 | |
| Total New Budgeted Positions City-Wide | | | 12 | 0 |

Authorized, Unbudgeted Positions in FY 2022

| <u>Dept</u> | <u>Position Title</u> | <u>Grade</u> | <u>Full Time</u> | <u>Part Time</u> |
|---|-------------------------------|--------------|------------------|------------------|
| General Fund | | | | |
| BNS | Building Inspector I-IV | E-H | 1 | |
| BNS | Zoning Enforcement Planner | F | 1 | |
| COURT | Deputy Court Clerk(PT) | D | | 1 |
| FINANC | Intern | Intern | | 1 |
| LEGAL | Intern | Intern | | 1 |
| PARKS | Tree Worker PT | C | | 1 |
| PARKS | Facilities Worker (Part-Time) | B | | 1 |
| PLAN | Intern | Intern | | 1 |
| POLADM | Crime Analyst | F | 1 | |
| RECORD | Cashier Part-Time | B | | 1 |
| Water Management | | | | |
| DIST | Equipment Operator | D | 1 | |
| DIST | Grounds Worker | B | 1 | |
| WADMIN | Utility Inspector | F | 1 | |
| COLL | Utility Locator | D | 1 | |
| COLL | Utility Service Worker | C | 1 | |
| WWP | Wastewater Operator Sr | E | 1 | |
| Total Unbudgeted Positions City-Wide | | | 9 | 7 |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Budget Summary

Debt

-
- **Debt Capacity & Service Levels**
 - **Debt Service for FY 2022**
 - **Statement of Bonded Indebtedness for FY 2022**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Debt

Debt Capacity & Debt Service Levels

The City of Franklin’s General Obligation Bond rating from Moody’s Investor Services and Standard & Poor’s is Aaa and AAA, respectively, the highest rating possible. The City of Franklin is one of only seven Tennessee cities with the triple A rating (Bartlett, Brentwood, Chattanooga, Collierville, Germantown and Knoxville) from various rating services. The City’s Water and Wastewater Revenue Bond rating from Moody’s Investors Services is Aa3.

The State of Tennessee does not mandate a debt limit for municipalities and the City has no debt limit in place at this time. In 2009, the City adopted a debt policy that provides guidelines on the amount of debt capacity the City will have based on a series of debt ratios that are regularly produced and reviewed by the rating agencies. Those ratios were debt per capita, debt burden, and debt service as a percentage of General fund expenditures. In 2017, the policy was updated to reflect statistics in the new methodologies implemented by the rating agencies. The City’s approved debt policy is included in this budget document in Appendix E.

Debt Service

In 2010, the City created a fund for accumulation or resources and the payment of debt service. A portion of the total property tax rate is allocated for debt service; however, the actual portion to be paid by property tax depends on the projects approved. Depending on the project’s purpose, additional debt service payments are expected to be paid by the Hotel/Motel Tax Fund, the Road Impact Fund, the Facilities Tax Fund, and the Sanitation & Environmental Services Fund. The total General & Special Funds debt service budget for FY 2022 is \$16,099,937.

| Expenses (Debt Service by Fund) | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| Debt Issuance/Refinancing | 26,670,360 | 38,316,818 | 0 | 0 | 0 | - | 0.0% |
| General | 9,275,960 | 13,944,158 | 11,109,651 | 11,109,651 | 11,978,039 | 868,388 | 7.8% |
| Sanitation | 96,930 | 208,255 | 209,064 | 209,064 | 209,512 | 448 | 0.2% |
| Road Impact | 3,022,167 | 2,707,090 | 2,730,825 | 2,730,825 | 2,893,316 | 162,491 | 6.0% |
| Hotel Motel | 1,236,494 | 1,093,911 | 1,281,604 | 1,281,604 | 1,019,071 | (262,533) | -20.5% |
| Total Expenditures | 40,301,911 | 56,270,233 | 15,331,144 | 15,331,144 | 16,099,937 | 768,793 | 5.0% |

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2022

| BOND INFORMATION | | 2022 DEBT SERVICE | | | | DEBT SERVICE PAID BY | | | | | Total | |
|--|--|-------------------|-----------------|---|---------------------|----------------------|---------------------------------|---------------------|------------------|--------------------|---------------------|---------------------|
| Bond Issue | Description | Maturing | Original Amount | Amount Outstanding - Beg of Fiscal Year | 2022 Principal | 2022 Interest | Total 2022 Principal + Interest | General Fund | Sanitation Fund | Road Impact Fund | Home/More! Tax Fund | Total |
| 2010 New Bonds | Used to refund 2005 TN Bonds and Halfinsdale | 2024 | \$16,590,000 | \$4,410,000 | \$1,410,000 | \$161,100 | \$1,571,100 | \$989,793 | | | \$581,307 | \$1,571,100 |
| 2012 Refunding | Used to refund 2009 TMBF (bonds) | 2027 | \$22,500,000 | \$10,095,000 | \$1,595,000 | \$215,024 | \$1,810,024 | \$742,110 | | \$923,112 | \$144,802 | \$1,810,024 |
| 2013A Public Improvement | To finance the Public Works Facility and other street projects | 2034 | \$7,405,000 | \$5,255,000 | \$340,000 | \$166,818 | \$506,818 | \$506,818 | | | | \$506,818 |
| 2013B Pension Obligation | Used to fund the unfunded portion of the pension obligations | 2024 | \$10,000,000 | \$3,275,000 | \$1,060,000 | \$106,600 | \$1,166,600 | \$1,166,600 | | | | \$1,166,600 |
| 2015 G.O. Bonds | Used to fund roads and public facilities | 2034 | \$15,000,000 | \$11,705,000 | \$635,000 | \$433,540 | \$1,068,540 | \$1,063,197 | | | \$5,343 | \$1,068,540 |
| 2017 G.O. Bonds | Used to fund Roads, Communications, Sanitation & Equipment | 2037 | \$23,120,000 | \$19,795,000 | \$975,000 | \$657,150 | \$1,732,150 | \$1,635,150 | \$97,000 | | | \$1,732,150 |
| 2019A G.O. Bonds | Used to fund Invest Franklin projects (Roads, Public Safety Equipment, Sanitation) | 2039 | \$29,565,000 | \$26,640,000 | \$1,455,000 | \$1,225,850 | \$2,678,850 | \$2,566,338 | \$112,512 | | | \$2,678,850 |
| 2019B G.O. Bonds | Refinanced 2009 Build America Bonds | 2029 | \$22,940,000 | \$18,995,000 | \$2,000,000 | \$949,750 | \$2,949,750 | \$1,917,338 | | \$1,020,614 | \$11,799 | \$2,949,750 |
| 2019C G.O. Bonds | Refinanced 2009 Build America Bonds | 2032 | \$29,245,000 | \$29,245,000 | \$425,000 | \$1,412,400 | \$1,837,400 | \$790,082 | | \$771,708 | \$275,610 | \$1,837,400 |
| 2019D G.O. Bonds | Refinanced 2009 Build America Bonds | 2027 | \$2,305,000 | \$2,305,000 | \$365,000 | \$46,703 | \$411,703 | \$234,670 | | \$177,032 | \$0 | \$411,703 |
| 2021 G.O Bonds | Refinanced 2009 Build America Bonds | TBD | TBD | TBD | \$0 | \$353,000 | \$353,000 | \$353,000 | | | | \$353,000 |
| Government Funds Totals | | | | | \$10,160,000 | \$5,925,934 | \$16,085,933 | \$11,965,095 | \$209,512 | \$2,892,466 | \$1,018,861 | \$16,085,933 |
| Plus Debt Fees | | | | | | | \$14,004 | \$12,944 | \$0 | \$850 | \$210 | \$14,004 |
| Debt Service Fund Costs (see Other Special Funds) | | | | | \$16,099,937 | \$209,512 | \$16,099,937 | \$11,978,039 | \$209,512 | \$2,893,316 | \$1,019,071 | \$16,099,937 |

| BOND INFORMATION | | 2020 DEBT SERVICE | | | | DEBT SERVICE PAID BY | | | | | Total | | | | | |
|--|--|-------------------|-----------------|--------------------|----------------------|----------------------|---------------------------------|--------------------|---------------------|------------------|-----------------------|--------------------|--------------------|------------------|--------------------|---------------------|
| Bond Issue | Description | Maturing | Original Amount | Amount Outstanding | 2020 Principal | 2020 Interest | Total 2020 Principal + Interest | Water Operations | Water Access | Water Taps | Wastewater Operations | Wastewater Access | Reclaimed Access | Reclaimed Taps | Total | |
| 2005 Refunding | Used to refund bonds issued in 2001 and large portion of 2002E issue | 2025 | \$24,670,000 | \$67,350,000 | \$2,280,000 | \$325,875 | \$2,605,875 | | | | \$1,042,350 | \$1,563,525 | | | \$2,605,875 | |
| 2011 Refunding | Used to refund 2008 Issue) | 2026 | \$19,430,000 | \$7,430,000 | \$1,345,000 | \$249,064 | \$1,594,064 | \$11,724 | \$255,050 | \$0 | \$15,941 | \$1,115,845 | \$79,703 | \$15,941 | \$1,594,204 | |
| ARRA Loan - Drinking Water | Used for rehabilitation of reservoir | 2030 | \$1,500,000 | \$817,654 | \$76,135 | \$22,079 | \$98,214 | \$98,214 | | | | | | | \$98,214 | |
| ARRA Loan - Clean Water | Used for sewer and reclaimed water projects | 2031 | \$1,888,200 | \$1,192,361 | \$91,220 | \$30,955 | \$122,176 | | | | \$61,088 | | \$61,088 | | \$122,176 | |
| 2016 SRF Loan | Used for SCADA System | 2033 | \$2,265,727 | \$1,738,805 | \$137,916 | \$14,916 | \$152,832 | \$50,435 | | | \$102,397 | | | | \$152,832 | |
| 2017 Water Bonds | Used for renovation of Water Treatment Plant | 2037 | \$12,000,000 | \$10,385,000 | \$460,000 | \$458,200 | \$908,200 | \$908,200 | | | | | | | \$908,200 | |
| 2017 SRF Loan | Used for renovation of Water Reclamation Plant | 2049 | \$1,275,000 | \$1,212,152 | \$35,004 | \$17,590 | \$52,594 | | | | \$62,584 | | | | \$52,584 | |
| 2018 SRF Loan | Used for renovation of Water Reclamation Plant | 2051 | \$78,500,000 | \$78,152,532 | \$2,084,808 | \$1,152,684 | \$3,237,492 | | | | \$3,237,492 | | | | \$3,237,492 | |
| Water & Wastewater Totals (detail found in separate budget) | | | | | \$141,528,927 | \$107,663,504 | \$6,500,084 | \$8,771,437 | \$1,168,573 | \$0 | \$4,511,852 | \$2,579,370 | \$140,791 | \$15,941 | \$8,771,577 | |
| Combined Totals | | | | | \$322,218,927 | \$239,383,504 | \$16,660,084 | \$8,197,287 | \$13,133,668 | \$464,562 | \$2,892,466 | \$5,530,712 | \$2,679,370 | \$140,791 | \$15,941 | \$24,857,507 |



HISTORIC
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TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

GOVERNANCE & MANAGEMENT

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

City of Franklin Recognitions and Awards:

- All-American City – 2020 – National Civic League
- #8 Best Place to Live in America – 2020 (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*)



Under this operating unit are:

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



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| | | | Budget | Estimated | | \$ | % |
| Personnel | 247,764 | 252,555 | 265,890 | 274,966 | 277,081 | 11,191 | 4.2% |
| Operations | 42,738 | 106,135 | 95,701 | 50,098 | 169,988 | 74,288 | 77.6% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 290,502 | 358,690 | 361,591 | 325,064 | 447,069 | 85,479 | 23.6% |

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.

COVID-19 Response & Impact

The pandemic had a significant impact on the day to day actions of the Board of Mayor and Aldermen. The most impactful change included holding public meetings electronically. Public meetings were conducted via the ZOOM software platform; public involvement continued through communication platforms such as the City's Facebook page, phone in opportunities, and Cable Channel 10.

FY 2022 Outlook

The City will hold a municipal election in October 2021 for the offices of Ward Aldermen. Also on the 2021 ballot will be the single vacant spot of Alderman At Large due to the untimely passing of Alderman Bransford in 2020. The following City election for the offices of Mayor and Aldermen At Large will be in October of 2023.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme:

Elected Officials support all four themes of the Strategic Plan.

| Key | |
|--------------------------|-------------------------------------|
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|------------------------------|------|------|------|-------|-------|
| Number of Resolutions Passed | 70 | 125 | 148 | 125 | 125 |
| Number of Ordinances Passed | 51 | 56 | 32 | 50 | 50 |
| Meetings Held | | | | | |
| - Work Sessions | 22 | 20 | 21 | 25 | 24 |
| - Regular Meetings | 12 | 12 | 12 | 21 | 21 |
| - Special Meetings | 16 | 13 | 10 | 2 | 2 |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------|------|------|-------|-------|
| Percent of BOMA Meetings with Perfect attendance (9 of 9) | 64% | 70% | 80% | 80% | 80% |
| Percent of BOMA Meetings with eight of nine members in attendance (8 of 9) | 95% | 100% | 85% | 85% | 85% |

* Note: All counts shown herein are on a Calendar Year basis



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

Franklin Citizens Survey

| | | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |
|--|------|----------|---------|----------|------------|
| % of respondents who attended a local public meeting | 2016 | 1% | 2% | 20% | 77% |
| | 2019 | 1% | 2% | 23% | 75% |
| % of respondents who watched a local public meeting | 2016 | 1% | 4% | 18% | 77% |
| | 2019 | 2% | 2% | 16% | 79% |

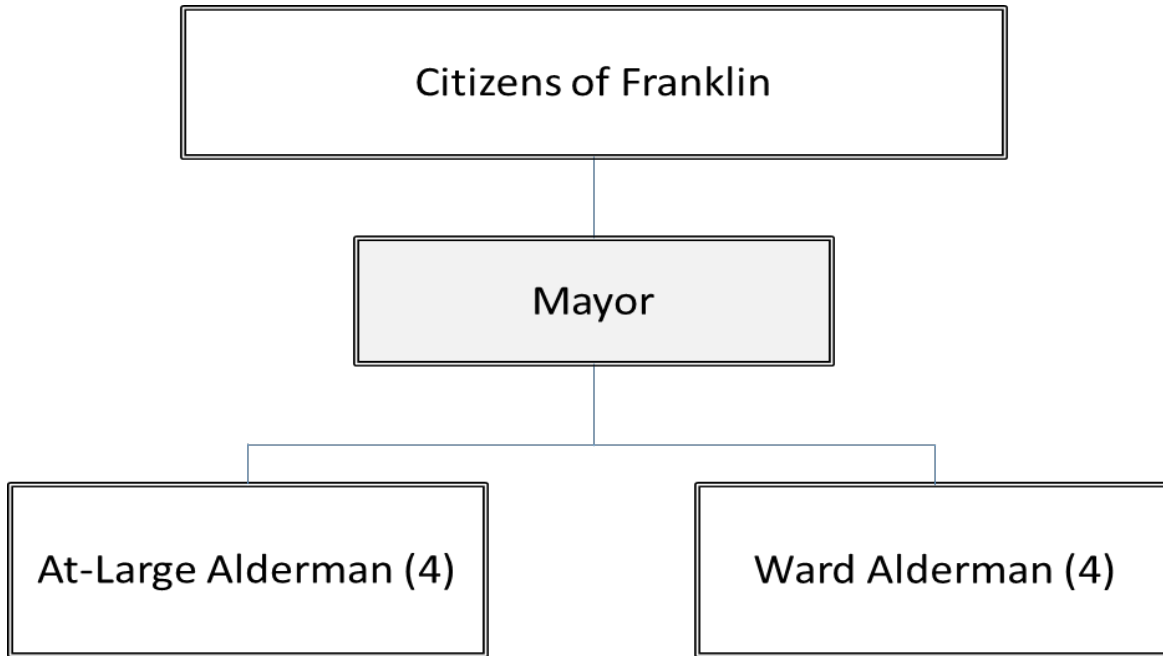
| | | 2016 Citizens Survey | | 2019 Citizens Survey | |
|-------------------------------------|--|----------------------|-----------|----------------------|-----------|
| | | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the value of services for the taxes paid to Franklin | 76% | 24% | 76% | 24% |
| <input checked="" type="checkbox"/> | % rating the overall direction that Franklin is taking | 74% | 26% | 75% | 25% |
| <input checked="" type="checkbox"/> | % rating the job Franklin does at welcoming citizen involvement | 71% | 29% | 75% | 25% |
| <input checked="" type="checkbox"/> | % rating overall confidence in Franklin government | 77% | 23% | 74% | 26% |
| <input checked="" type="checkbox"/> | % rating the City of Franklin generally acting in the best interest of the community | 74% | 26% | 75% | 25% |
| <input checked="" type="checkbox"/> | % rating Franklin government in being honest | 74% | 26% | 78% | 22% |
| <input checked="" type="checkbox"/> | % rating Franklin government treats all residents fairly | 72% | 28% | 75% | 25% |

**2019 and 2020 data estimated.*



City of Franklin, Tennessee
FY 2022 Operating Budget

Organizational Chart



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

Staffing by Position

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Mayor | | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Aldermen | | 8 | 0 | 8 | 0 | 8 | 0 | 8 | 0 | 8 | 0 |
| Totals | | 9 | 0 | 9 | 0 | 9 | 0 | 9 | 0 | 9 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Officials Fees | 130,055 | 129,295 | 134,371 | 134,371 | 131,935 | (2,436) | -1.8% |
| Employee Benefits | 117,709 | 123,260 | 131,518 | 140,595 | 145,145 | 13,627 | 10.4% |
| Total Personnel | 247,764 | 252,555 | 265,890 | 274,966 | 277,081 | 11,191 | 4.2% |
| Operations | | | | | | | |
| Transportation Services | 333 | 175 | 200 | 200 | 200 | - | 0.0% |
| Operating Services | 115 | - | 660 | 150 | 150 | (510) | -77.3% |
| Notices, Subscriptions, etc. | 21,187 | 89,220 | 37,350 | 27,575 | 102,400 | 65,050 | 174.2% |
| Utilities | 930 | 744 | 1,900 | 1,200 | 1,900 | - | 0.0% |
| Contractual Services | - | 4,000 | 2,500 | 2,000 | 3,550 | 1,050 | 42.0% |
| Employee Programs | - | 500 | - | - | - | - | 0.0% |
| Professional Development/Travel | 8,512 | 5,195 | 31,500 | 3,625 | 34,000 | 2,500 | 7.9% |
| Office Supplies | 9,233 | 3,502 | 9,400 | 3,900 | 9,400 | - | 0.0% |
| Operating Supplies | 81 | 237 | 800 | 800 | 800 | - | 0.0% |
| Fuel & Mileage | - | - | 1,000 | 100 | 1,000 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | - | - | 7,700 | 7,560 | 13,450 | 5,750 | 74.7% |
| Property & Liability Costs | 2,347 | 2,562 | 2,691 | 2,988 | 3,138 | 448 | 16.6% |
| Total Operations | 42,738 | 106,135 | 95,701 | 50,098 | 169,988 | 74,288 | 77.6% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total Elected Officials | 290,502 | 358,690 | 361,591 | 325,064 | 447,069 | 85,479 | 23.6% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Administration

Eric S. Stuckey, City Administrator

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | | | Budget | Estimated | | \$ | % |
| Personnel | 1,131,496 | 1,314,698 | 1,409,544 | 1,394,301 | 1,525,122 | 115,578 | 8.2% |
| Operations | -88,068 | -53,614 | -43,950 | -133,066 | -9,698 | 34,252 | -77.9% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 1,043,428 | 1,261,084 | 1,365,594 | 1,261,235 | 1,515,424 | 149,830 | 11.0% |

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, Civic Clerk. This new agenda program allows Board members, staff, and citizens 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.

JustFOIA, a software program to process public records requests, is performing well. Tennessee citizens may request records through the city’s website and online portal. This has tremendously helped staff streamline requests and monitor responses, thereby reducing time spent by staff on these retrieval tasks.

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. This continuing practice has eliminated a number of file cabinets, thereby saving departments valuable storage space.

COVID-19 Response & Impact

The pandemic had a significant impact on the day to day operations of this Department. The most profound change included conducting public meetings electronically while continuing public involvement. Employees were able to work remotely, while rotating in-house staff to maintain office coverage . Staff modified their schedules and completed assigned tasks with very little interruption to the service provided.



City of Franklin, Tennessee

FY 2022 Operating Budget

Administration

Eric S. Stuckey, City Administrator

FY 2022 Outlook

The Administration Department will continue to process the Board's agendas using Civic Clerk, the online agenda management software system.

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.

Staff continues to use JustFOIA to process requests for public records in accordance with State requirements. We are able to process requests for records more efficiently and expediently while maintaining the integrity of the records with the new software.

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



FranklinForward : Objectives for Developing a Strategic Plan

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

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

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

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

Baseline: 90% of citizens rate overall quality of City services as excellent or good in latest Franklin Citizens Survey.

Related Theme: Quality Life Experiences

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

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

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

Baseline: 90% of citizens rate quality of life excellent or good in latest Franklin Citizens Survey.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

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

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

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

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

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

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

Baseline: Ranked 8th (Money Magazine, 2020)

Goal: to increase percentage of citizens positively ranking the overall economic health of Franklin.


Baseline: 90% of citizens ranking the overall economic health of Franklin as either excellent or good (Franklin Citizen's Survey).

Related Theme: Sustainable Growth & Economic Prosperity

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

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

Baseline: Citizen Perception reported through community survey.

| |
|---|
| Key: |
| Strategic Plan: FranklinForward  |
| Franklin Citizens Survey |


Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------|------|------|-------|-------|
| Number of Agenda Packets reviewed | 49 | 50 | 43 | 45 | 45 |
| Number of Sets of Minutes Produced | 49 | 50 | 43 | 45 | 45 |
| Number of documents scanned into OnBase: | | | | | |
| Resolutions | 70 | 125 | 100 | 100 | 100 |
| Ordinances | 51 | 56 | 32 | 45 | 45 |
| Sets of Minutes | 45 | 56 | 43 | 45 | 45 |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|------|------|------|-------|-------|
| Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date. | | | | | |
| Percentage of time target met | 90% | 95% | 94% | 95% | 95% |

Outcome (Effectiveness) Measures



| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------------|------------|------------|------------|------------|
|  Franklin Baseline: 90% or better of citizens who consider Franklin's quality of life to be excellent/good. | | | | | |
| Overall quality of life to be excellent/good | 97% | 97% | 97% | 97% | 97% |
| Target | 90% | 90% | 90% | 90% | 90% |
| Meets Target? | Yes | Yes | Yes | Yes | Yes |




City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

| | | | | | |
|--|-----|-----|-----|-----|-----|
|  Maintain status as one of the 100 Best Places to live in the United States. | | | | | |
| Franklin Ranking | 6 | 6 | 8 | 8 | TBD |
| Target (<i>Top 10, Money Magazine</i>) | 10 | 10 | 10 | 10 | 10 |
| Meets Target? | Yes | Yes | Yes | Yes | TBD |
|  90% or better of citizens ranking the overall economic health of Franklin as positive. | | | | | |
| Franklin Ranking | 94% | 91% | 91% | 91% | 91% |
| Target (<i>from Citizens Survey</i>) | 90% | 90% | 90% | 90% | 90% |
| Meets Target? | Yes | Yes | Yes | Yes | Yes |

Outcome (Effectiveness) Measures continued

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------|------|------|-------|-------|
|  80% or better of citizens reporting satisfaction with the managed growth of the community. | | | | | |
| Satisfaction response rate | 84% | 80% | 80% | 80% | 80% |
| Target (<i>from Citizens Survey</i>) | 80% | 80% | 80% | 80% | 80% |
| Meets Target? | Yes | Yes | Yes | Yes | Yes |

Franklin Citizens Survey

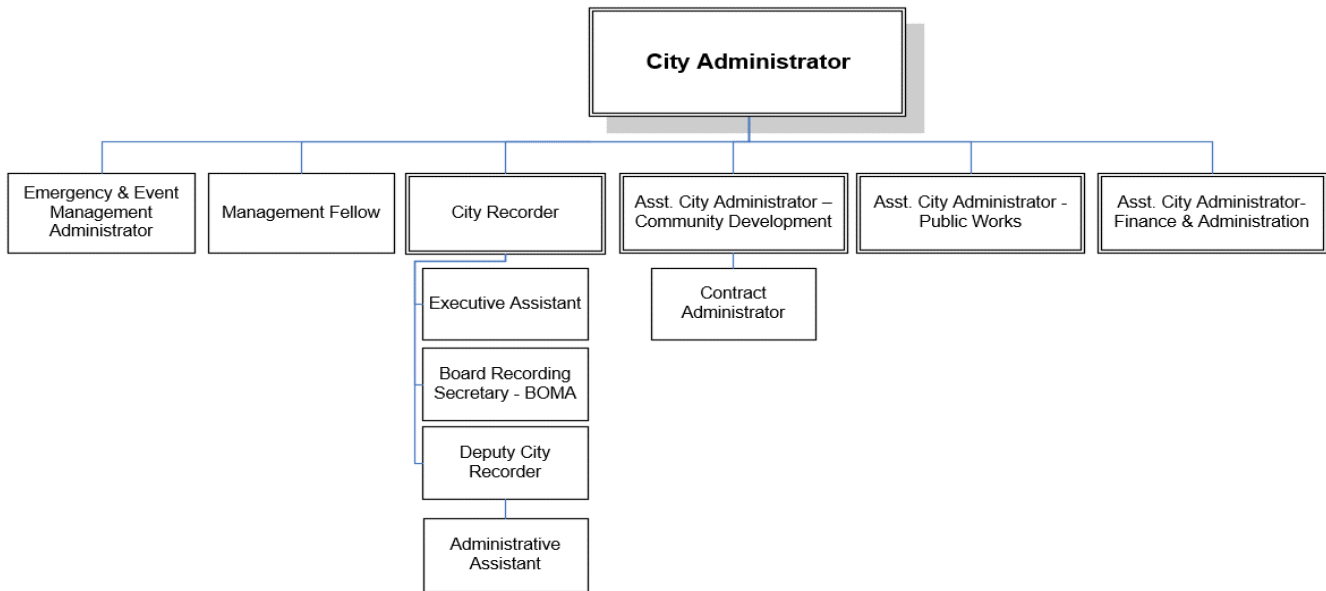
| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|---|----------------------|-----------|----------------------|-----------|
| | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating Franklin as a place to raise children | 97% | 3% | 97% | 3% |
| <input checked="" type="checkbox"/> % rating Franklin as a place to work | 91% | 9% | 92% | 8% |
| <input checked="" type="checkbox"/> % rating Franklin as a place to visit | 92% | 8% | 94% | 6% |
| <input checked="" type="checkbox"/> % rating Franklin as a place to retire | 85% | 15% | 84% | 16% |
| <input checked="" type="checkbox"/> % rating the overall quality of life in Franklin | 97% | 3% | 97% | 3% |
| <input checked="" type="checkbox"/> % rating Overall customer service by Franklin employees | 90% | 10% | 91% | 9% |
| <input checked="" type="checkbox"/> % rating the quality of services provided by the City of Franklin | 93% | 7% | 93% | 7% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



White: Positions Authorized and budgeted in FY 2022

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

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|--|-----------|----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | 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 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Asst. City Admin-Finance/Admin | Grade N | 1 | 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 | 1 | 0 | 1 | 0 | 1 | 0 |
| City Recorder | Grade H | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Assistant City Recorder - Records | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| Emergency & Event Management Administrator | Grade G | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Deputy City Recorder | Grade E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Management Fellow | Grade E | 0 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 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 | 1 | 0 | 1 | 0 | 0 | 0 |
| Administrative Assistant | Grade D | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Board Recording Secretary - BOMA | Grade C | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Administrative Secretary | Grade B | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| Sub-Total - Budgeted Positions | | 9 | 1 | 10 | 0 | 11 | 0 | 10 | 0 | 12 | 0 |
| Authorized, Unbudgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Management Fellow | Grade E | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Sub-Total - Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Total Authorized Positions | | 9 | 1 | 10 | 0 | 11 | 0 | 11 | 0 | 12 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|---------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 895,311 | 1,032,211 | 1,090,233 | 1,067,265 | 1,140,090 | 49,857 | 4.6% |
| Employee Benefits | 236,185 | 282,487 | 319,311 | 327,036 | 385,032 | 65,721 | 20.6% |
| Total Personnel | 1,131,496 | 1,314,698 | 1,409,544 | 1,394,301 | 1,525,122 | 115,578 | 8.2% |
| Operations | | | | | | | |
| Transportation Services | 135 | 187 | 970 | 270 | 520 | (450) | -46.4% |
| Operating Services | 13,724 | 12,750 | 24,650 | 11,626 | 24,576 | (74) | -0.3% |
| Notices, Subscriptions, etc. | 22,092 | 38,407 | 26,585 | 22,465 | 11,790 | (14,795) | -55.7% |
| Utilities | 13,753 | 15,358 | 16,675 | 15,150 | 16,700 | 25 | 0.1% |
| Contractual Services | 310 | 5,205 | 10,300 | 10,500 | 20,500 | 10,200 | 99.0% |
| Repair & Maintenance Services | 7,365 | 3,586 | 7,600 | 5,500 | 7,500 | (100) | -1.3% |
| Employee programs | 4,022 | 6,490 | 11,500 | 6,500 | 26,500 | 15,000 | 130.4% |
| Professional Development/Travel | 22,229 | 28,011 | 47,840 | 9,720 | 69,140 | 21,300 | 44.5% |
| Office Supplies | 23,153 | 18,492 | 18,050 | 8,500 | 18,050 | - | 0.0% |
| Operating Supplies | 637 | 1,323 | 3,335 | 2,835 | 7,535 | 4,200 | 125.9% |
| Fuel & Mileage | 224 | 224 | 750 | 200 | 800 | 50 | 6.7% |
| Machinery & Equipment (<\$25,000) | 33,154 | 64,911 | 40,099 | 26,818 | 44,434 | 4,335 | 10.8% |
| Repair & Maintenance Supplies | 696 | 544 | 180 | 180 | 200 | 20 | 11.1% |
| Property & Liability Costs | 13,013 | 11,776 | 12,312 | 11,466 | 12,040 | (271) | -2.2% |
| Permits | - | - | 1,320 | 1,320 | 1,455 | 135 | 10.2% |
| Other Business Expenses | (745) | 20 | - | - | - | - | 0.0% |
| Interfund Reimbursements | (241,830) | (260,898) | (266,116) | (266,116) | (271,438) | (5,322) | 2.0% |
| Total Operations | (88,068) | (53,614) | (43,950) | (133,066) | (9,698) | 34,252 | -77.9% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total Administration | 1,043,428 | 1,261,084 | 1,365,594 | 1,261,235 | 1,515,424 | 149,830 | 11.0% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|---------------|-------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 1,060,301 | 1,119,992 | 1,130,125 | 1,080,437 | 1,150,702 | 20,577 | 1.8% |
| Operations | 90,950 | 150,506 | 302,482 | 48,512 | 310,740 | 8,259 | 2.7% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 1,151,251 | 1,270,498 | 1,432,607 | 1,128,949 | 1,461,442 | 28,835 | 2.0% |

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

COVID-19 Response & Impact

The City of Franklin Human Resources Department has dedicated numerous hours, several resources, and thousands of dollars in response to the COVID-19 pandemic.

The Human Resources team has worked closely with testing facilities to schedule employees for Covid-19 tests. The team has scheduled approximately 420 tests since March 2020. The City has arranged for COVID-19 tests for all new hires and any employee who has been exposed to COVID-19, inside or outside the workplace.

The Human Resources Department has developed several policies and protocols for handling COVID-19 in the workplace. These policies include a Travel Policy, Exposure & Testing Protocols, Protocol to Resume Onsite Operations, Supervisor Checklists, Employee Positive Checklist, Returning to Work Protocols, as well as flow charts for each protocol.

The Human Resources Department is also responsible for all contact tracing for the City. The HR team has selected departments that they work closely with to answer any Covid related questions or concerns.

The Human Resources Department also held 3 supervisor training courses in the Summer of 2020 to help supervisors and employees navigate the appropriate responses to different COVID-19 related scenarios. The development and facilitation of this training helped equip our City team with the right resources as we navigated through the pandemic.



City of Franklin, Tennessee

FY 2022 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

FY 2021 Accomplishments

- The HR Department continues to utilize Cadient to assist in job requisitions and applicant tracking. It has helped HR in reducing (by 50%) the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. Cadient allows us to communicate effectively with employees and all paperwork is stored within the system. After completing the onboarding process, Cadient allows the information to integrate into the Kronos system.
- The City has received \$643,278 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- The City implemented an online training platform known as KnowledgeCity. This platform allows us to train our team members on pertinent information such as OSHA, HR Manual signoffs, HIPAA and more. Currently, we have 390 users on this platform and have completed 600 hours of training in FY21.
- We have received our experience modification rate from NCCI for the FY2021 insurance period and it is .93. The “mod” rate is a factor that is developed between the insured’s actual past experience and the expected or actual experience of the WC class code. When it is applied to our manual premium, it produces a premium that is more representative of our actual loss experience. Since we are below 1.0 (which is average) we will pay less premium for FY2021.
- The City went self-insured on our WC program on July 1, 2020. The City has saved approximately \$363,000 since moving to our self-insured WC program with TPA services.
- We implemented near-site clinic services for employees and their dependents in April 2020. We went through an RFP process and negotiated flat rates and PEPM charges to cut costs for our medical insurance plan.
- The Human Resources Department believes that health and wellness is an important component of maintaining sustainable communities. This year, we offered flu shots, held the annual health and wellness fair virtually, hosted lunch and learns, offered ELDOA remote classes, and offered a number of departmental contests.
- The City of Franklin continues to use the annual evaluation cycle through Trakstar, a paperless system. 691 employees have completed a self-appraisal this evaluation cycle, which engages the employee in the appraisal process. Trakstar enables supervisors and employees to record performance issues in real time allowing immediate feedback. Trakstar is also used for inputting employee goals and allows that employee to track and complete their progress of each goal. Since implementing Trakstar, we have noticed an increase in employee participation and many departments have encouraged their employees to use the system regularly.
- The Human Resources department continues to utilize an employee perks program called AccessPerks. It allows employees to log on via a created username and password to have access to discounted products such as clothing, entertainment, restaurants, vacation packages, etc.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

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

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

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

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

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

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

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



Goal: To have a safe and healthy workplace.

Baseline: 69 Franklin employees had accidents in FY2013.


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

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

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

| |
|---|
| Key: |
| Strategic Plan: FranklinForward  |
| Benchmarking Alliance of Tennessee  |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|------------|------------|------------|------------|------------|
| Organization-Wide | | | | | |
| Number of Budgeted Positions Full-Time | 736 | 738 | 749 | 733 | 754 |
|  Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of Budgeted Positions Part-Time | 31 | 31 | 31 | 23 | 24 |
| Employee Turnover for Full-Time Positions (Not Including Retirees) | 9.1% | 7.0% | 6.5% | 7.0% | 7.0% |
| Number of Vacancies Advertised Externally ** | 108 | 108 | 44 | 75 | 115 |
| Number of External Applications Processed | 4,200 | 4,200 | 2,524 | 4,000 | 5200 |
| Average Number of Applications per Advertised | 80 | 80 | 57.36 | 53.33 | 45.22 |
| Average Number of Days to Fill a Position Advertised | 45 | 40 | 68 | 60 | 60 |
| Number of new employees hired | 93 | 93 | 40 | 70 | 105 |
| Number of new hires that were from within ranks (promoted) | 49 | 55 | 23 | 50 | 60 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|---|------------|--------------|--------------|--------------|--------------|
| OSHA 300 log recordable injuries or illnesses | 20 | 25 | 19 | 20 | 20 |
| Workers' compensation claims | 50 | 54 | 53 | 53 | 50 |
| Human Resources Department Statistics | | | | | |
| Total number of FTEs | 12 | 12 | 12 | 12 | 12 |
| Human Resources Staff per 100 Employees | 1.64 | 1.64 | 1.54 | 1.53 | 1.51 |
| Applications processed Internal & External | 4,500 | 4,500 | 2,692 | 4200 | 5400 |
| Requisitions approved Internal & External | 132 | 128 | 54 | 68 | 105 |
| Total HR Department Expenditures | \$ 987,380 | \$ 1,151,251 | \$ 1,270,498 | \$ 1,432,607 | \$ 1,461,442 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |

**includes postings with multiple vacancies

Efficiency Measures

| | 2018 | 2019 | 2020* | 2021* | 2022* |
|--|-----------|------|-------|-------|-------|
| Benefits to Salary Ratio (All Funds) | 37.15% | TBD | TBD | TBD | TBD |
| Personnel Costs (All Funds) per FTE | \$ 80,252 | TBD | TBD | TBD | TBD |
| Human Resources Cost per Total FTE (City -Wide) | \$ 2,003 | TBD | TBD | TBD | TBD |
| Workers Compensation Cost per Claim | \$ 9,592 | TBD | TBD | TBD | TBD |
| Benefits as a percentage of All Funds personnel costs^ | 27.6% | TBD | TBD | TBD | TBD |

Outcome (Effectiveness) Measures

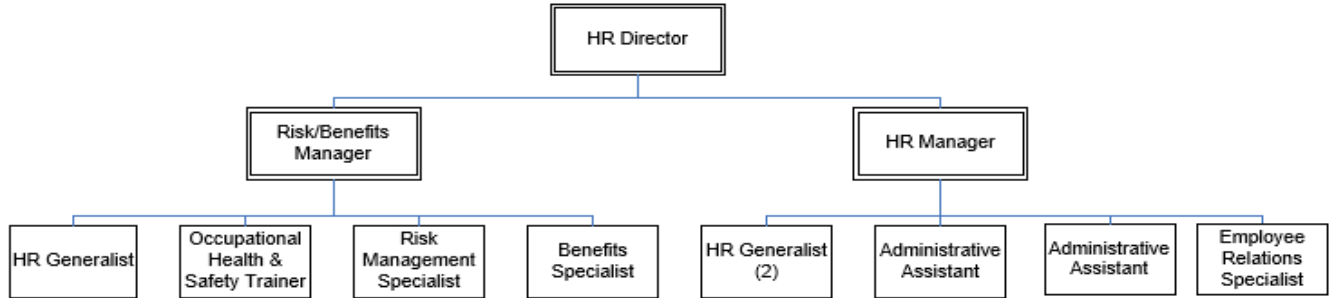
| | 2018 | 2019 | 2020* | 2021* | 2022* |
|--|--------------|--------------|--------------|--------------|--------------|
| City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace. | | | | | |
| Current Franklin | TBD | TBD | TBD | TBD | TBD |
| Target | 70.0% | 70.0% | 70.0% | 70.0% | 70.0% |
| Meets Target? | TBD | TBD | TBD | TBD | TBD |
| Actively recruit and retain a workforce representative of the community. | | | | | |
| % of Employees Female | 19.0% | 22.0% | 20.7% | 21.5% | 23.0% |
| % of Franklin Female | 52.2% | 52.2% | 52.2% | 52.2% | 52.2% |
| Meets Target? | No | No | No | No | No |
| % of Employees Minority | 7.0% | 8.0% | 7.9% | 8.5% | 10.0% |
| % of Franklin Minority | 15.7% | 15.7% | 15.7% | 15.7% | 15.7% |
| Meets Target? | No | No | No | No | No |
| Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems. | | | | | |
| # of employees who had accidents | 58 | 128 | 74 | 70 | 70 |
| # Number of lost work days by employees | 130 | 40 | 283 | 150 | 150 |
| Meets Target? | TBD | TBD | TBD | TBD | TBD |
| # of credit hours reimbursed for employees | 206 | 214 | 185 | 225 | 250 |

*2021 and 2022 estimated.



City of Franklin, Tennessee
FY 2022 Operating Budget

Organizational Chart



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

Staffing by Position

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|--------------------------------------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Director of Human Resources | Grade M | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Risk/Benefits Manager | Grade K | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| HR Manager | Grade J | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Benefits Specialist | Grade I | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Risk Management Specialist | Grade I | 0 | 0 | 0 | 0 | 1 | 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 | 0 | 0 | 0 | 0 | 0 | 0 |
| Employee Relations Specialist | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| HR Generalist | Grade G | 4 | 0 | 4 | 0 | 3 | 0 | 3 | 0 | 3 | 0 |
| Administrative Assistant | Grade D | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| TOTALS | | 12 | 0 | 12 | 0 | 12 | 0 | 12 | 0 | 12 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|-------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 805,707 | 838,170 | 832,435 | 799,563 | 840,211 | 7,776 | 0.9% |
| Employee Benefits | 254,594 | 281,822 | 297,690 | 280,874 | 310,491 | 12,801 | 4.3% |
| Total Personnel | 1,060,301 | 1,119,992 | 1,130,125 | 1,080,437 | 1,150,702 | 20,577 | 1.8% |
| Operations | | | | | | | |
| Transportation Services | 2,159 | 2,538 | 4,100 | 1,600 | 4,100 | - | 0.0% |
| Operating Services | 2,894 | 3,194 | 3,900 | 1,400 | 3,100 | (800) | -20.5% |
| Notices, Subscriptions, etc. | 20,848 | 11,701 | 23,250 | 7,100 | 22,550 | (700) | -3.0% |
| Utilities | 6,483 | 7,505 | 8,050 | 3,750 | 8,400 | 350 | 4.3% |
| Contractual Services | 66,574 | 109,214 | 132,468 | 72,500 | 165,218 | 32,750 | 24.7% |
| Repair & Maintenance Services | 5,607 | 6,282 | 5,750 | 2,500 | 6,000 | 250 | 4.3% |
| Employee Programs | 197,026 | 229,453 | 302,750 | 212,000 | 298,750 | (4,000) | -1.3% |
| Professional Development/Travel | 24,507 | 19,374 | 27,275 | 7,000 | 27,875 | 600 | 2.2% |
| Office Supplies | 19,000 | 18,339 | 28,000 | 12,000 | 28,000 | - | 0.0% |
| Operating Supplies | 160 | 2,627 | 4,250 | 2,000 | 4,500 | 250 | 5.9% |
| Fuel & Mileage | 2,830 | 2,466 | 3,500 | 3,500 | 3,500 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 25,993 | 30,405 | 45,250 | 12,000 | 42,750 | (2,500) | -5.5% |
| Repair & Maintenance Supplies | 110 | 230 | 570 | 570 | 570 | - | 0.0% |
| Operational Units | 62 | - | - | - | - | - | 0.0% |
| Property & Liability Costs | 18,206 | 8,589 | 20,338 | 18,131 | 8,537 | (11,801) | -58.0% |
| Rentals | - | 98 | - | - | - | - | 0.0% |
| Other Business Expenses | - | - | 570 | - | 580 | 10 | 1.8% |
| Interfund Reimbursements | (301,509) | (301,509) | (307,539) | (307,539) | (313,690) | (6,151) | 2.0% |
| Total Operations | 90,950 | 150,506 | 302,482 | 48,512 | 310,740 | 8,259 | 2.7% |
| Total Human Resources | 1,151,251 | 1,270,498 | 1,432,607 | 1,128,949 | 1,461,442 | 28,835 | 2.0% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Law

Shauna R. Billingsley, City Attorney

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|-------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 752,703 | 583,738 | 610,312 | 628,848 | 619,133 | 8,821 | 1.4% |
| Operations | 5,378 | -34,769 | 52,364 | -42,700 | 81,556 | 29,193 | 55.7% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 758,081 | 548,969 | 662,676 | 586,148 | 700,689 | 38,014 | 5.7% |

Departmental Summary

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

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



COVID-19 Response & Impact

The Law Department was tasked with drafting Executive Orders and other needed documents for the Mayor and City staff and assisting City staff with COVID-related issues and advice. Due to the quick action and response of the City's IT Department, the Law Department has been fully functional while working remotely. The Law Department has continued to represent the City in litigation in the court system by Zoom court hearings and by attending City-related meetings by Zoom.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: all

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

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|---------|---------|---------|-------|-------|
| Number of Ordinances Drafted/Reviewed | 73 | 73 | 40 | TBD | TBD |
| Number of Resolutions Drafted/Reviewed | 102 | 102 | 270 | TBD | TBD |
| Number of Contracts Drafted/Reviewed | 275 | 275 | 360 | TBD | TBD |
| Total Number of Litigation Cases Opened/Closed | 140/84 | 130/66 | 105/93 | TBD | TBD |
| Number of Tasks Created/Completed | 849/828 | 726/708 | 734/665 | TBD | TBD |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-----|------|------|------|-------|-------|
| TBD | TBD | TBD | TBD | TBD | TBD |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-----|------|------|------|-------|-------|
| TBD | TBD | TBD | TBD | TBD | TBD |

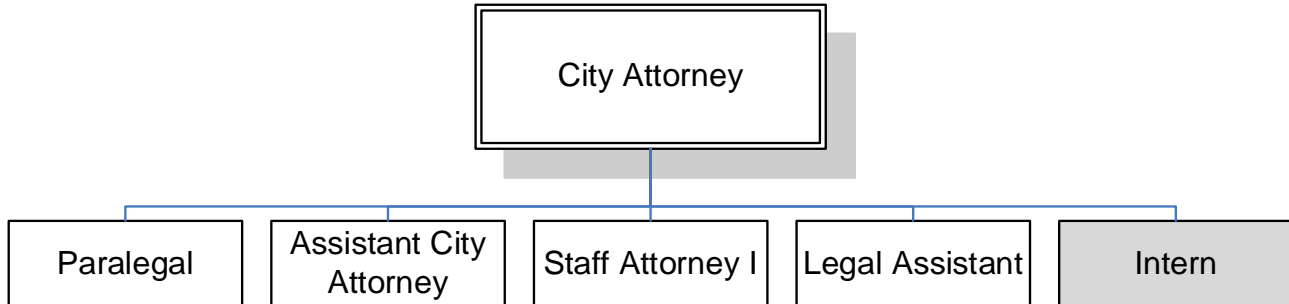
*2021 and 2022 estimated



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



White: Authorized and budgeted in FY 2022

Gray: Authorized and unbudgeted in FY 2022

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

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | 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 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Paralegal | Grade G | 1 | 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 | 0 | 0 | 0 |
| Sub-Total Budgeted Positions | | 5 | 1 | 5 | 1 | 5 | 1 | 5 | 0 | 5 | 0 |
| Authorized, Unbudgeted Positions | | | | | | | | | | | |
| Intern | --- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Total Authorized Positions | | 5 | 1 | 5 | 1 | 5 | 1 | 5 | 1 | 5 | 1 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|----------------|-----------------|----------------|-----------------|----------------|---------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 412,176 | 450,839 | 464,005 | 481,874 | 470,451 | 6,446 | 1.4% |
| Officials Fees | 221,691 | - | 300 | - | 300 | - | 0.0% |
| Employee Benefits | 118,836 | 132,899 | 146,007 | 146,974 | 148,382 | 2,375 | 1.6% |
| Total Personnel | 752,703 | 583,738 | 610,312 | 628,848 | 619,133 | 8,821 | 1.4% |
| Operations | | | | | | | |
| Transportation Services | 872 | 1,204 | 1,500 | 1,000 | 1,600 | 100 | 6.7% |
| Operating Services | 7,470 | 5,430 | 14,000 | 6,310 | 14,100 | 100 | 0.7% |
| Notices, Subscriptions, etc. | 16,318 | 22,151 | 30,000 | 21,450 | 32,200 | 2,200 | 7.3% |
| Utilities | 3,080 | 2,971 | 4,500 | 4,000 | 4,650 | 150 | 3.3% |
| Contractual Services | 87,609 | 51,653 | 94,500 | 52,500 | 124,600 | 30,100 | 31.9% |
| Repair & Maintenance Services | - | 87 | - | 500 | 1,000 | 1,000 | 100.0% |
| Employee programs | 883 | 1,030 | 5,000 | 885 | 5,000 | - | 0.0% |
| Professional Development/Travel | 16,361 | 9,923 | 25,000 | 10,000 | 25,000 | - | 0.0% |
| Office Supplies | 2,273 | 2,507 | 5,200 | 3,350 | 5,200 | - | 0.0% |
| Operating Supplies | 270 | 266 | 800 | 200 | 800 | - | 0.0% |
| Fuel & Mileage | - | - | 500 | 100 | 500 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 2,569 | 15,218 | 15,500 | 5,500 | 14,000 | (1,500) | -9.7% |
| Repair & Maintenance Supplies | - | - | 150 | 50 | 150 | - | 0.0% |
| Property & Liability Costs | 3,712 | 4,112 | 4,204 | 3,595 | 4,171 | (33) | -0.8% |
| Financial Fees | 670 | 78 | 800 | 100 | 800 | - | 0.0% |
| Permits | 2,868 | 1,827 | 7,000 | 4,050 | 7,200 | 200 | 2.9% |
| Miscellaneous | (54) | (1) | - | - | - | - | 0.0% |
| Interfund Services Reimbursement | (139,523) | (153,225) | (156,290) | (156,290) | (159,415) | (3,126) | 2.0% |
| Total Operations | 5,378 | (34,769) | 52,364 | (42,700) | 81,556 | 29,193 | 55.7% |
| Capital | | | | | | - | 0.0% |
| Total Law Department | 758,081 | 548,969 | 662,676 | 586,148 | 700,689 | 38,014 | 5.7% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Communications

Milissa Reiersen, Communications Manager

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 412,049 | 398,806 | 425,910 | 426,735 | 420,417 | -5,493 | -1.3% |
| Operations | -17,045 | -20,829 | 29,780 | 12,417 | 31,058 | 1,278 | 4.3% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 395,004 | 377,977 | 455,690 | 439,152 | 451,475 | -4,215 | -0.9% |

Departmental Summary

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



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

COVID-19 Response & Impact

The Communications Department was activated immediately when the first Covid case was reported in Williamson County. Our team jumped into action with educational information through social media. We were the first City to have daily announcements from City Leadership about the lockdown to keep our community informed. We worked with the county to get information out about testing and now vaccines. We worked with local businesses to promote businesses who were abiding by Governor Lee’s Tennessee Pledge and promote safety practices. We also worked with event organizers to postpone, cancel or modify events. A majority of our team, Monique, Gavin, Carter (part-timer) and myself were all able to adjust to working from home and keep productivity at a high level. Robert Mott our Cable Television Operations supervisor was able to work onsite and easily adjusted to broadcasting the board meetings and other meetings via zoom.



City of Franklin, Tennessee

FY 2022 Operating Budget

Communications

Milissa Reiersen, Communications Manager

FY 2022 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. The year 2020 was a year like no other. In 2021 we hope to work to communicate post-pandemic response and promote safe city-sponsored events to the public. We will also promote our City projects. The Communications division works with all City departments to help them achieve their communications goals.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established *FranklinForward*: A Vision for 2033. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

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

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

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

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

Related Theme: Quality Life Experiences

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

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

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

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

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

| | |
|--|-------------------------------------|
| Key: | |
| Strategic Plan: <i>FranklinForward</i> | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|------|------|------|-------|-------|
| Special Events Processed by City | 48 | 55 | 23 | 55 | 55 |
| Film Permits Processed by the City | 15 | 22 | 9 | 22 | 22 |
| Goal: Provide proactive and timely information ^ | | | | | |
| Number of Press Releases (excluding Police & Fire) | 39 | 30 | 45 | 30 | 30 |
| Goal: Produce informative programming for Franklin TV ^ | | | | | |
| Local programming produced for Franklin TV (not including meetings) | 114 | 40 | NA | NA | NA |
| Produced programming for YouTube (Social Media Program titled Franklin Insider) | 186 | 80 | NA | NA | NA |
| Goal: Produce informative programming for the community | | | | | |
| Local programming produced for Franklin TV and/or Social Media (not including meetings) | NA | NA | 183 | 180 | 180 |

| | |
|-------------------------------|---------------------------|
| Social Media interaction/week | Measure under development |
|-------------------------------|---------------------------|





City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

^ Measure under refinement.

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|-----------------------------------|-----------|-----------|-----------|-----------|
|  Increase the public's use of social media forms of communication.^ | | | | | |
| Definitions: | | | | | |
| Followers: The Number of People following your page | | | | | |
| Facebook (number of followers) | 35,779 | 37,480 | 41,117 | 42,000 | 42,000 |
| Twitter (number of followers) | 27,400 | 28,400 | 28,900 | 30,000 | 30,000 |
| Instagram (number of followers) | 9,000 | 15,924 | 21,000 | 20,000 | 20,000 |
| Impressions: The total number of times your content is displayed, no matter if it was clicked or not. | | | | | |
| Facebook (Impressions) | 5,290,993 | 6,694,773 | 7,109,594 | 7,000,000 | 7,000,000 |
| Twitter (Impressions) | 1,239,000 | 2,147,600 | 2,554,000 | 2,500,000 | 2,500,000 |
| Instagram (Impressions) | N/A | 1,389,190 | 2,217,431 | 1,750,000 | 1,750,000 |
| Reach: The number of people who saw any of your posts at least once. <i>Estimated.</i> | | | | | |
| Facebook (Reach) | 3,483,854 | 5,061,265 | 6,330,869 | 6,000,000 | 6,000,000 |
| Instagram (Reach) | N/A | 1,029,943 | 1,922,919 | 1,300,000 | 1,300,000 |
| Engagement: The number of interactions people have with your content, likes, comments, shares or reposts. | | | | | |
| Facebook (Engagement) | 246,271 | 314,297 | 461,839 | 400,000 | 400,000 |
| Twitter (Engagement) | 27,400 | 28,400 | 99,330 | 30,000 | 30,000 |
| YouTube (upload views) | 587,534 | N/A | 33,366 | 700,000 | 700,000 |
|  Increase annually the number of events that satisfy all the criteria identified on the application for permit. | | | | | |
| <i>Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).</i> | <i>Baseline to be established</i> | | | | |
| Meets Target? | TBD | TBD | TBD | TBD | TBD |

*2021 and 2022 estimated. ^ Measure under refinement.

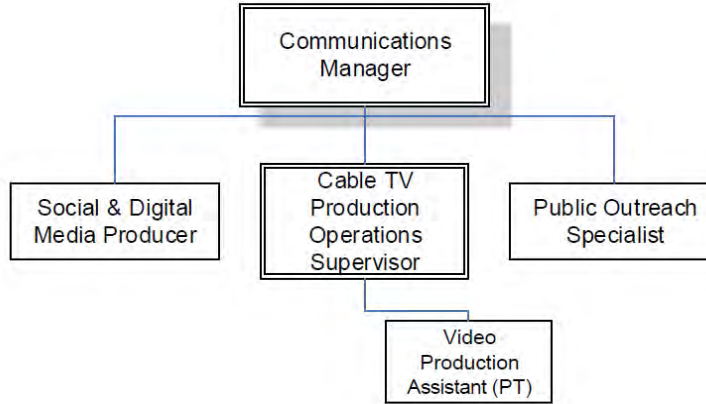
Franklin Citizens Survey

| | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |
|---|-----------------------------|------------------|-----------------------------|------------------|
| <input checked="" type="checkbox"/> % of respondents attended a City-sponsored event | 4% | 10% | 56% | 30% |
| | 2% | 7% | 62% | 29% |
| | 2016 Citizens Survey | | 2019 Citizens Survey | |
| | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Public information services | 78% | 22% | 86% | 14% |
| <input checked="" type="checkbox"/> % rating the quality of Cable television | 54% | 46% | 58% | 42% |
| <input checked="" type="checkbox"/> % rating the quality of City sponsored special events | 87% | 13% | 85% | 15% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Organizational Chart



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

Staffing History

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | 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 |
| TOTALS | | 4 | 1 | 4 | 1 | 4 | 1 | 4 | 1 | 4 | 1 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|--|-----------------|-----------------|----------------|----------------|----------------|----------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 314,077 | 303,693 | 316,479 | 316,228 | 307,155 | (9,324) | -2.9% |
| Employee Benefits | 97,972 | 95,113 | 109,431 | 110,507 | 113,263 | 3,832 | 3.5% |
| Total Personnel | 412,049 | 398,806 | 425,910 | 426,735 | 420,417 | (5,493) | -1.3% |
| Operations | | | | | | | |
| Transportation Services | 282 | 58 | 715 | 600 | 730 | 15 | 2.1% |
| Operating Services | 236 | 466 | 530 | 470 | 545 | 15 | 2.8% |
| Notices, Subscriptions, etc. | 32,993 | 32,133 | 44,210 | 37,664 | 44,880 | 670 | 1.5% |
| Utilities | 3,001 | 3,583 | 4,065 | 3,472 | 4,150 | 85 | 2.1% |
| Contractual Services | 12,036 | 18,665 | 23,440 | 19,900 | 21,700 | (1,740) | -7.4% |
| Repair & Maintenance Services | 383 | (3,115) | 3,560 | 2,500 | 3,630 | 70 | 2.0% |
| Employee programs | 225 | 2,194 | 500 | 500 | 500 | - | 0.0% |
| Professional Development/Travel | 7,960 | 1,871 | 11,930 | 3,300 | 12,170 | 240 | 2.0% |
| Office Supplies | 2,612 | 2,016 | 3,650 | 2,250 | 3,715 | 65 | 1.8% |
| Operating Supplies | 4,498 | 2,815 | 7,180 | 7,000 | 7,325 | 145 | 2.0% |
| Fuel & Mileage | 271 | 112 | 480 | 250 | 490 | 10 | 2.1% |
| Machinery & Equipment (<\$25,000) | 11,047 | 6,394 | 22,200 | 27,719 | 25,900 | 3,700 | 16.7% |
| Repair & Maintenance Supplies | 92 | 4,622 | 530 | 500 | 540 | 10 | 1.9% |
| Operational Units | 2,411 | 2,779 | 4,700 | 4,500 | 4,795 | 95 | 2.0% |
| Property & Liability Costs | 5,469 | 3,204 | 5,653 | 5,355 | 5,622 | (30) | -0.5% |
| Other Business Expenses | - | 2,606 | - | - | - | - | 0.0% |
| Interfund Service Reimbursements | (100,561) | (101,232) | (103,563) | (103,563) | (105,634) | (2,071) | 2.0% |
| Total Operations | (17,045) | (20,829) | 29,780 | 12,417 | 31,058 | 1,278 | 4.3% |
| Capital | | - | - | - | - | - | - |
| Total Communications Department | 395,004 | 377,977 | 455,690 | 439,152 | 451,475 | (4,215) | -0.9% |



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

PUBLIC SAFETY



Public Safety comprises the Police and Fire departments.



Under this operating unit are:

- Police
- Drug Fund
- Fire



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 12,717,869 | 13,324,800 | 13,712,214 | 13,602,278 | 14,148,644 | 436,430 | 3.2% |
| Operations | 3,734,357 | 3,299,053 | 3,618,204 | 3,270,081 | 3,668,939 | 50,735 | 1.4% |
| Capital | 0 | 0 | 905,116 | 905,116 | 1,333,334 | 428,218 | 47.3% |
| Total | 16,452,226 | 16,623,853 | 18,235,534 | 17,777,475 | 19,150,917 | 915,383 | 5.0% |

Budget Summary - By Division

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | | | Budget | EOY | | \$ | % |
| Administration | 4,501,093 | 4,283,466 | 6,185,403 | 5,784,779 | 6,538,167 | 352,764 | 5.7% |
| Operations | 8,724,193 | 9,251,023 | 9,299,699 | 9,565,668 | 9,753,963 | 454,264 | 4.9% |
| CID | 3,226,939 | 3,089,364 | 2,750,432 | 2,427,029 | 2,858,787 | 108,355 | 3.9% |
| Total | 16,452,226 | 16,623,853 | 18,235,534 | 17,777,475 | 19,150,917 | 915,383 | 5.0% |

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

COVID-19 Response & Impact

The COVID-19 pandemic dramatically changed operations in the Police Department. Officers continue to minimize face-to-face interactions with the public to the extent possible, and take proper safety procedures to physically distance when necessary. Roll call is now carried out from inside officers' patrol vehicles, rather than in person at department headquarters. Non-sworn employees have worked remotely to the extent possible. Officers who have been exposed to COVID-19 are sent home until a negative test is returned, and contact tracing for positive tests is performed. At times, this has reduced the number of officers available to work to the bare minimum.



City of Franklin, Tennessee

FY 2022 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD



COVID-19 Response & Impact

As a result of projected revenue reductions, the department was unable to purchase any new vehicles to replace aging units with high mileage. The department's training budget was also reduced by \$50,000.

Objectives for FY 2022

- 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

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: A Safe Clean and Livable City

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

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

Goal: The violent crime rate in Franklin will be below 50% of the national violent crime rate.

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

Goal: The property crime rate in Franklin will be below 50% of the national property crime rate.

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

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

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

| | |
|------------------------------------|-------------------------------------|
| Key: | |
| Strategic Plan: FranklinForward | |
| Benchmarking Alliance of Tennessee | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|---------------|---------------|---------------|---------------|---------------|
| Calls for service | 70,936 | 74,154 | 74,044 | ^ | ^ |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of High Priority Calls | 4,246 | 3,320 | 2,197 | ^ | ^ |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of Alarm Calls | 3,431 | 3,390 | 3,047 | ^ | ^ |
| Number of Offenses | 5,358 | 4,972 | 4,444 | ^ | ^ |
| Number of Arrest | 2,784 | 2,787 | 2,162 | ^ | ^ |
| TIBRS Type A crimes | 3,442 | 3,106 | 2,967 | ^ | ^ |
| TIBRS Type A crimes / 1,000 Population | 48.5 | 43.8 | 41.8 | ^ | ^ |
| TIBRS Type B crimes | 1,484 | 1,429 | 1,476 | ^ | ^ |
| Total traffic accidents | 2,527 | 2,450 | 1,747 | ^ | ^ |
| Public property accidents | 2,348 | 2,270 | 1,593 | ^ | ^ |
| Public property accidents / 1,000 population | 33.1 | 32 | 22.5 | ^ | ^ |
| Total number of FTEs in Police Department | 143 | 142 | 145 | 145 | 146 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of budgeted, full-time, sworn officers | 129 | 129 | 132 | 132 | 132 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of support personnel (excludes jail and dispatch) | 13 | 13 | 13 | 13 | 13 |
| Number of volunteers | 15 | 15 | 15 | 15 | 15 |
| Number of reserve officers | N/A | N/A | N/A | N/A | N/A |
| Police FTE per 1,000 Population | 2.02 | 2.00 | 2.04 | 2.04 | 2.06 |
| Average training hours taken by individual sworn employees | 40 | 40 | 40 | 40 | 40 |
| Number of Police Vehicles | 150 | 150 | 150 | 150 | 150 |
| Reported peak service population | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Total Police Department Expenditures | \$ 16,852,274 | \$ 16,452,226 | \$ 16,623,853 | \$ 17,777,475 | \$ 19,150,917 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-----------------------------------|--------|--------|--------|--------|--------|
| Total per Capita Costs | \$ 238 | \$ 232 | \$ 234 | \$ 251 | \$ 270 |
| Calls per Sworn Officer | 549.9 | 574.8 | 560.9 | ^ | ^ |
| Public Property Accidents per FTE | 16.42 | 15.99 | 10.99 | ^ | ^ |
| Cost per Call for Service | \$ 238 | \$ 222 | \$ 225 | ^ | ^ |







City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

Outcome (Effectiveness) Measures

Note: Measures shown herein are being revised. While the data is correct, new targets are being developed with the cooperation of the Police Department and Finance Department to set realistic targets for crime statistics in Franklin.

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|---------------|---------------|---------------|---------------|---------------|
| Traffic Accidents with Injury as a Percentage of Total Traffic Accidents | 13.1% | 13.80% | 13.70% | ^ | ^ |
| Average Response Time | 07:58 | 08:04 | 07:51 | ^ | ^ |
|  Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
|  **Maintain violent crime rate in Franklin below 50% of the national average. (# per 100,000 pop.) | | | | | |
| | 2015 | 2016 | 2017 | 2018 | 2019 |
| Violent Crime Rate in Franklin | 227 | 232 | 206 | 168 | 164.87 |
| <i>Violent Crime Rate Nationally</i> | <i>373.7</i> | <i>386.6</i> | <i>382.9</i> | <i>368.9</i> | <i>366.7</i> |
| Franklin as a % of National | 60.7% | 60.0% | 53.8% | 45.5% | 45.0% |
| Target (50% of National) (Source: CJS Reports, FBI) | 50.0% | 50.0% | 50.0% | 50.0% | 50.0% |
| Meets target? | No | No | No | Yes | Yes |
|  **Maintain property crime rate in Franklin will be below 50% of the national rate. | | | | | |
| | 2015 | 2016 | 2017 | 2018 | 2019 |
| Property Crime Rate in Franklin | 1594 | 1635 | 1478 | 1384 | 1328.6 |
| <i>Property Crime Rate Nationally</i> | <i>2500.5</i> | <i>2451.6</i> | <i>2362.2</i> | <i>2199.5</i> | <i>2109.9</i> |
| Franklin as a % of National | 63.7% | 66.7% | 62.6% | 62.9% | 63.0% |
| Target | 50.0% | 50.0% | 50.0% | 50.0% | 50.0% |
| Meets target? | No | No | No | No | No |
|  **Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes. | | | | | |
| | 2015 | 2016 | 2017 | 2018 | 2019 |
| Violent Crime Clearance in Franklin | 60.9% | 57.0% | 47.0% | 54.5% | 58.3% |
| <i>National Clearance Rate for Violent Crimes</i> | <i>46.0%</i> | <i>45.6%</i> | <i>45.6%</i> | <i>45.5%</i> | <i>45.5%</i> |
| Target (National x 1.5) | 69.0% | 68.4% | 68.4% | 68.3% | 68.3% |
| Meets target? | No | No | No | No | No |
| Franklin Property Crime Clearance Rate | 27% | 31% | 32% | 30.8% | 37.4% |
| <i>National Property Crime Clearance Rate</i> | <i>19.4%</i> | <i>18.3%</i> | <i>17.6%</i> | <i>17.6%</i> | <i>17.2%</i> |
| Target (National x 1.5) | 29.1% | 27.5% | 26.4% | 26.4% | 25.8% |
| Meets target? | No | Yes | Yes | Yes | Yes |

*FY 2021 & 2022 Measures estimated

Calendar Year data. All other data provided is Fiscal Year **except Crime and Clearance Rates.

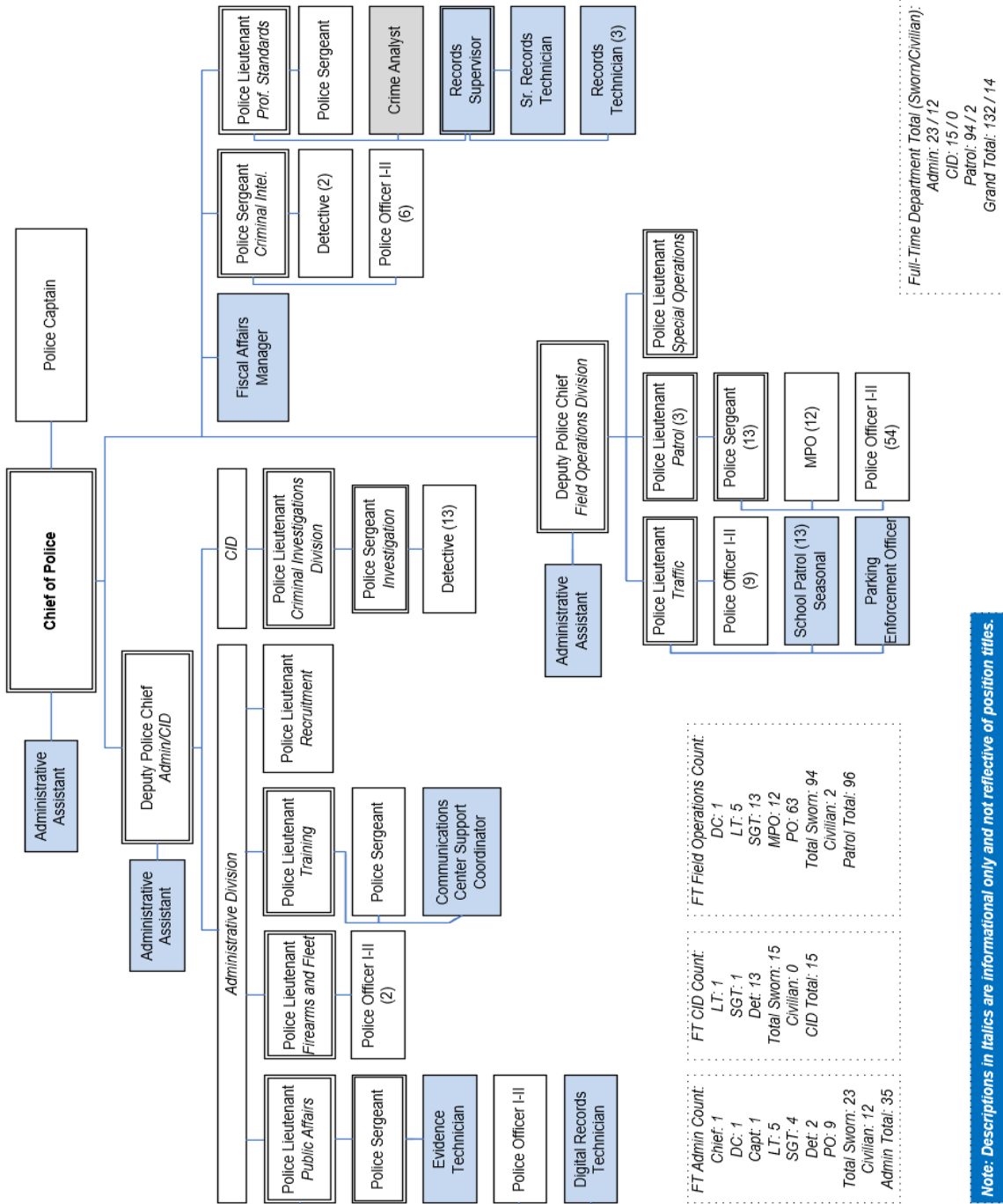
^ No data forecast. It is the policy of the Franklin Police Department not to forecast crime/accident data.



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



Note: Descriptions in italics are informational only and not reflective of position titles.

White: Sworn Positions Authorized and Budgeted in FY 2022
 Blue: Civilian Positions Authorized and Budgeted in FY 2022
 Gray: Positions Authorized and Unbudgeted in FY 2022

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-------------------------------------|------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Sworn Officers | | | | | | | | | | | |
| Police Chief | Grade M | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Police Deputy Chief | Grade K | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| Police Captain | Grade J | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Police Lieutenant | Grade I | 10 | 0 | 10 | 0 | 11 | 0 | 11 | 0 | 11 | 0 |
| Police Sergeant | Grade H | 18 | 0 | 18 | 0 | 18 | 0 | 18 | 0 | 18 | 0 |
| Detective/Master Patrol | Grade G | 27 | 0 | 27 | 0 | 27 | 0 | 27 | 0 | 27 | 0 |
| Police Officer I-II | Grades E-F | 70 | 0 | 70 | 0 | 72 | 0 | 72 | 0 | 72 | 0 |
| Non-Sworn Personnel | | | | | | | | | | | |
| 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 | 0 | 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 | 1 | 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 | 3 | 0 | 3 | 0 |
| Records Clerk | Grade B | 4 | 0 | 4 | 0 | 4 | 0 | 0 | 0 | 0 | 0 |
| Parking Enforcement Officer | Grade B | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| School Patrol (Part-time) | Grade A | 0 | 11 | 0 | 11 | 0 | 13 | 0 | 13 | 0 | 13 |
| Sub-total Budgeted Positions | | 143 | 11 | 142 | 11 | 145 | 13 | 144 | 13 | 145 | 13 |

| Authorized, Unbudgeted Positions | | | | | | | | | | | |
|---|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Crime Analyst | Grade F | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| Sub-total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |

| | | | | | | | | | | | |
|----------------------------------|--|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| Total Authorized Staffing | | 143 | 11 | 142 | 11 | 145 | 13 | 145 | 13 | 146 | 13 |
|----------------------------------|--|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|

Positions by Division

| | | | | | | | | | | |
|----------------------------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| Administration | 17 | 0 | 17 | 0 | 24 | 0 | 24 | 0 | 35 | 0 |
| Patrol | 96 | 11 | 95 | 11 | 95 | 13 | 95 | 13 | 96 | 13 |
| CID | 30 | 0 | 30 | 0 | 26 | 0 | 26 | 0 | 15 | 0 |
| Total Authorized Staffing | 143 | 11 | 142 | 11 | 145 | 13 | 145 | 13 | 146 | 13 |

*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 2022 Operating Budget

Budget - Overall

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ | % |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
| Personnel | | | | | | | |
| Salaries & Wages | 8,852,576 | 9,214,856 | 9,519,403 | 9,462,864 | 9,803,759 | 284,356 | 3.0% |
| Officials Fees | - | - | 3,200 | - | 3,200 | - | 0.0% |
| Employee Benefits | 3,865,293 | 4,109,944 | 4,189,611 | 4,139,414 | 4,341,685 | 152,074 | 3.6% |
| Total Personnel | 12,717,869 | 13,324,800 | 13,712,214 | 13,602,278 | 14,148,644 | 436,430 | 3.2% |
| Operations | | | | | | | |
| Transportation Services | 11,876 | 15,322 | 32,198 | 12,724 | 32,841 | 643 | 2.0% |
| Operating Services | 108,945 | 81,378 | 113,761 | 79,734 | 116,036 | 2,275 | 2.0% |
| Notices, Subscriptions, etc. | 29,490 | 33,085 | 30,610 | 26,123 | 31,224 | 614 | 2.0% |
| Utilities | 414,168 | 374,675 | 439,825 | 398,771 | 476,036 | 36,211 | 8.2% |
| Contractual Services | 586,329 | 838,477 | 848,176 | 846,714 | 997,458 | 149,282 | 17.6% |
| Repair & Maintenance Services | 363,896 | 268,154 | 334,592 | 281,194 | 341,284 | 6,693 | 2.0% |
| Employee programs | 179,522 | 126,446 | 139,402 | 141,150 | 192,188 | 52,787 | 37.9% |
| Professional Development/Travel | 811 | 4,716 | - | 1,375 | - | - | 0.0% |
| Office Supplies | 27,367 | 32,612 | 25,586 | 23,650 | 26,098 | 513 | 2.0% |
| Operating Supplies | 369,034 | 477,575 | 417,717 | 408,315 | 345,992 | (71,725) | -17.2% |
| Fuel & Mileage | 254,018 | 234,880 | 267,500 | 215,884 | 228,600 | (38,900) | -14.5% |
| Machinery & Equipment (<\$25,000) | 310,530 | 272,925 | 313,997 | 304,245 | 248,877 | (65,121) | -20.7% |
| Repair & Maintenance Supplies | 462 | 3,909 | 7,150 | 3,250 | 7,293 | 143 | 2.0% |
| Operational Units | 117,878 | 66,821 | 84,092 | 84,092 | 85,774 | 1,682 | 2.0% |
| Property & Liability Costs | 431,357 | 468,263 | 558,042 | 440,460 | 533,570 | (24,473) | -4.4% |
| Rentals | 2,922 | 3,780 | 2,521 | 2,400 | 2,572 | 50 | 2.0% |
| Permits | 24 | - | - | - | - | - | 0.0% |
| Financial Fees | - | 66 | - | - | - | - | 0.0% |
| Other Business Expenses | 5,259 | (4,031) | 3,035 | - | 3,095 | 61 | 2.0% |
| Debt Service and Lease Payments | 520,469 | - | - | - | - | - | 0.0% |
| Total Operations | 3,734,357 | 3,299,053 | 3,618,204 | 3,270,081 | 3,668,939 | 50,736 | 1.4% |
| Capital | - | - | 905,116 | 905,116 | 1,333,334 | 428,218 | 0.0% |
| Total Police Department | 16,452,226 | 16,623,853 | 18,235,534 | 17,777,475 | 19,150,917 | 915,383 | 5.0% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget - Administration Division

| | Actual 2019 | EOY 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 1,026,970 | 1,162,377 | 1,611,386 | 1,531,770 | 1,564,043 | (47,343) | -2.9% |
| Officials Fees | - | - | 3,200 | - | 3,200 | - | 0.0% |
| Employee Benefits | 447,173 | 490,405 | 721,910 | 729,180 | 673,779 | (48,131) | -6.7% |
| Total Personnel | 1,474,143 | 1,652,782 | 2,336,496 | 2,260,950 | 2,241,022 | (95,474) | -4.1% |
| Operations | | | | | | | |
| Transportation Services | 11,036 | 13,736 | 32,198 | 12,700 | 32,841 | 643 | 2.0% |
| Operating Services | 103,897 | 77,367 | 105,563 | 78,000 | 107,675 | 2,111 | 2.0% |
| Notices, Subscriptions, etc. | 23,160 | 24,984 | 27,089 | 19,378 | 27,633 | 544 | 2.0% |
| Utilities | 414,168 | 374,675 | 439,825 | 398,771 | 476,036 | 36,211 | 8.2% |
| Contractual Services | 552,372 | 808,123 | 809,716 | 802,264 | 951,498 | 141,782 | 17.5% |
| Repair & Maintenance Services | 359,846 | 267,111 | 334,592 | 281,194 | 341,284 | 6,693 | 2.0% |
| Employee programs | 72,467 | 40,078 | 32,853 | 34,601 | 83,508 | 50,656 | 154.2% |
| Professional Development/Travel | 493 | 954 | - | 1,100 | - | - | 0.0% |
| Office Supplies | 25,618 | 28,650 | 25,586 | 23,300 | 26,098 | 513 | 2.0% |
| Operating Supplies | 314,598 | 390,271 | 329,277 | 319,875 | 255,283 | (73,993) | -22.5% |
| Fuel & Mileage | 253,940 | 234,748 | 267,500 | 215,884 | 228,600 | (38,900) | -14.5% |
| Machinery & Equipment (<\$25,000) | 215,130 | 214,955 | 313,997 | 304,245 | 248,877 | (65,121) | -20.7% |
| Repair & Maintenance Supplies | 439 | 142 | 7,150 | 3,250 | 7,293 | 143 | 2.0% |
| Operational Units | 19,911 | 19,088 | 21,242 | 21,242 | 21,666 | 425 | 2.0% |
| Property & Liability Costs | 131,202 | 136,845 | 191,647 | 100,509 | 149,851 | (41,797) | -21.8% |
| Rentals | 2,922 | 2,981 | 2,521 | 2,400 | 2,572 | 50 | 2.0% |
| Permits | 24 | - | - | - | - | - | 0.0% |
| Financial Fees | - | 66 | - | - | - | - | 0.0% |
| Other Business Expenses | 5,259 | (4,090) | 3,035 | - | 3,095 | 61 | 2.0% |
| Debt Service and Lease Payments | 520,469 | - | - | - | - | - | 0.0% |
| Total Operations | 3,026,950 | 2,630,684 | 2,943,791 | 2,618,713 | 2,963,811 | 20,019 | 0.7% |
| Capital | - | - | 905,116 | 905,116 | 1,333,334 | 1,333,334 | 0.0% |
| Total Administration Division | 4,501,093 | 4,283,466 | 6,185,403 | 5,784,779 | 6,538,167 | 1,257,880 | 5.7% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget - CID Division

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|---------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 2,150,931 | 2,038,595 | 1,785,100 | 1,516,826 | 1,844,256 | 59,156 | 3.3% |
| Officials Fees | - | - | - | - | - | - | 0.0% |
| Employee Benefits | 833,482 | 865,779 | 741,740 | 729,294 | 814,393 | 72,653 | 9.8% |
| Total Personnel | 2,984,413 | 2,904,374 | 2,526,840 | 2,246,120 | 2,658,649 | 131,809 | 5.2% |
| Operations | | | | | | | |
| Transportation Services | 840 | 809 | - | - | - | - | 0.0% |
| Operating Services | 455 | - | 8,198 | - | 8,362 | 164 | 2.0% |
| Notices, Subscriptions, etc. | 590 | 1,916 | 1,072 | 1,072 | 1,093 | 21 | 2.0% |
| Utilities | - | - | - | - | - | - | 0.0% |
| Contractual Services | 33,957 | 28,235 | 38,460 | 44,000 | 45,960 | 7,500 | 19.5% |
| Repair & Maintenance Services | 1,094 | 820 | - | - | - | - | 0.0% |
| Employee programs | 44,340 | 32,509 | 44,125 | 44,125 | 45,008 | 883 | 2.0% |
| Professional Development/Travel | 78 | 987 | - | 100 | - | - | 0.0% |
| Office Supplies | 668 | 1,720 | - | 100 | - | - | 0.0% |
| Operating Supplies | - | 107 | - | - | - | - | 0.0% |
| Fuel & Mileage | 78 | 58 | - | - | - | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 26,058 | 1,430 | - | - | - | - | 0.0% |
| Repair & Maintenance Supplies | 14 | 185 | - | - | - | - | 0.0% |
| Operational Units | 31,132 | 15,060 | 19,741 | 19,741 | 20,136 | 395 | 2.0% |
| Property & Liability Costs | 103,222 | 101,095 | 111,996 | 71,771 | 79,579 | (32,417) | -28.9% |
| Other Business Expenses | - | 59 | - | - | - | - | 0.0% |
| Total Operations | 242,526 | 184,990 | 223,592 | 180,909 | 200,138 | (23,454) | -10.5% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total CID Division | 3,226,939 | 3,089,364 | 2,750,432 | 2,427,029 | 2,858,787 | 108,355 | 3.9% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget - Patrol Division

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | DiffeSence | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 5,674,675 | 6,013,884 | 6,122,917 | 6,414,267 | 6,395,459 | 272,542 | 4.5% |
| Officials Fees | - | - | - | - | - | - | 0.0% |
| Employee Benefits | 2,584,638 | 2,753,760 | 2,725,961 | 2,680,941 | 2,853,514 | 127,553 | 4.7% |
| Total Personnel | 8,259,313 | 8,767,644 | 8,848,878 | 9,095,209 | 9,248,973 | 400,095 | 4.5% |
| Operations | | | | | | | |
| Transportation Services | - | 777 | - | 24 | - | - | 0.0% |
| Operating Services | 4,593 | 4,011 | - | 1,734 | - | - | 0.0% |
| Notices, Subscriptions, etc. | 5,740 | 6,185 | 2,449 | 5,673 | 2,498 | 49 | 2.0% |
| Utilities | - | - | - | - | - | - | 0.0% |
| Contractual Services | - | 2,119 | - | 450 | - | - | 0.0% |
| Repair & Maintenance Services | 2,956 | 223 | - | - | - | - | 0.0% |
| Employee programs | 62,715 | 53,859 | 62,424 | 62,424 | 63,672 | 1,248 | 2.0% |
| Professional Development/Travel | 240 | 2,775 | - | 175 | - | - | 0.0% |
| Office Supplies | 1,081 | 2,242 | - | 250 | - | - | 0.0% |
| Operating Supplies | 54,436 | 87,197 | 88,440 | 88,440 | 90,709 | 2,269 | 2.6% |
| Fuel & Mileage | - | 74 | - | - | - | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 69,342 | 56,540 | - | - | - | - | 0.0% |
| Repair & Maintenance Supplies | 9 | 3,582 | - | - | - | - | 0.0% |
| Operational Units | 66,835 | 32,673 | 43,109 | 43,109 | 43,971 | 862 | 2.0% |
| Property & Liability Costs | 196,933 | 230,323 | 254,399 | 268,180 | 304,140 | 49,741 | 19.6% |
| Rentals | - | 799 | - | - | - | - | 0.0% |
| Permits | - | - | - | - | - | - | 0.0% |
| Other Business Expenses | - | - | - | - | - | - | 0.0% |
| Debt Service and Lease Payments | - | - | - | - | - | - | 0.0% |
| Total Operations | 464,880 | 483,379 | 450,821 | 470,459 | 504,990 | 54,169 | 12.0% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total Patrol Division | 8,724,193 | 9,251,023 | 9,299,699 | 9,565,668 | 9,753,963 | 454,264 | 4.9% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|---------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 508,522 | 438,184 | 520,472 | 520,472 | 602,972 | | |
| Revenues | 129,156 | 181,384 | 221,955 | 171,500 | 129,500 | (92,455) | -41.65% |
| Expenditures | 199,494 | 99,096 | 117,500 | 89,000 | 258,500 | 141,000 | 120.00% |
| Ending Balance | 438,184 | 520,472 | 624,927 | 602,972 | 473,972 | | |

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 2022 Operating Budget**

Organizational Chart

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

Staffing by Position

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



City of Franklin, Tennessee
FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|---------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 508,522 | 438,184 | 520,472 | 520,472 | 602,972 | | |
| Revenues | | | | | | | |
| DRUG FINES RECEIVED | 59,413 | 40,367 | 78,843 | 58,000 | 58,000 | (20,843) | -26.4% |
| DRUG CONTRIBUTIONS TO FPD | 29,850 | 36,320 | 33,511 | 30,000 | 30,000 | (3,511) | -10.5% |
| CONFISCATED GOODS (FEDERAL) | 7,820 | 13,327 | 61,785 | 7,500 | 7,500 | (54,285) | -87.9% |
| CONFISCATED GOODS (STATE) | 18,444 | 82,097 | 23,966 | 40,000 | 25,000 | 1,034 | 4.3% |
| INTEREST INCOME | 13,629 | 8,825 | 5,995 | 6,000 | 6,000 | 5 | 0.1% |
| SALE OF SURPLUS ASSETS | - | 448 | 17,855 | 30,000 | 3,000 | (14,855) | -83.2% |
| Total Available Funds | 129,156 | 181,384 | 221,955 | 171,500 | 129,500 | (92,455) | -41.7% |
| Expenses (Operations) | | | | | | | |
| UTILITIES | - | - | - | - | 6,000 | 6,000 | 0.0% |
| MACHINERY & EQUIPMENT (<\$25,000) | 89,324 | 64,530 | - | 60,000 | 60,000 | 60,000 | 0.0% |
| OPERATIONAL UNITS | 24,260 | 31,323 | 55,000 | 27,000 | 190,000 | 135,000 | 245.5% |
| PERMITS | - | - | - | - | - | - | 0.0% |
| OTHER BUSINESS EXPENSES | 2,554 | 3,243 | 2,500 | 2,000 | 2,500 | - | 0.0% |
| Capital | 83,356 | - | 60,000 | - | - | (60,000) | -100.0% |
| Total Expenditures | 199,494 | 99,096 | 117,500 | 89,000 | 258,500 | 141,000 | 120.0% |
| Ending Fund Balance | 438,184 | 520,472 | 624,927 | 602,972 | 473,972 | | |



City of Franklin

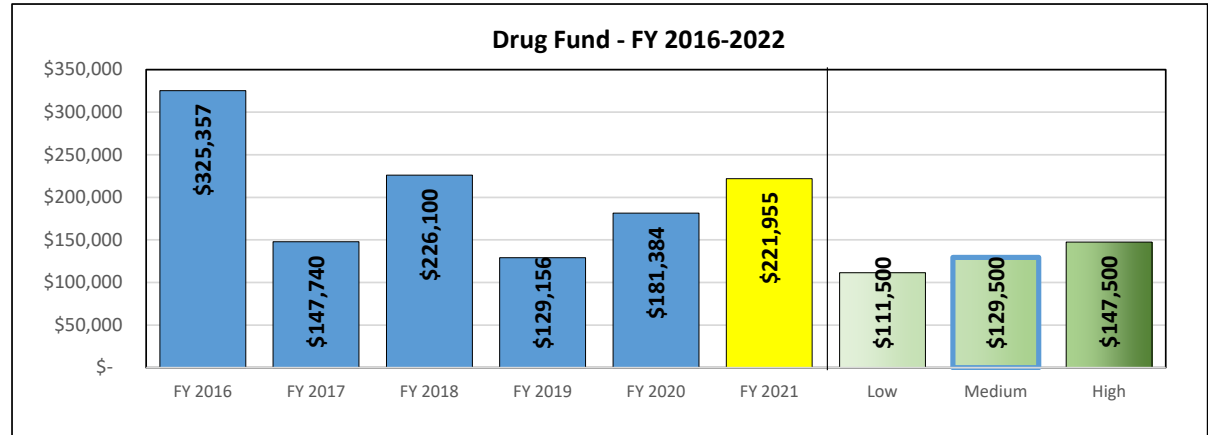
Revenue Model

| | | | |
|--------------|------------------|--------------------------------|-------------|
| Fund: | Drug Fund | Percent of All Revenues | 0.1% |
|--------------|------------------|--------------------------------|-------------|

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

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

The FY 2022 Forecast is based on recent trends and anticipated reduction in confiscations.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|----------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 51.7% | -54.6% | 53.0% | -42.9% | 40.4% | 22.4% | -49.8% | -41.7% | -33.5% | |
| DRUG FINES RECEIVED | 137,906 | 62,808 | 67,571 | 59,413 | 40,367 | 78,843 | 55,000 | 58,000 | 61,000 | 3-yr Average |
| DRUG CONTRIBUTIONS PAID TO POLICE DEPT | 47,824 | 26,825 | 36,900 | 29,850 | 36,320 | 33,511 | 27,500 | 30,000 | 32,500 | \$ 167,665 |
| CONFISCATED GOODS (FEDERAL) | 116,811 | 21,230 | 49,204 | 7,820 | 13,327 | 61,785 | 5,000 | 7,500 | 10,000 | 10.8% |
| CONFISCATED GOODS (STATE) | 10,495 | 23,840 | 44,611 | 18,444 | 82,097 | 23,966 | 20,000 | 25,000 | 30,000 | 5-Yr Average |
| INTEREST INCOME | 1,874 | 3,407 | 8,318 | 13,629 | 8,825 | 5,995 | 4,000 | 6,000 | 8,000 | \$ 208,567 |
| SALE OF SURPLUS ASSETS | 10,446 | 9,630 | 19,496 | - | 448 | 17,855 | - | 3,000 | 6,000 | 1.3% |
| Totals | \$ 325,357 | \$ 147,740 | \$ 226,100 | \$ 129,156 | \$ 181,384 | \$ 221,955 | \$ 111,500 | \$ 129,500 | \$ 147,500 | 10-Yr Average |
| | | | | | | | | | | \$ 168,047 |
| | | | | | | | | | | 3.2% |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Fire

Glenn Johnson, Fire Chief

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|-------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 16,079,006 | 17,097,984 | 17,686,039 | 17,633,988 | 17,371,440 | -314,599 | -1.8% |
| Operations | 1,889,661 | 1,791,447 | 2,134,465 | 2,061,344 | 2,380,571 | 246,106 | 11.5% |
| Capital | 177,000 | 0 | 157,195 | 125,000 | 252,000 | 94,805 | 60.3% |
| Total | 18,145,667 | 18,889,431 | 19,977,699 | 19,820,332 | 20,004,011 | 26,312 | 0.1% |

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 8,695 incidents in 2020, experiencing a 2.09 percent decrease in call volume over the previous year.

A Standards of Response Coverage document in alignment with our five-year Strategic Plan is being created to define adopted, written policies and procedures which delineate fixed mobile response forces for fire, emergency medical services, hazardous materials, and other technical responses. Nationally-recognized best practices are being utilized to analyze resource allocations for emergency response today and in the future.

New Station 7 on 1972 John Fitzgerald Way is complete and serves the Goose Creek area of south Franklin. This station, a joint venture between the City and Williamson County, provides for ambulance and living quarters for EMS and replaced the existing temporary fire station erected in 2015.

The City deployed nine personnel on separate occasions in response to Hurricanes Laura, Sally and Delta. These deployments provide invaluable educational response opportunities in preparation of future disasters in our community and beyond.

Repair and regular maintenance of Fire apparatus is an ongoing necessity. To eliminate negative service impacts to the community during repairs, the Fire Department maintains three reserve apparatus. Fire apparatus are custom built, costing between \$400,000 and \$1.3 million with a 15-plus-year service life, and take approximately 18 months to equip and complete. Reserve apparatus availability ensures all apparatus are in a state of readiness and parts are available to service the fleet. FY22 requests include the replacement of a shift commander SUV, an Engine, an Air Light Response Vehicle and two staff vehicles.

A successful Fire Department is evidenced by the skill and expertise exhibited by their personnel. The department proposes creating a new Lieutenant rank position within Administration to handle the Emergency Management and Event Management responsibilities for the City. This position would serve as a point of contact to coordinate all emergency management related issues between City departments, the City Administrator, and Williamson County Emergency Management Agency.



City of Franklin, Tennessee

FY 2022 Operating Budget

Fire

Glenn Johnson, Fire Chief

The creation of this position would allow for better continuity of services, more effective preparedness and communication, and more effective education and preparedness of the public.

Our department prides itself on being an all-hazard organization. We have worked hard to create special operation personnel who can handle all manner of rescues. With our new heavy rescue capabilities (Rescue 2), we need to be able to staff it with the proper personnel and supervision. We are seeking to promote three personnel to supervise the apparatus across the three shifts. This change would bring Rescue 2 in line with the rest of our apparatus carrying three or more personnel.

With the separation of all stations into single company stations for COVID-10 precautions, mandatory In-Service training took on a new platform. With approval from the state our training department became a virtual training center with internal training videos produced by our own staff.

In 2020, the Fire Department reviewed 1,563 projects, conducted 2,500 building inspections and 302 fire case inspections. Due to COVID-19, public events and education shifted to a virtual format. Highlights of the year included A Virtual Awards Ceremony, Virtual 9/11 Memorial Ceremony, Virtual Fire Prevention Month and over 50 reverse or "drive-by" parades to help citizens celebrate birthdays, retirements and more.

We thank the Board of Mayor and Aldermen 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.



COVID-19 Response & Impact on the Franklin Fire Department

Operations

To reduce the COVID-19 exposure risk among firefighters and the community, the Franklin Fire Department established five temporary satellite fire stations the first week of April 2020. These were located at three schools and two City of Franklin properties. This allowed the department's personnel and resources, which previously were housed at eight fire stations, to be distributed across 13 single-company fire stations, with no more than four personnel per location. We continue to operate four satellite stations today.

Almost all discussions and meetings have moved from in-person to video conference via Microsoft Teams. On the plus side, the use of Teams has facilitated more frequent meetings among the chiefs in the Operations division.

Tracking sick personnel and possible exposures continues to consume many hours. A close relationship with HR and Risk Management has been critical to ensure every employee follows the appropriate route back to work after exposure or illness.

Initially non-essential public and departmental events were cancelled. As time has elapsed, effort has been made to continue some of these events virtually (such as Zoom station tours) or by other no-contact means (FFD Santa neighborhood parades, birthday parades, retirement parades, "Katie's done with chemo" parade, etc.)



City of Franklin, Tennessee

FY 2022 Operating Budget

Fire

Glenn Johnson, Fire Chief

COVID-19 Response & Impact on the Franklin Fire Department

EMS

The Fire Department EMS response has been impacted by COVID in many ways. Response guidelines had to be changed to reduce risk to responders while still providing the highest level of care to our citizens and visitors. Personnel had to be trained on new PPE that had never been used before. Supply chain issues resulted in the need to purchase PPE items from suppliers who had never carried PPE before. New purchasing relationships were developed to ensure a continuous supply of the items needed to protect our responders and other City employees while interacting with the public. PPE items that could be secured were of different brands and styles than normally purchased which required additional training and fit testing, sometimes after each new order. The department has navigated conditional FDA approvals, continually changing CDC recommendations and alternative EMS rules and regulations at an unprecedented level beyond anything that has been thought up in a tabletop exercise in pandemic event training.

Training

The Training division received approval from the Tennessee Commission on Firefighting to provide video-based training via WebEx. In addition, they received approval to record independent tactics inside the stations with firefighters demonstrating the skills that were being discussed during online training. Outside training opportunities have been drastically reduced. In the rare instance that opportunities do present themselves, we ensure that the protocols for the class comply with city and CDC policies and guidelines.

Fire Administration

The effort to locate, clean, and equip the satellite stations was tremendous. Many items, ranging from computers to refrigerators, had to be purchased, with Fire Administration taking the lead. Personnel and IT worked diligently to ensure the radio, Locution system, and computers were programmed and worked properly.

We managed the research, purchasing, and upkeep of pandemic supplies for the fire department (and supplied some other city departments as well). This included different types of masks, filters/SCBA adapters, gloves, gowns, and cleaning solutions for the stations and apparatus.

We have also managed the City of Franklin's City Hall employee entrance since the pandemic began, providing employee screenings and temperature checks.

During the pandemic we pulled one of our personnel off shift and into Administration to aid in the management of COVID-19 related issues. Firefighter Fantoni has managed or aided in almost all aspects of PPE, supplies, procedures, data collection and dissemination of information for the FFD and the City. This position has been invaluable and highlights the need for a full time position to manage the City's emergency Management and Special Events.

In addition we dedicated our fiscal manager for the collection and reporting of all COVID-19 related expenses for the entire City with the creation of fillable forms, teams training, file management systems, expense reporting, etc. in preparation of all reimbursement documentation regarding the TN Cares Act Funding and TEMA.



City of Franklin, Tennessee

FY 2022 Operating Budget

Fire

Glenn Johnson, Fire Chief

COVID-19 Response & Impact on the Franklin Fire Department (con't)

Fire Prevention

The Fire Prevention team’s efforts have adapted well to the remote-working format. Fire inspections are primarily being conducted remotely using video. Inspectors spend one day per week in the field for specific issues that cannot be accomplished remotely. Fire plan reviews and pre-application meetings were an easy move to the remote environment. Virtual meetings appear to be saving time for staff and deadlines are being met. Fire safety outreach efforts were modified by providing more information on our website with links to virtual tours, apparatus demonstrations, and more.

FY 2022 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.

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: A Safe Clean and Livable City

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

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

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

Goal: The Franklin Fire Department will reduce property fire loss per \$1 million of appraised value.

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

| | |
|------------------------------------|-------------------------------------|
| Key: | |
| Strategic Plan: FranklinForward | |
| Benchmarking Alliance of Tennessee | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021*** | 2022*** |
|--|--------------------------|---------------|---------------|---------------|---------------|
| Calls for service | 9058 | 8879 | 8695 | 7272 | 7272 |
| Benchmarking Alliance of Tennessee Average | 4746 | 4883 | TBD | TBD | TBD |
| - Medical | 6030 | 5896 | 5423 | 3144 | 3144 |
| - Fire | 133 | 119 | 140 | 112 | 112 |
| - Structure Fire | 44 | 39 | 22 | 41 | 41 |
| - Overpressure | 15 | 14 | 16 | 18 | 18 |
| - Hazardous Conditions | 207 | 174 | 189 | 175 | 175 |
| - Service Call | 825 | 835 | 1045 | 1097 | 1097 |
| - Good Intention Call | 710 | 803 | 812 | 1054 | 1054 |
| - False Alarm | 1129 | 1029 | 1051 | 975 | 975 |
| - Severe Weather/Natural Disaster | 5 | 4 | 10 | 5 | 5 |
| - Other | 4 | 2 | 3 | 4 | 4 |
| Total Calls for Service / 1,000 Population | 128 | 125 | 123 | 103 | 103 |
| Number of Residential Family Structures | Measure being researched | | | | |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of Residential Family Structure Fires | Measure being researched | | | | |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Structure fires / 1,000 Population | 0.62 | 0.55 | 0.31 | 0.58 | 0.58 |
| Fire inspections | 912 | 647 | TBD | TBD | TBD |
| Benchmarking Alliance of Tennessee Average | 887 | 604 | TBD | TBD | TBD |
| Number of budgeted certified positions | 172 | 172 | 172 | 172 | 172 |
| ISO rating | 1 | 1 | 1 | 1 | 1 |
| Number of fire stations | 8 | 8 | 8 | 8 | 8 |
| Total fire apparatus | 16 | 17 | 17 | 17 | 17 |
| Total Fire Cost | \$ 18,099,788 | \$ 18,145,667 | \$ 18,889,431 | \$ 19,820,332 | \$ 20,004,011 |
| Benchmarking Alliance of Tennessee Average | \$ 6,994,111 | \$ 6,544,789 | TBD | TBD | TBD |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021*** | 2022*** |
|---|-----------|-----------|-----------|-----------|-----------|
| Total Fire Costs per Capita | \$ 255.26 | \$ 255.90 | \$ 266.39 | \$ 279.52 | \$ 282.11 |
| Budgeted Certified Positions / 1,000 population | 2.43 | 2.43 | 2.43 | 2.43 | 2.43 |
| Cost per Call for Service | \$ 1,998 | \$ 2,044 | \$ 2,172 | \$ 2,726 | \$ 2,751 |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021*** | 2022*** |
|---|------|------|------|---------|---------|
| Provide a response time among the top quartile of Tennessee Benchmark cities (BAT). | | | | | |
| Average Franklin total response time (dispatch and department)* | 5:36 | 5:60 | 5:25 | 5:25 | 5:25 |
| Benchmarking Alliance of Tennessee Average | 5.48 | 6:47 | TBD | TBD | TBD |
| Meets Target? (combined - 6 min, 35 sec?) | Yes | Yes | TBD | TBD | TBD |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

| Reduce property fire loss per \$1 million of appraised value. | | | | | |
|---|--|--|--|--|--|
| Fire Loss per \$1 million of Appraised Value | \$ 93.91 | \$ 20.55 | TBD | TBD | TBD |
| Meets Target? | Yes | Yes | TBD | TBD | TBD |
| Confine the fire to the room of origin for 90% of all interior structure fire incidents | 100% | 95% | 68% | 95% | 95% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements. | 100% | 100% | 100% | 100% | 100% |
| Deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program | 100% offered 100% Personnel Attended | 100% offered 100% Personnel Attended | 100% offered 100% Personnel Attended | 100% offered 100% Personnel Attended | 100% offered 100% Personnel Attended |
| Property value dollars saved | \$40,906,240 | \$ 33,685,980 | TBD | TBD | TBD |
| Percent of fire code violations cleared in 90 days | N/A | 239 | TBD | TBD | TBD |

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

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

*** 2021 and 2022 measures estimated.

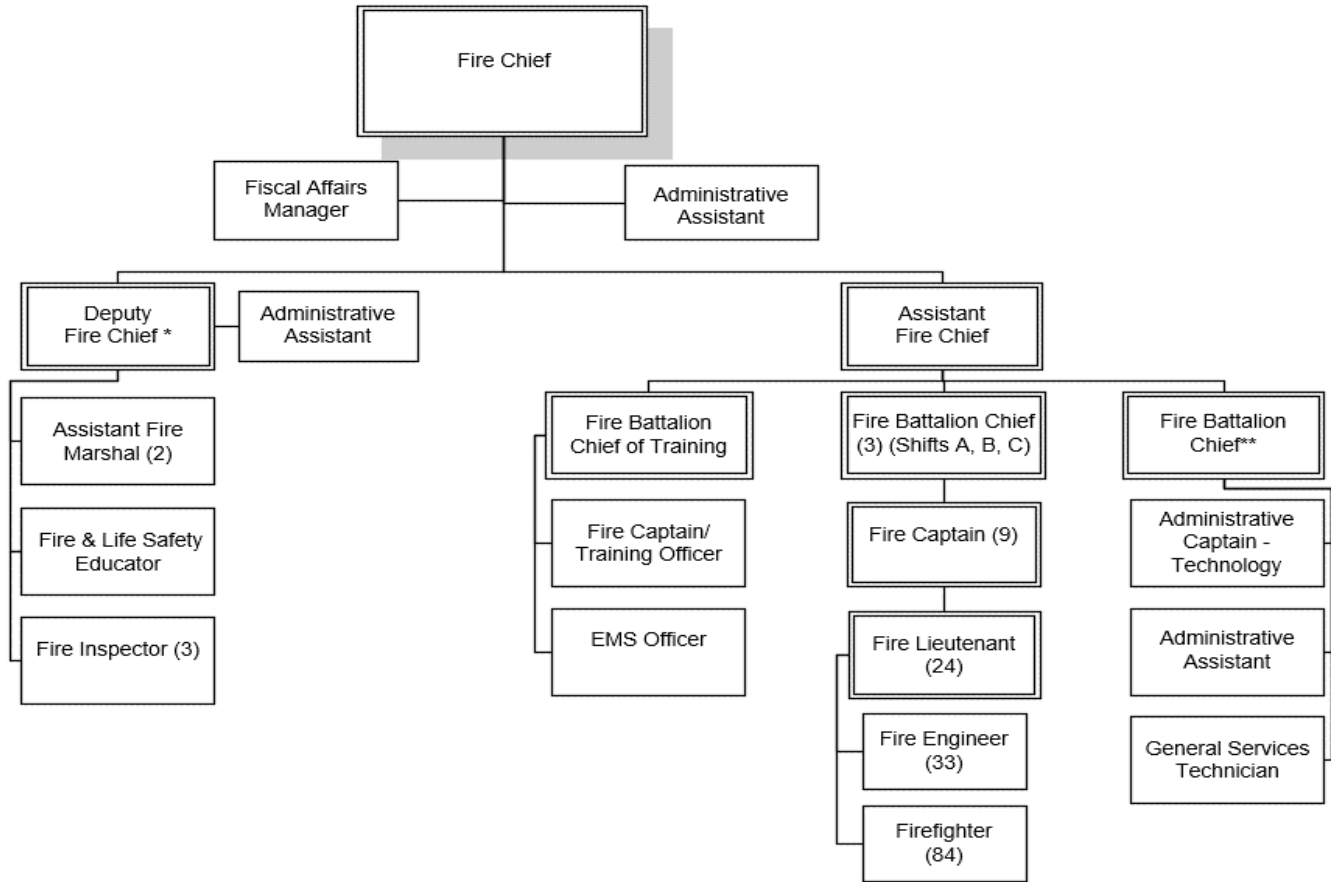
Franklin Citizens Survey

| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|--|----------------------|-----------|----------------------|-----------|
| | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Fire services | 99% | 1% | 97% | 3% |
| <input checked="" type="checkbox"/> % rating the quality of Fire prevention and education | 91% | 9% | 92% | 8% |
| <input checked="" type="checkbox"/> % rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) | 77% | 23% | 80% | 20% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Organizational Chart



Notes:

*Deputy Fire Chief serves as Fire Marshall & directs Strategic Initiatives.

**Battalion Chief directs Administrative Services for the Fire Department.

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



City of Franklin, Tennessee
FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-------------------------------------|-----------|------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|
| | | 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 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Fire Deputy Chief - Administration | Grade K | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Deputy Chief - Operations | Grade K | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Deputy Fire Chief* | Grade K | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Fire Battalion Chief** | Grade J | 3 | 0 | 3 | 0 | 4 | 0 | 4 | 0 | 4 | 0 |
| Battalion Chief of 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 | 10 | 0 | 10 | 0 | 10 | 0 | 9 | 0 | 9 | 0 |
| Fire Captain/Training Officer | Grade I | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Administrative Captain - Technology | Grade I | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Administrative Services Officer | Grade I | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Assistant Fire Marshal | Grade H | 1 | 0 | 2 | 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 | 1 | 0 | 0 | 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 | 23 | 0 | 23 | 0 | 23 | 0 | 24 | 0 | 24 | 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 | 84 | 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 |
| Intern | -- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sub-Total Budgeted Positions | | 172 | 0 | 172 | 0 | 172 | 0 | 172 | 0 | 172 | 0 |

| | | | | | | | | | | |
|-----------------------------------|------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|
| Total Authorized Positions | 172 | 0 | 172 | 0 | 172 | 0 | 172 | 0 | 172 | 0 |
|-----------------------------------|------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ | % |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|---------------|
| Personnel | | | | | | | |
| Salaries & Wages | 11,236,648 | 11,988,944 | 12,227,340 | 11,912,039 | 11,500,274 | (727,066) | -5.9% |
| Employee Benefits | 4,842,358 | 5,109,040 | 5,458,699 | 5,721,949 | 5,871,166 | 412,467 | 7.6% |
| Total Personnel | 16,079,006 | 17,097,984 | 17,686,039 | 17,633,988 | 17,371,440 | (314,599) | -1.8% |
| Operations | | | | | | | |
| Transportation Services | 1,260 | 2,541 | 2,900 | 1,050 | 2,650 | (250) | -8.6% |
| Operating Services | 99,756 | 134,659 | 127,150 | 115,150 | 192,170 | 65,020 | 51.1% |
| Notices, Subscriptions, etc. | 27,980 | 116,833 | 44,125 | 116,500 | 55,825 | 11,700 | 26.5% |
| Utilities | 238,395 | 241,289 | 306,559 | 298,100 | 335,866 | 29,307 | 9.6% |
| Contractual Services | 84,083 | 86,982 | 114,450 | 113,910 | 37,800 | (76,650) | -67.0% |
| Repair & Maintenance Services | 379,512 | 319,191 | 449,350 | 475,350 | 460,710 | 11,360 | 2.5% |
| Employee programs | 83,679 | 76,050 | 107,900 | 104,400 | 154,900 | 47,000 | 43.6% |
| Professional Development/Travel | 87,668 | 49,695 | 108,724 | 19,650 | 103,425 | (5,299) | -4.9% |
| Office Supplies | 19,569 | 21,212 | 29,000 | 19,250 | 24,500 | (4,500) | -15.5% |
| Operating Supplies | 213,222 | 255,997 | 244,300 | 238,000 | 246,770 | 2,470 | 1.0% |
| Fuel & Mileage | 78,847 | 69,835 | 89,400 | 64,100 | 80,500 | (8,900) | -10.0% |
| Machinery & Equipment (<\$25,000) | 300,645 | 196,639 | 249,600 | 240,100 | 409,570 | 159,970 | 64.1% |
| Repair & Maintenance Supplies | 79,383 | 77,296 | 105,170 | 88,000 | 93,500 | (11,670) | -11.1% |
| Operational Units | 4,902 | 421 | 6,000 | 1,000 | 6,000 | - | 0.0% |
| Property & Liability Costs | 129,893 | 134,083 | 139,962 | 157,509 | 165,385 | 25,423 | 18.2% |
| Rentals | 65 | 415 | 1,000 | 400 | 1,000 | - | 0.0% |
| Permits | 6,285 | 9,445 | 8,875 | 8,875 | 10,000 | 1,125 | 12.7% |
| Other Business Expenses | (5,348) | (1,136) | - | - | - | - | 0.0% |
| Debt Service and Lease Payments | 59,865 | - | - | - | - | - | 0.0% |
| Total Operations | 1,889,661 | 1,791,447 | 2,134,465 | 2,061,344 | 2,380,571 | 246,106 | 11.5% |
| Machinery & Equipment (>\$25,000) | 177,000 | - | 157,195 | 125,000 | 252,000 | 252,000 | 100.0% |
| Capital | 177,000 | - | 157,195 | 125,000 | 252,000 | 252,000 | 100.0% |
| Total Fire Department | 18,145,667 | 18,889,431 | 19,977,699 | 19,820,332 | 20,004,011 | 26,312 | 0.1% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

FINANCE & ADMINISTRATION

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

City of Franklin Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2020 Comprehensive Annual Financial Report (30th year). This is a remarkable achievement, and one of which the Finance Department is extremely proud.
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2020 budget document (13th year).
- Completed the sixth consecutive annual audit (2020) with no findings.



Under this operating unit are:

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



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|------------------|---------------|-------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 958,798 | 976,306 | 1,012,828 | 1,009,190 | 1,014,453 | 1,625 | 0.2% |
| Operations | -41,509 | -44,734 | -61,298 | -72,404 | -37,827 | 23,470 | -38.3% |
| Capital | 0 | 0 | 0 | 0 | 50,000 | 50,000 | 0.0% |
| Total | 917,289 | 931,572 | 951,530 | 936,786 | 1,026,626 | 75,096 | 7.9% |

Departmental Summary

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

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

COVID-19 Response & Impact

The Finance Department has changed, along with all city departments, in response to the COVID emergency to the best of our ability. Finance employees transitioned to remote work while the City facilities were closed at the start of the pandemic. Once city facilities were reopened in a limited capacity, Finance employees returned on a rotating basis and continue to do so. Team meetings were and are being held virtually to maintain necessary social distancing. Finance will continue to operate in a manner best suited for the safety of the Finance Department and all City employees.

A key change was implemented during this period to allow remote approvals of vendor payments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

FY 2022 Outlook

In 2021, the City received no audit findings from the 2020 audit. Successfully transitioned to remote work during the COVID-19 pandemic without loss of service delivery or quality of service offerings. Continued to spearhead new Statewide performance measurement initiative – the Benchmarking Alliance of Tennessee. Provided key leadership for financial reimbursement and management regarding COVID-19 grant programs. Developed COVID-19 Daily Case Reporting and spearheaded data reporting for majority of 2020. Along with City Administrator, hosted and mentored City's first Management Fellow. Spearheaded and successfully developed FY 2021 Annual Operating Budget. With IT, represented and presented continued progress of City's Data Analytics with progress at the Nashville Analytics Summit. With HR, overhauled personnel reporting, personnel order forms and benefit management to streamline internal accounting and personnel management. With Revenue Management and IT, close to implementation of electronic billing and payment program in early 2021.

For 2022, the department is focusing on the following financial best practices:

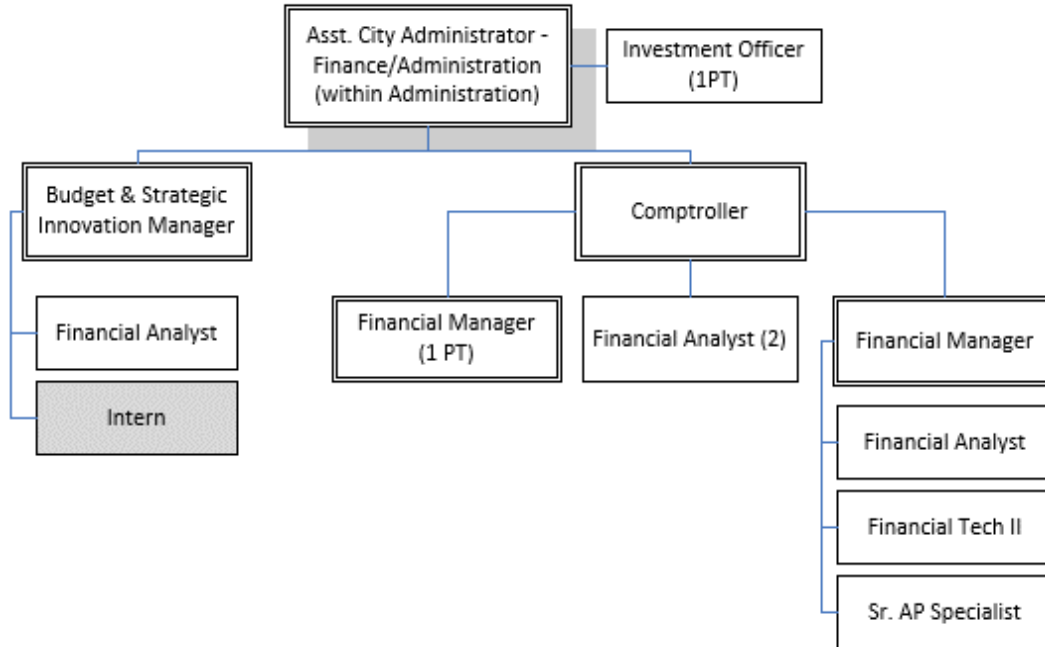
- The Budget and Analytics section is continuing work on refining the City's strategic planning and performance measurement systems, streamlining and organizing of the City's capital project accounting systems and making systemic improvements to the City's budget processes,
- The Processing (including Payroll and AP) section is focusing on improving payment and scanning processes, and
- The Accounting and Reporting section will continue to work with departments on financial policies development and updates.



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



White: Positions Authorized and budgeted in FY 2022
 Gray: Positions Authorized and unbudgeted in FY 2022

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

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| 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 |
| Financial Manager | Grade I | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Financial Analyst | Grade H | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 |
| Financial Tech. II | Grade F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Sr. AP Specialist | Grade F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Intern | Intern | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Sub-total - Budgeted Positions | | 9 | 3 | 9 | 3 | 9 | 3 | 9 | 2 | 9 | 2 |
| Authorized, Unbudgeted Positions | | | | | | | | | | | |
| Intern | Intern | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Sub-total - Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Total Authorized Positions | | 9 | 3 | 9 | 3 | 9 | 3 | 9 | 3 | 9 | 3 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

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

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

Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant revenue source.

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

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

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

| Key: | |
|------------------------------------|--|
| Strategic Plan: FranklinForward | |
| Benchmarking Alliance of Tennessee | |
| Sustainable Franklin | |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|------------|------------|------------|------------|------------|
| Have City's rating affirmed by multiple rating agencies (maximum = 3) | 2 | 2 | 2 | 2 | 2 |
| Increase use of electronic payments for payroll (percent paid by ACH) | 100% | 100% | 100% | 100% | 100% |
| Increase use of electronic payments for AP (percent paid by ACH/EFT) | 60% | 60% | 60% | 60% | 60% |
| Vendor payments issued | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Accounts Payable Transactions processed | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Accounts Payable Transactions processed within 30 calendar days | TBD | TBD | TBD | TBD | TBD |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Checks issued (non-payroll) | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------|------|------|-------|-------|
| Number of days to close fiscal year does not exceed 60 | 60 | 60 | 60 | 60 | 60 |








City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|---------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Exceed the return on investments compared to benchmark (BAML - Bank of America/Merrill Lynch) | 1.30% estimated to BAML's .64% | 1.50% goal to estimated BAML's .84% | 1.50% goal to estimated BAML's TBD | 1.50% goal to estimated BAML's TBD | 1.50% goal to estimated BAML's TBD |
|  Achieve the GFOA Annual Report award for financial reporting annually | 27th consecutive (for FY 2017) | 28th consecutive (for FY 2018) | 29th consecutive (for FY 2019) | 30th consecutive (for FY 2020) | 31st consecutive (for FY 2021) |
|  Achieve the GFOA Budget Report award annually | 10th award (for FY 2017 budget) | 11th award (for FY 2018 budget) | 12th award (for FY 2019 budget) | 13th award (for FY 2020 budget)* | 14th award (for FY 2021 budget)* |
|  Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P). | | | | | |
| Target (# of rating agencies per FY) | 2 | 2 | 2 | 2 | 2 |
| Meets Target? | Yes | Yes | Yes | Yes | Yes |
|  # of months retaining the City's Triple AAA rating (earned December 1998) | 234 | 246 | 258 | 270 | 282 |
| Target (# of rating agencies per FY) | 1 | 1 | 1 | 1 | 1 |
| Meets Target? | Yes | Yes | Yes | Yes | Yes |
| # of months retaining the City's Revenue Aa3 rating (earned January 2017) | 18 | 30 | 42 | 54 | 66 |
|  Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant revenue source. | | | | | |
| Residential & Farm Property (in millions) | \$ 1,686 | \$ 2,125 | \$ 2,226 | \$ 2,189 | \$ 2,293 |
| Industrial & Commercial Property (in millions) | \$ 1,675 | \$ 2,290 | \$ 2,395 | \$ 2,359 | \$ 2,467 |
| % Residential & Farm | 50.2% | 48.1% | 48.2% | 48.1% | 48.2% |
| % Industrial & Commercial | 49.8% | 51.9% | 51.8% | 51.9% | 51.8% |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |

* 2021 & 2022 estimated



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|-----------------|-----------------|------------------|------------------|------------------|---------------|---------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 706,392 | 734,880 | 752,189 | 741,059 | 744,746 | (7,443) | -1.0% |
| Employee Benefits | 252,406 | 241,426 | 260,639 | 268,131 | 269,708 | 9,069 | 3.5% |
| Total Personnel | 958,798 | 976,306 | 1,012,828 | 1,009,190 | 1,014,453 | 1,625 | 0.2% |
| Operations | | | | | | | |
| Transportation Services | 812 | 1,013 | 2,000 | 702 | 2,000 | - | 0.0% |
| Operating Services | 2,101 | 340 | 1,350 | 3,580 | 1,750 | 400 | 29.6% |
| Notices, Subscriptions, etc. | 4,055 | 29,007 | 6,645 | 4,652 | 6,645 | - | 0.0% |
| Utilities | 4,522 | 5,545 | 5,700 | 6,509 | 6,600 | 900 | 15.8% |
| Contractual Services | 4,461 | 21,151 | 10,055 | 10,000 | 15,055 | 5,000 | 49.7% |
| Repair & Maintenance Services | 2,927 | 3,332 | 3,000 | 3,000 | 3,000 | - | 0.0% |
| Employee programs | 2,477 | 1,487 | 3,207 | 2,530 | 2,300 | (907) | 0.0% |
| Professional Development/Travel | 14,320 | 14,526 | 17,520 | 18,090 | 18,100 | 580 | 3.3% |
| Office Supplies | 4,981 | 4,351 | 6,100 | 4,236 | 6,100 | - | 0.0% |
| Operating Supplies | 660 | 761 | 650 | 272 | 650 | - | 0.0% |
| Fuel & Mileage | - | - | - | - | - | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 12,543 | 15,441 | 15,700 | 17,750 | 35,450 | 19,750 | 125.8% |
| Repair & Maintenance Supplies | 896 | 222 | 700 | - | 700 | - | 0.0% |
| Property & Liability Costs | 4,838 | 4,629 | 5,649 | 4,406 | 4,677 | (972) | -17.2% |
| Permits | 400 | - | 800 | - | 800 | - | 0.0% |
| Financial Fees | 100,009 | 88,290 | 94,601 | 84,300 | 98,021 | 3,420 | 3.6% |
| Miscellaneous | - | - | 10 | - | 10 | - | 0.0% |
| Interfund Reimbursements | (201,511) | (234,829) | (234,985) | (232,431) | (239,685) | (4,700) | 2.0% |
| Total Operations | (41,509) | (44,734) | (61,298) | (72,404) | (37,827) | 23,470 | -38.3% |
| Machinery & Equipment (>\$25,000) | | | | | | - | |
| Computer Software (>\$25,000) | | | | | 50,000 | 50,000 | 100.0% |
| Capital | - | - | - | - | 50,000 | - | 0.0% |
| Total Finance Department | 917,289 | 931,572 | 951,530 | 936,786 | 1,026,626 | 75,096 | 7.9% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| | Actual | Actual | Budget | Estimated | Budget | \$ | % |
| Personnel | 256,361 | 290,706 | 300,241 | 297,262 | 336,290 | 36,049 | 12.0% |
| Operations | -31,589 | -30,220 | 2,772 | -30,516 | 22,008 | 19,236 | 694.0% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 224,772 | 260,486 | 303,013 | 266,746 | 358,298 | 55,285 | 18.2% |

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 named 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.

COVID-19 Response & Impact

In response to the COVID-19 pandemic, Purchasing has:

- postponed filling a vacancy in the position of Purchasing Officer I;
- did not pursue acquisition of procurement requisition workflow software;
- implemented a staffing schedule that, on a rotating basis, minimizes the number of personnel in the office and maximizes the number of personnel working remotely;
- recommended and implemented approved updates to the City’s Purchasing Policy pertaining to (a) how competitive pricing is not required for certain purchases made during a declared state of emergency, (b) permission to suspend during a declared state of emergency the City’s Purchasing Policy and/or the Purchasing Office’s standard purchasing procedures, and (c) how openings of sealed bids, proposals or other submittals received pursuant to a formal procurement solicitation may, on a case-by-case basis, be conducted virtually, with the ability for persons attending virtually to be viewed and/or heard to be restricted by the Purchasing Office;
- implemented new procedures for (a) processing requisitions, (b) collecting purchasing card supporting documentation, and (c) receiving mail and other inbound deliveries; and
- conducted quarterly meetings of, as well as one-on-one meetings with, the departmental purchasing agents virtually rather than in person.



City of Franklin, Tennessee

FY 2022 Operating Budget

Purchasing

FY 2022 Outlook

The Purchasing Office anticipates continuing to focus on its mission:

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

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

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

Key:

Benchmarking Alliance of Tennessee



Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|---------------|---------------|----------------|---------------|---------------|
| Number of formal procurement solicitations processed by the Purchasing Office ^{1,2} | 10 | 12 | 18 | 18 | 20 |
| Number of City purchase orders prepared | 76 | 88 | 81 | 65 | 80 |
| Number of purchasing card transactions processed | 21,363 | 20,385 | 20,363 | 18,000 | 20,000 |
| Value of purchasing card transactions processed | \$ 8,313,466 | \$ 7,718,273 | \$ 7,747,624 | \$ 6,500,000 | \$ 7,500,000 |
| Total organization purchasing dollar volume | \$ 82,160,081 | \$ 74,131,240 | \$ 118,607,334 | \$ 79,000,000 | \$ 80,000,000 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Value of City's rebate received for total spend, net of credits (by calendar year) | \$ 68,125 | \$ 97,557 | \$ 80,889 | \$ 80,000 | \$ 90,000 |
| Number electronic auctions of surplus property | 131 | 161 | 73 | 50 | 75 |
| Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services) | \$ 114,417 | \$ 323,377 | \$ 391,642 | \$ 150,000 | \$ 200,000 |
| Fee paid by City for electronic auction services | \$ 8,611 | \$ 24,281 | \$ 29,300 | \$ 11,250 | \$ 15,000 |
| Number of rolling stock ⁶ items ordered in fiscal year | NA | NA | 36 | 3 | TBD |
| Value of rolling stock ⁶ items ordered in fiscal year | NA | NA | \$ 4,160,075 | \$ 752,093 | TBD |
| Number of formal protests received | 0 | 1 | 0 | 0 | 0 |
| Number of vendor outreach events attended | 1 | 1 | 0 | 0 | 1 |
| # of emergency ³ purchases known to Purchasing | 2 | 4 | 2 | 5 | 3 |
| # of sole-source ⁴ purchases known to Purchasing | 9 | 9 | 14 | 7 | 9 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------------|------------|------------|------------|------------|
| Average number of calendar days (from receipt of card request to receipt of delivered card) for... | | | | | |
| ... purchasing card | 7 | 7 | 7 | 7 | 7 |
| ... fleet fuel driver number | 1 | 1 | 1 | 1 | 1 |
| ... fleet fuel vehicle card | 8 | 8 | 8 | 8 | 8 |
| P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume | 10.12% | 10.41% | 6.53% | 8.23% | 9.38% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|-----------|-----------|-----------|------------|------------|
| Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations ^{1,2} processed by the Purchasing Office | 120 | 123 | 125 | 127 | 90 |
| Target (90 Days) | 90 | 90 | 90 | 90 | 90 |
| Meets Target? | No | No | No | TBD | TBD |
| Average number of days from date of requisition approval to date of purchase order for rolling stock ⁶ items | NA | NA | 8 | 3 | 3 |
| Target (3 City Business Days) | 3 | 3 | 3 | 3 | 3 |
| Meets Target? | NA | NA | No | TBD | TBD |

Notes

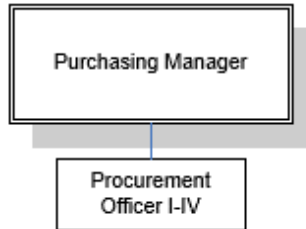
- 1 Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.
- 2 The City's public advertisement / sealed submittal threshold is currently \$25,000, pursuant to Ordinance No. 2010-72.
- 3 Defined as impinging on public health, safety or welfare and valued at or greater than \$10,000.
- 4 Defined as valued at or greater than \$25,000.
- 5 (*) FY 2021 and FY 2022 data are estimates
- 6 Rolling stock items defined as wheeled vehicles



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



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

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---------------------------------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | 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 I-IV | Grade E-H | 0 | 0 | 0 | 0 | 3 | 0 | 2 | 0 | 3 | 0 |
| Purchasing Analyst | Grade F | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Purchasing Technician | Grade D | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sub-total - Budgeted Positions | | 3 | 0 | 3 | 0 | 4 | 0 | 3 | 0 | 4 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|------------------------------------|-----------------|-----------------|----------------|-----------------|----------------|---------------|---------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 170,160 | 201,352 | 215,658 | 209,998 | 234,410 | 18,752 | 8.7% |
| Employee Benefits | 86,201 | 89,354 | 84,583 | 87,264 | 101,880 | 17,297 | 20.4% |
| Total Personnel | 256,361 | 290,706 | 300,241 | 297,262 | 336,290 | 36,049 | 12.0% |
| Operations | | | | | | | |
| Transportation Services | 2,314 | (581) | 50 | - | 50 | - | 0.0% |
| Operating Services | 327 | 425 | 550 | 100 | 550 | - | 0.0% |
| Notices, Subscriptions, etc. | 1,727 | 2,019 | 4,475 | 2,868 | 4,140 | (335) | -7.5% |
| Utilities | 857 | 1,005 | 1,325 | 1,350 | 1,990 | 665 | 50.2% |
| Contractual Services | 14,298 | 13,274 | 22,245 | 13,215 | 43,000 | 20,755 | 93.3% |
| Repair & Maintenance Services | 743 | 932 | 1,020 | 300 | 1,040 | 20 | 2.0% |
| Employee Programs | - | - | 100 | - | 100 | - | 0.0% |
| Professional Development/Travel | 2,032 | 6,105 | 18,775 | 2,600 | 21,530 | 2,755 | 14.7% |
| Office Supplies | 559 | 562 | 1,575 | 800 | 1,625 | 50 | 3.2% |
| Operating Supplies | - | - | 100 | - | 100 | - | 0.0% |
| Fuel & Mileage | - | - | 50 | - | 150 | 100 | 200.0% |
| Machinery & Equipment (<\$25,000) | 141 | 2,488 | 10,600 | 6,900 | 8,100 | (2,500) | -23.6% |
| Property & Liability Costs | 2,133 | 2,513 | 2,639 | 2,082 | 2,186 | (453) | -17.2% |
| Reimbursement of Interfund Trans. | (56,720) | (58,962) | (60,731) | (60,731) | (62,553) | (1,822) | 3.0% |
| Total Operations | (31,589) | (30,220) | 2,772 | (30,516) | 22,008 | 19,236 | 694.0% |
| Capital | | | | | | | |
| Total Purchasing Department | 224,772 | 260,486 | 303,013 | 266,746 | 358,298 | 55,285 | 18.2% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Information Technology

Jason Potts, Director

Budget Summary

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Personnel | 2,246,342 | 2,418,277 | 2,459,198 | 2,383,495 | 2,548,858 | 89,660 | 3.6% |
| Operations | 1,968,465 | 1,417,319 | 1,369,994 | 1,268,542 | 1,697,150 | 327,156 | 23.9% |
| Capital | 39,762 | 0 | 148,000 | 148,000 | 100,000 | -48,000 | 0.0% |
| Total | 4,254,569 | 3,835,596 | 3,977,192 | 3,800,037 | 4,346,008 | 368,815 | 9.3% |

Departmental Mission:

To provide innovative, reliable, and secure technology solutions that are aligned with City of Franklin’s

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

COVID-19 Response & Impact

COVID-19 increased the Information Technology (IT) Department's workflow as we gathered details and materials and deployed resources to staff to allow for remote work for those employees whose position permitted this functionality. We worked to maintain the secure transfer of data from all remote and onsite sources and enabled the City offices, the staff, and our citizens to stay connected while apart. Specifically, the department focused on:

- Adapting business processes for operations virtually
- Prioritizing and enhancing Emergency Services response for City team
- Conducting security and operational assessments for increase in virtual environment
- Training for colleagues and departments to adapt to electronic/virtual processes



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

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

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

Citizens will have online access to city services.

Goal: To enhance online services for citizens.

Baseline: Total Citizen interactions through online portal / fiscal year

| Key: | |
|------------------------------------|--|
| Strategic Plan: FranklinForward | |
| Sustainable Franklin | |
| Benchmarking Alliance of Tennessee | |

Note: Measures shown herein are being revised. While the data is correct, new targets are being developed with the cooperation of Information Technology and the Finance Department to set more appropriate performance measures.

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--------|-------------------|------|-------|-------|
| Number of Budgeted Positions Full-Time | 22 | 23 | 24 | 25 | 25 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of ArcMap Licenses -GIS | 79 | 81 | TBD | TBD | TBD |
| Number of 800 MHz Radios (Motorola) | 1010 | 1600 (COF 450) | TBD | TBD | TBD |
| Number of Cell Phones (Verizon Wireless) | 317 | 332 | TBD | TBD | TBD |
| Number of Cell Phones Recycled | 113 | 98 | TBD | TBD | TBD |
| Number of Wireless Lines (Verizon Wireless) | 588 | 753 | TBD | TBD | TBD |
| Number of Active User Extensions -Phone System (Cisco) | 800 | 800 | TBD | TBD | TBD |
| Number of Desktop Computers | 420 | 400 | TBD | TBD | TBD |
| Number of Laptops | 440 | 450 | TBD | TBD | TBD |
| Number of Servers | 16(99) | 16(100) | TBD | TBD | TBD |
| Number of Servers Virtualized | 99 | 100 | TBD | TBD | TBD |
| Help Desk / HelpStar Requests by Category: | | | | | |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|---|------------------------------------|---|------------|------------|------------|
| 800 MHz Radios | 24 | 132 | TBD | TBD | TBD |
| Financial Applications | 115 | 128 | TBD | TBD | TBD |
| FIRE -Computer Technology | 129 | 188 | TBD | TBD | TBD |
| GIS | 34 | 63 | TBD | TBD | TBD |
| Hardware | 405 | 462 | TBD | TBD | TBD |
| Phones | 112 | 361 | TBD | TBD | TBD |
| Police - Computer Technology | 481 | 456 | TBD | TBD | TBD |
| Printers | 104 | 104 | TBD | TBD | TBD |
| Software | 1156 | 1155 | TBD | TBD | TBD |
| TriTech | 0 | 11 | TBD | TBD | TBD |
| Web Related | 20 | 90 | TBD | TBD | TBD |
| Total number of Help desk requests received | | | | | |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Total Active Calls: | 1900000 | New System, partial data: 52,868 | TBD | TBD | TBD |
| Duration: | 6450:00:00 (hours/minutes/seconds) | New System, partial data: 138:30:53 | TBD | TBD | TBD |
| Total Push to Talks: | 4,500,000 | New System, partial data: 47,724 | TBD | TBD | TBD |
| Average Voice Call Duration: | 0:00:14 (seconds) | New System, partial data: 0:00:09 (seconds) | TBD | TBD | TBD |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-----|------|------|------|-------|-------|
| TBD | TBD | TBD | TBD | TBD | TBD |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------------|------------|------------|------------|------------|
| Total Citizen Interactions through Online Portal (per fiscal year) | TBD | TBD | TBD | TBD | TBD |
| Target | TBD | TBD | TBD | TBD | TBD |
| Meets Target? | TBD | TBD | TBD | TBD | TBD |

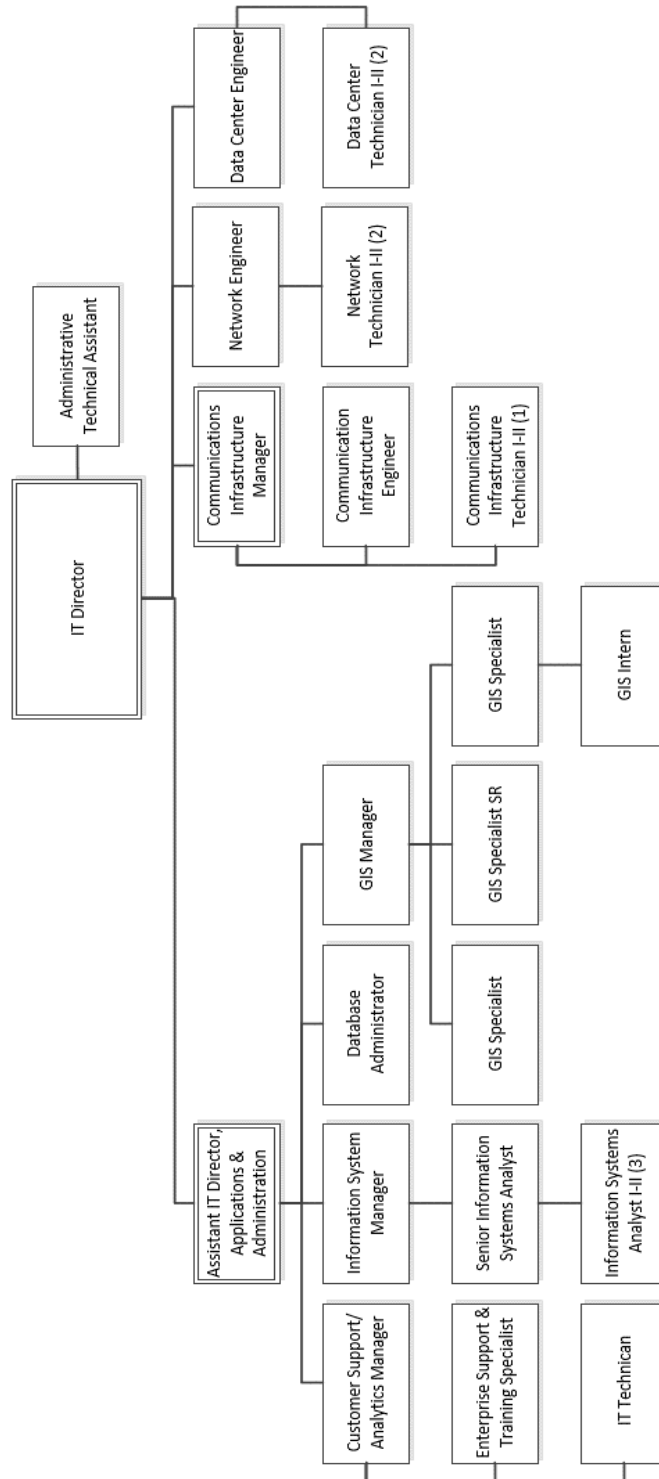
* 2021 & 2022 data estimated



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee
FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | 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 | 1 | 0 |
| Asst. IT Director - Applications & Admin. | Grade L | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| Asst. IT Director, Infrastructure & Admin | Grade L | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Asst. IT Director, Applications | Grade L | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Database Administrator | Grade J | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| Customer Support/Analytics Manager | Grade J | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Information Systems Manager | Grade J | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| System/Database Manager | Grade J | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 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 Engineer | Grade I | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Data Center 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 I-II | Grades G-H | 3 | 0 | 3 | 0 | 3 | 0 | 3 | 0 | 3 | 0 |
| Communication Infrastructure Engineer | Grade H | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| GIS Specialist Sr | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Enterprise Support & Training Specialist | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Communications Infrastructure Tech I-II | Grades F-G | 1 | 0 | 2 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Data Center Technician I-II | Grades F-G | 1 | 0 | 1 | 0 | 1 | 0 | 2 | 0 | 2 | 0 |
| Network Technician I-II | Grades F-G | 2 | 1 | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| GIS Specialist | Grade F | 1 | 0 | 1 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| GPS/GIS Technician | Grade E | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Administrative Technical Assistant | Grade E | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| IT Help Desk Administrator | Grade E | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| IT Technician | Grade E | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| GIS Intern | Intern | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 |
| Sub-Total Budgeted Positions | | 22 | 2 | 23 | 1 | 24 | 1 | 25 | 1 | 25 | 1 |
| Total Authorized Positions | | 22 | 2 | 23 | 1 | 24 | 1 | 25 | 1 | 25 | 1 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 1,750,272 | 1,856,240 | 1,857,893 | 1,757,754 | 1,877,365 | 19,472 | 1.0% |
| Employee Benefits | 496,070 | 562,037 | 601,305 | 625,741 | 671,493 | 70,188 | 11.7% |
| Total Personnel | 2,246,342 | 2,418,277 | 2,459,198 | 2,383,495 | 2,548,858 | 89,660 | 3.6% |
| Operations | | | | | | | |
| Transportation Services | 604 | 698 | 750 | 150 | 785 | 35 | 4.7% |
| Operating Services | 516 | 978 | 835 | 830 | 875 | 40 | 4.8% |
| Notices, Subscriptions, etc. | 1,738 | 84,413 | 1,602 | 6,300 | 1,737 | 135 | 8.4% |
| Utilities | 79,210 | 48,485 | 107,024 | 117,093 | 63,190 | (43,834) | -41.0% |
| Contractual Services | 1,750,197 | 1,439,012 | 1,823,612 | 1,795,731 | 2,148,971 | 325,359 | 17.8% |
| Repair & Maintenance Services | 4,740 | 2,642 | 11,200 | 13,700 | 11,000 | (200) | -1.8% |
| Employee programs | 10,030 | 17,375 | 20,200 | 19,000 | 20,200 | - | 0.0% |
| Professional Development/Travel | 25,032 | 22,850 | 32,700 | 6,000 | 33,700 | 1,000 | 3.1% |
| Office Supplies | 7,151 | 7,171 | 9,700 | 5,750 | 9,700 | - | 0.0% |
| Operating Supplies | 3,392 | 2,173 | 3,700 | 1,000 | 3,700 | - | 0.0% |
| Fuel & Mileage | 2,715 | 1,465 | 3,200 | 600 | 3,200 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 170,965 | 348,402 | 145,000 | 169,100 | 215,000 | 70,000 | 48.3% |
| Repair & Maintenance Supplies | 76,185 | 68,183 | 121,300 | 56,062 | 121,300 | - | 0.0% |
| Property & Liability Costs | 37,798 | 36,759 | 42,055 | 34,110 | 35,814 | (6,241) | -14.8% |
| Rentals | 715 | - | 1,000 | - | 1,000 | - | 0.0% |
| Other Business Expenses | 419 | - | 3,000 | - | 3,000 | - | 0.0% |
| Debt Service and Lease Payments | 107,175 | - | - | - | - | - | 0.0% |
| Interfund Reimbursements | (310,167) | (663,287) | (956,884) | (956,884) | (976,022) | (19,138) | 2.0% |
| Total Operations | 1,968,465 | 1,417,319 | 1,369,994 | 1,268,542 | 1,697,150 | 327,156 | 23.9% |
| Machinery & Equipment (>\$25,000) | 39,762 | - | 148,000 | 148,000 | 100,000 | (48,000) | 0.0% |
| Capital | 39,762 | - | 148,000 | 148,000 | 100,000 | (48,000) | 0.0% |
| Total Information Technology | 4,254,569 | 3,835,596 | 3,977,192 | 3,800,037 | 4,346,008 | 368,816 | 9.3% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Revenue Management

Jessica Davey, Revenue & Licensing Manager

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 1,066,337 | 1,020,658 | 1,061,972 | 1,054,675 | 1,061,624 | -347 | 0.0% |
| Operations | -825,203 | -885,186 | -877,068 | -898,532 | -852,498 | 24,570 | -2.8% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 241,134 | 135,472 | 184,904 | 156,143 | 209,126 | 24,222 | 13.1% |

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

COVID-19 Response & Impact

In order to continue providing excellent and timely customer service, we equipped our staff with remote work capabilities. To keep them safe and maintain a sanitary work environment, a rotating schedule was implemented along with additional measures, such as social distancing, mask wearing, and limiting access to the office. Weekly virtual staff meetings were implemented to maintain cohesion among staff, ensure

FY 2022 Outlook

The Electronic Billing Presentment and Payment (EBPP) platform is currently being rolled out. The department strives to provide excellent service and we anticipate that this improvement to our customer billing and payment options will enhance our citizens' and business customers' interactions with the City.

Performance Measures

The City of Franklin has established **FranklinForward** : A Vision for 2033. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: None Specific

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

| Key: | |
|--------------------------|-------------------------------------|
| Sustainable Franklin | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Bills | | | | | |
| Number of property tax bills issued | 31,930 | 33,000 | 33,458 | 34,240 | 35,000 |
| Number of water & sewer bills issued | 347,972 | 369,150 | 354,462 | 358,046 | 365,207 |
| New requests for service (Total) | 2,500 | 2,500 | 2,395 | 2,730 | 2800 |
| Water (Monthly Average) | \$ 48.18 | \$ 50.75 | \$ 49.97 | \$ 58.25 | \$ 61.75 |
| Sewer (Monthly Average) | \$ 55.29 | \$ 58.61 | \$ 65.80 | \$ 74.06 | \$ 78.50 |
| Irrigation (Monthly Average) | \$ 201.11 | \$ 250.00 | \$ 221.86 | \$ 345.75 | \$ 366.50 |
| Delinquent Notices | - | - | 2,575 | 5,150 | 5,000 |
| Water Shutoffs | 892 | 1,000 | 500 | 944 | 1,000 |
| Electronic | | | | | |
| Web Pay | 36,911 | 39,165 | 45,128 | 54,188 | 60,000 |
| ACH/RPPS | 82,885 | 82,595 | 80,973 | 80,174 | 81,000 |
| Bank Draft | 87,005 | 99,040 | 106,175 | 108,266 | 110,000 |
| Lock Box | 88,412 | 82,625 | 79,776 | 74,208 | 73,000 |
| Paper | | | | | |
| Drop Box (2nd Avenue) / Mail | 14,342 | 15,420 | 15,273 | 14,546 | 14,895 |
| In-Person Transactions | 16,067 | 16,725 | 10,692 | 7,684 | 14,495 |
| Total Transactions | 325,622 | 335,570 | 338,017 | 339,066 | 348,263 |
| % of total transactions electronic | 90.7% | 90.4% | 92.3% | 93.4% | 94.0% |
| % of total transactions paper | 4.4% | 4.6% | 4.5% | 4.3% | 3.0% |
| % of total transactions in-person | 4.9% | 5.0% | 3.2% | 2.3% | 3.0% |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|------|------|------|-------|-------|
| Cost of processing bills (mailing and printing) | | | | | |
| Maintain utility billing error rate at or below 5.3 errors | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--------|--------|--------|--------|--------|
| Collection Rate(s) | | | | | |
| Property Tax Collections as a Percentage of Property | 99.0% | 99.0% | 99.0% | 99.0% | 99.0% |
| Utility Collections as a Percentage of Utilities Billed (first | 96.0% | 99.2% | 99.2% | 99.2% | 99.2% |
| Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending | 89.60% | 90.00% | 92.00% | 93.00% | 94.00% |

* 2021 and 2022 data estimated.

Franklin Citizens Survey

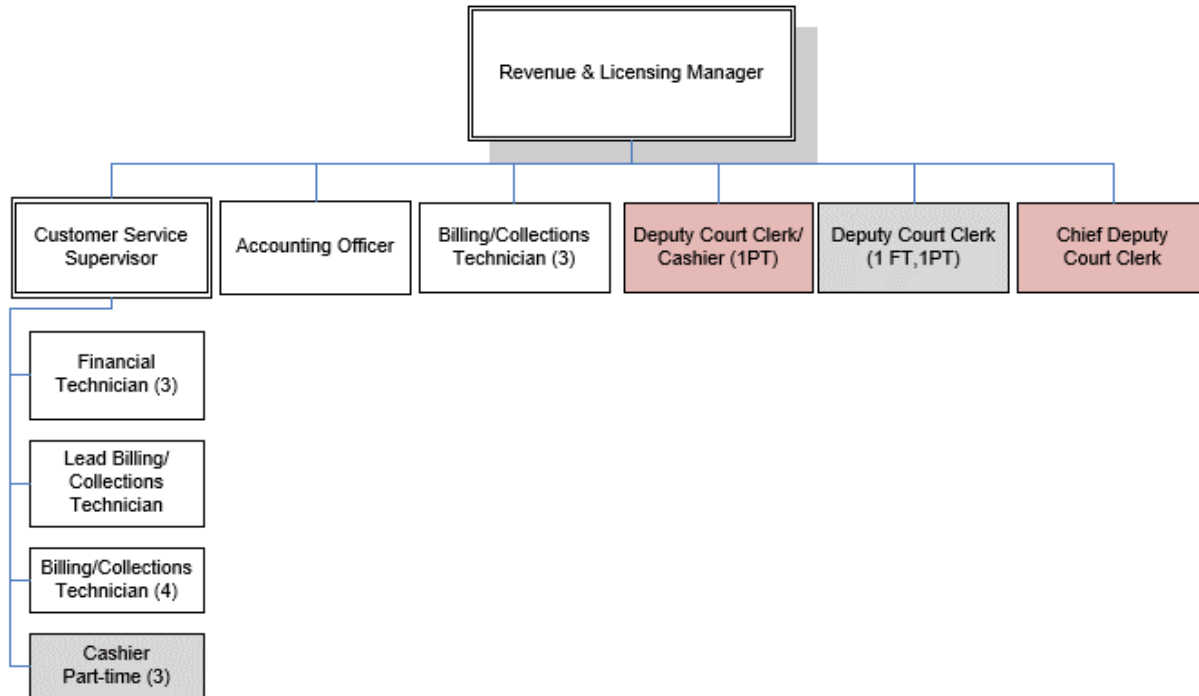
| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|--|----------------------|-----------|----------------------|-----------|
| | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Utility billing services | 79% | 21% | 80% | 20% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



| |
|--|
| Revenue Management: Shaded in White |
| City Court: Shaded in Red |
| Gray: Positions Authorized and Unbudgeted in FY 2022 |

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

Staffing by Position

| Budget Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Revenue & Licensing Manager | Grade I | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Asst City Recorder - Revenue Management | Grade G | 0 | 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 | 0 | 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 | 1 | 0 | 1 | 0 | 1 | 0 |
| Financial Technician I | Grade D | 3 | 0 | 3 | 0 | 3 | 0 | 2 | 0 | 3 | 0 |
| Billing/Collections Technician | Grade D | 7 | 0 | 7 | 0 | 7 | 0 | 7 | 0 | 7 | 0 |
| Cashier Part-Time | Grade B | 0 | 3 | 0 | 3 | 0 | 3 | 0 | 2 | 0 | 2 |
| Sub-Total Budgeted Positions | | 14 | 3 | 14 | 3 | 14 | 3 | 13 | 2 | 14 | 2 |
| Authorized, Unbudgeted Positions | | | | | | | | | | | |
| Financial Technician | Grade D | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Cashier Part-Time | Grade B | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 |
| Total Authorized Positions | | 14 | 3 | 14 | 3 | 14 | 3 | 14 | 3 | 14 | 3 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 759,977 | 730,700 | 764,246 | 742,882 | 720,151 | (44,095) | -5.8% |
| Employee Benefits | 306,360 | 289,958 | 297,726 | 311,793 | 341,473 | 43,748 | 14.7% |
| Total Personnel | 1,066,337 | 1,020,658 | 1,061,972 | 1,054,675 | 1,061,624 | (347) | 0.0% |
| Operations | | | | | | | |
| Transportation Services | 5,855 | 11,683 | 16,000 | 12,000 | 12,000 | (4,000) | -25.0% |
| Operating Services | 3,400 | 2,433 | 1,300 | 2,355 | 1,950 | 650 | 50.0% |
| Notices, Subscriptions, etc. | 723 | 425 | 2,000 | 1,040 | 2,150 | 150 | 7.5% |
| Utilities | 2,563 | 3,015 | 2,600 | 3,700 | 6,100 | 3,500 | 134.6% |
| Contractual Services | 250 | 168 | 4,650 | 200 | 58,260 | 53,610 | 1152.9% |
| Repair & Maintenance Services | 1,661 | 216 | 1,200 | 1,338 | 1,200 | - | 0.0% |
| Employee programs | 618 | 425 | 3,000 | 170 | 2,700 | (300) | -10.0% |
| Professional Development/Travel | 799 | 741 | 3,000 | 2,670 | 5,770 | 2,770 | 92.3% |
| Office Supplies | 13,807 | 14,966 | 20,600 | 16,000 | 17,600 | (3,000) | -14.6% |
| Operating Supplies | 2,121 | 89 | 2,800 | 1,960 | 1,960 | (840) | -30.0% |
| Fuel & Mileage | 195 | 117 | - | 160 | 200 | 200 | 0% |
| Machinery & Equipment (<\$25,000) | 16,302 | 6,544 | 13,500 | 9,782 | 13,500 | - | 0.0% |
| Repair & Maintenance Supplies | - | 207 | - | 132 | - | - | 0.0% |
| Property & Liability Costs | 2,618 | 2,218 | 2,616 | 1,743 | 1,832 | (784) | -30.0% |
| Permits | 12,000 | 12,094 | 19,000 | 12,000 | 12,000 | (7,000) | -36.8% |
| Financial Fees | 367,964 | 401,788 | 400,001 | 405,553 | 407,001 | 7,000 | 1.7% |
| Miscellaneous | 38 | 170 | - | - | - | - | 0.0% |
| Interfund Reimbursements | (1,256,117) | (1,342,485) | (1,369,335) | (1,369,335) | (1,396,721) | (27,387) | 2.0% |
| Total Operations | (825,203) | (885,186) | (877,068) | (898,532) | (852,498) | 24,570 | -2.8% |

Capital

| | | | | | | | |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| Total Revenue Management | 241,134 | 135,472 | 184,904 | 156,143 | 209,126 | 24,222 | 13.1% |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|



City of Franklin, Tennessee

FY 2022 Operating Budget

Municipal Court

Jessica Davey, Revenue & Licensing Manager

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|
| | | | Budget | Estimated | | \$ | % |
| Personnel | 154,347 | 214,025 | 281,391 | 269,762 | 223,267 | -58,124 | -20.7% |
| Operations | 58,640 | 62,871 | 71,968 | 66,581 | 47,906 | -24,062 | -33.4% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 212,987 | 276,896 | 353,359 | 336,343 | 271,173 | -82,186 | -23.3% |

Department Mission

Our mission is to effectively, efficiently and accurately process city ordinance violations and 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.



COVID-19 Response & Impact

We equipped our staff with remote work capabilities and implemented a rotating schedule, while continuing to provide excellent customer service and completing all tasks timely. We transitioned to virtual Court in compliance with Tennessee Supreme Court Orders. Additional measures, such as social distancing, mask wearing, and limiting access to the office, were taken to maintain a safe and sanitary work environment. Weekly virtual staff meetings were implemented to ensure consistency in

FY 2022 Outlook

For FY 2022, we plan to continue with our flexible staffing model with part-time positions. We will also continue to cross utilize support staff from the office of Revenue Management as needed to maintain our service levels during Court sessions. We will continue to hold virtual Court as required by State rules and

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



City of Franklin, Tennessee
FY 2022 Operating Budget


Performance Measures



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

Related Theme:

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

| |
|--|
| Key: |
| Sustainable Franklin  |


Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--------------------------------|-------|-------|-------|-------|-------|
| Total Cases Filed | 2,238 | 4,946 | 6,690 | 4,899 | 5,344 |
| Types of Cases | | | | | |
| - Moving Violations | 1,158 | 1,650 | 1,524 | 1,650 | 1,495 |
| - Financial Responsibility | 250 | 325 | 290 | 297 | 290 |
| - License and Registration | 571 | 600 | 511 | 570 | 563 |
| - Codes Enforcement | 47 | 120 | 57 | 86 | 77 |
| - Failure to Appear | 108 | 281 | 256 | 188 | 208 |
| - Seat Belt | 33 | 20 | 39 | 28 | 30 |
| - Parking Violations - Cited | 71 | 1,800 | 3,863 | 1,930 | 2,531 |
| - Parking Violations - Warning | - | 150 | 150 | 150 | 150 |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|-------|-------|-------|-------|-------|
| Average # of days from issuance of Citation to Resolution (Non Traffic School) | 35.00 | 40.00 | 40.00 | 40.00 | 40.00 |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|--------|--------|--------|--------|--------|
| Municipal Court Collections as a percentage of Municipal Obligations Billed | 82.0% | 90.0% | 90.0% | 90.0% | 90.0% |
|  Goal: Deliver customer oriented quality service | | | | | |
| Deploy tool for online payments | YES | YES | YES | YES | YES |
| Customer feedback tool deployed and responding within 2 business days 100% of the time to those needing responses | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Goal: Collect the monies owed the City of Franklin by taking actions to pursue obligations in accordance with State and City requirements. | | | | | |
| Actions taken due to citations not satisfied (% that meet follow up criteria) | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% |

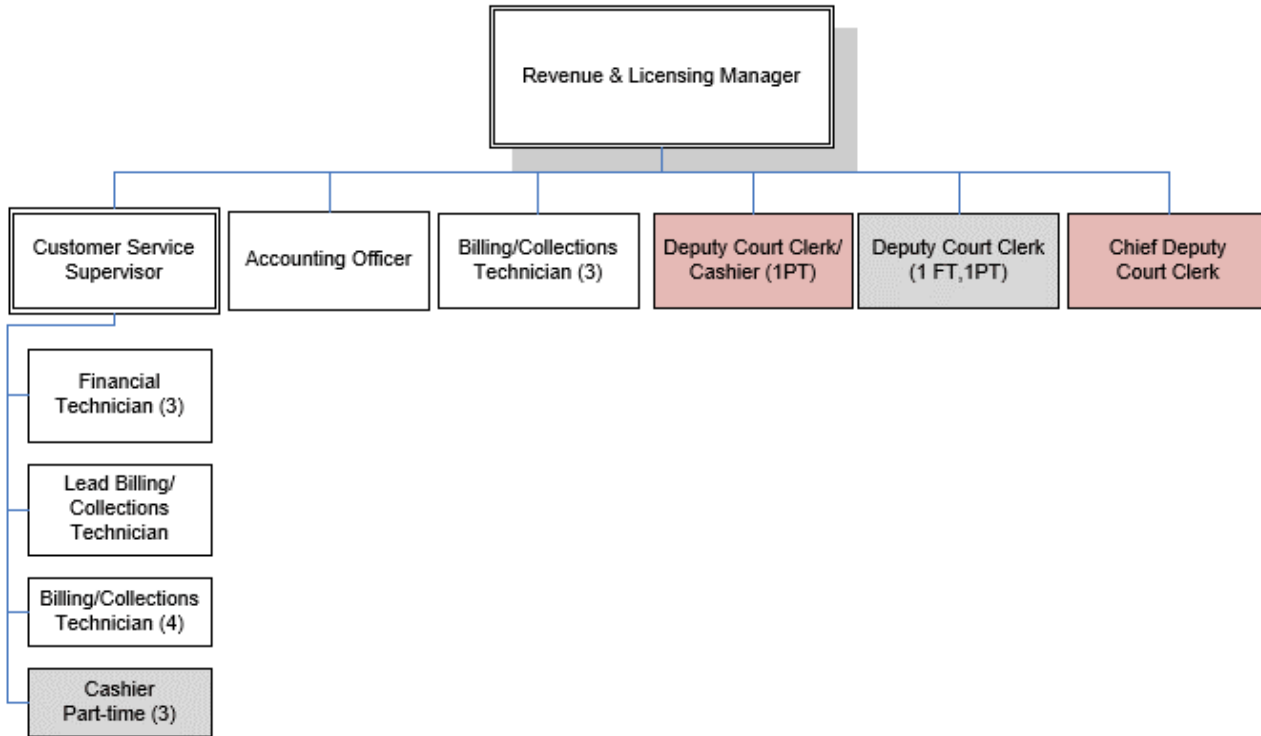
* 2021 and 2022 Data Estimated



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



| |
|--|
| Revenue Management: Shaded in White |
| City Court: Shaded in Red |
| Gray: Positions Authorized but Unbudgeted in FY 2022 |

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

Staffing by Position

| Budget Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|--|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | 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 | 1 | 2 | 1 | 2 | 1 | 1 | 1 | 0 | 1 | 0 |
| Deputy Court Clerk/Cashier | Grade D | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 |
| Court Security and Parking Enforcement Officer | Grade C | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| Sub-Total Budgeted Positions | | 2 | 2 | 3 | 2 | 3 | 2 | 3 | 1 | 2 | 1 |
| Authorized, Unbudgeted Positions | | | | | | | | | | | |
| Deputy Court Clerk | Grade D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Total Authorized Positions | | 2 | 2 | 3 | 2 | 3 | 2 | 3 | 2 | 2 | 2 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|---------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 100,271 | 132,870 | 185,756 | 172,763 | 130,054 | (55,702) | -30.0% |
| Officials Fees | 25,000 | 25,000 | 25,108 | 25,000 | 25,608 | 500 | 2.0% |
| Employee Benefits | 29,076 | 56,155 | 70,527 | 71,999 | 67,605 | (2,922) | -4.1% |
| Total Personnel | 154,347 | 214,025 | 281,391 | 269,762 | 223,267 | (58,124) | -20.7% |
| Operations | | | | | | | |
| Transportation Services | 3,525 | 5,503 | 4,000 | 4,000 | 4,000 | - | 0.0% |
| Operating Services | 889 | 959 | 2,450 | 2,450 | 2,450 | - | 0.0% |
| Notices, Subscriptions, etc. | 406 | 456 | 750 | 500 | 750 | - | 0.0% |
| Utilities | 841 | 1,706 | 1,625 | 1,625 | 625 | (1,000) | -61.5% |
| Contractual Services | 42,541 | 41,326 | 41,700 | 46,240 | 12,300 | (29,400) | -70.5% |
| Repair & Maintenance Services | 905 | 71 | 2,500 | 1,500 | 500 | (2,000) | -80.0% |
| Employee Programs | - | - | 500 | - | 500 | - | 0.0% |
| Professional Development/Travel | 851 | - | 2,700 | 200 | 2,700 | - | 0.0% |
| Office Supplies | 1,450 | 2,467 | 3,200 | 2,300 | 3,200 | - | 0.0% |
| Operating Supplies | 2,537 | 304 | 300 | 300 | 300 | - | 0.0% |
| Fuel & Mileage | 28 | - | 700 | 700 | 700 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | - | 4,793 | 5,000 | 2,000 | 14,000 | 9,000 | 180.0% |
| Repair & Maintenance Supplies | 46 | - | 500 | 100 | 500 | - | 0.0% |
| Property & Liability Costs | 2,587 | 2,666 | 3,043 | 2,266 | 2,381 | (662) | -21.8% |
| Financial Fees | 2,034 | 2,620 | 3,000 | 2,400 | 3,000 | - | 0.0% |
| Debt Service and Lease Payments | - | - | - | - | - | - | 0.0% |
| Total Operations | 58,640 | 62,871 | 71,968 | 66,581 | 47,906 | (24,061) | -33.4% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total Municipal Court | 212,987 | 276,896 | 353,359 | 336,343 | 271,173 | (82,186) | -23.3% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|---------------|-------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 430,886 | 448,962 | 498,647 | 481,371 | 478,361 | -20,286 | -4.1% |
| Operations | 729,823 | 705,428 | 682,774 | 653,069 | 722,886 | 40,112 | 5.9% |
| Capital | 42,095 | 99,503 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 1,202,804 | 1,253,893 | 1,181,421 | 1,134,440 | 1,201,247 | 19,826 | 1.7% |

Department Goals

The Facilities Department's mission is to manage all city facilities in a sustainable and economical environment where ever possible. The department strives for a safe and healthy environment for all team and community members that use the facilities we manage. We continue to support other city departments such as Fire, Parks, Police, Public Works, Sanitation and Environmental Services, and Water Management when requested in keeping their facilities safe and functioning so that they can meet the needs of our citizens.



COVID-19 Response & Impact

In regards to dealing with the fallout from the COVID-19 Pandemic, Facilities partnered with a certified cleaner that reacts to our calls within hours and cleans any area effectively.

FY 2022 Outlook

Department Goals

In the coming fiscal year, our goal remains to maintain a safe and healthy environment for City of Franklin staff and the community. Facility accessibility will continue to be a priority along with the sanitation of any areas where someone who has contacted COVID-19 has been reported.

Projects

With the completion of Station 7, the department has no new projects to begin the 2022 fiscal year. Meetings will continue on the development of a new City Hall located Downtown on the site of the current facility. The Facilities department will continue to react daily to any and all assistance that is requested from outlying offices.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measurement

The City of Franklin has established FranklinForward: A Vision for 2033. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: A Safe Clean and Livable City

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

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

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

| Key: | |
|---------------------------------|--|
| Strategic Plan: FranklinForward | |
| Sustainable Franklin | |

Note: Measures shown herein are being revised. While the data is correct, new targets are being developed with the cooperation of Projects & Facilities Management and the Finance Department to set more appropriate performance measures.

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|----------------------|------------|------------|------------|------------|
| Number of Buildings** Maintained | 168 | TBD | TBD | TBD | TBD |
| Gross Square Footage of Municipal Buildings (Gen. Fund) | 575,366 | TBD | TBD | TBD | TBD |
| Number of Hours Served | | | | | |
| - Employees | Data being collected | | | | |
| - Contractors | Data being collected | | | | |
| Number of Requests Taken | Data being collected | | | | |
| Average Daytime Number of People in Buildings | Data being collected | | | | |
| Utilities | | | | | |
| - Gas (therms) | 98,177 | 94,819 | 95,958 | 96,318 | 96,318 |
| - Electricity (kW) | 23,861,360 | 25,041,728 | 24,705,955 | 22,530,010 | 23,431,210 |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|----------------------|------|------|-------|-------|
| G.S.F./Average daily # of people | Data being collected | | | | |
| People served/Custodian | Data being collected | | | | |
| Average time to complete a routine request | Data being collected | | | | |





City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measurement continued

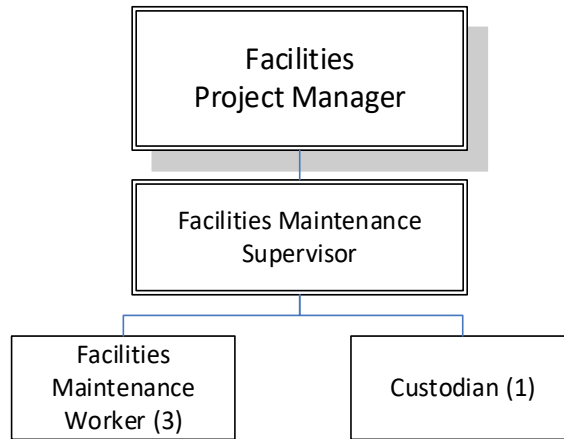
Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|----------------------|-------------------|-------------------|-------------------|-------------------|
| Percentage of routine requests completed in 2-3 days | Data being collected | | | | |
|   Reduce government agency use of electricity by 20% by 2020. | | | | | |
| City of Franklin Electric Use (Annually) | 23,861,360 | 25,041,728 | 24,705,955 | 22,530,010 | 23,431,210 |
| Target (In Kilowatt hours - Source: Finance Department) | 15,315,688 | 15,315,688 | 14,932,795 | 14,932,795 | 14,549,903 |
| Meets Target? | No | No | No | No | No |

* 2021 and 2022 data estimated.

**Buildings inclusive of all structures pertaining to general fund operations. Will be refined.

Organizational Chart



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

Staffing by Position

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-------------------------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | 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 | 3 | 0 | 3 | 0 |
| Custodian | Grade B | 2 | 0 | 2 | 0 | 2 | 0 | 1 | 0 | 1 | 0 |
| Totals | | 6 | 0 | 6 | 0 | 6 | 0 | 6 | 0 | 6 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|--|------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 311,651 | 331,319 | 338,923 | 327,867 | 320,648 | (18,275) | -5.4% |
| Employee Benefits | 119,235 | 117,643 | 159,724 | 153,504 | 157,714 | (2,010) | -1.3% |
| Total Personnel | 430,886 | 448,962 | 498,647 | 481,371 | 478,361 | (20,286) | -4.1% |
| Operations | | | | | | | |
| Transportation Services | 161 | 304 | 120 | 120 | 120 | - | 0.0% |
| Operating Services | 9,783 | 4,470 | 7,600 | 3,900 | 4,450 | (3,150) | -41.4% |
| Notices, Subscriptions, etc. | 203 | 24,388 | 120 | 120 | 120 | - | 0.0% |
| Utilities | 197,140 | 179,685 | 204,014 | 190,405 | 194,325 | (9,689) | -4.7% |
| Contractual Services | 224,928 | 193,964 | 178,691 | 215,675 | 216,175 | 37,484 | 21.0% |
| Repair & Maintenance Services | 570,698 | 515,979 | 533,950 | 485,506 | 557,556 | 23,606 | 4.4% |
| Office Supplies | 2,196 | 4,736 | 2,450 | 2,100 | 3,250 | 800 | 32.7% |
| Operating Supplies | 4,320 | 12,694 | 3,400 | 13,525 | 2,600 | (800) | -23.5% |
| Fuel & Mileage | 1,022 | 1,626 | 4,600 | 5,200 | 5,200 | 600 | 13.0% |
| Machinery & Equipment (<\$25,000) | - | 14,447 | 7,500 | 5,200 | 5,500 | (2,000) | -26.7% |
| Repair & Maintenance Supplies | 58,481 | 50,298 | 49,600 | 42,875 | 50,250 | 650 | 1.3% |
| Property & Liability Costs | 23,543 | 24,511 | 24,751 | 22,965 | 24,114 | (636) | -2.6% |
| Rentals | 688 | 6,421 | 3,000 | 2,500 | 3,000 | - | 0.0% |
| Permits | 782 | 870 | 600 | 600 | 600 | - | 0.0% |
| Financial Fees | 85 | 49 | - | - | - | - | 0.0% |
| Other Business Expenses | - | 1,988 | - | - | - | - | 0.0% |
| Interfund Reimbursements | (364,207) | (331,002) | (337,622) | (337,622) | (344,374) | (6,752) | 2.0% |
| Total Operations | 729,823 | 705,428 | 682,774 | 653,069 | 722,886 | 40,112 | 5.9% |
| Improvements | 42,095 | 99,503 | - | - | - | - | 0.0% |
| Capital | 42,095 | 99,503 | - | - | - | - | 0.0% |
| Total Proj. & Fac. Management | 1,202,804 | 1,253,893 | 1,181,421 | 1,134,440 | 1,201,247 | 19,826 | 1.7% |



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

COMMUNITY & ECONOMIC DEVELOPMENT

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

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 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Building & Neighborhood Services

Tom Marsh, Director

Budget Summary

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Personnel | 2,686,867 | 2,868,867 | 2,932,937 | 2,635,827 | 3,142,057 | 209,120 | 7.1% |
| Operations | 296,046 | 276,432 | 316,431 | 206,469 | 327,810 | 11,379 | 3.6% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 2,982,913 | 3,145,299 | 3,249,368 | 2,842,296 | 3,469,867 | 220,498 | 6.8% |

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 fluctuates from year to year, but generally remains strong. Multiple large scale developments were recently approved and those projects will keep the workload of the Department at a high level as they move to the permitting and inspection phases of development. BNS will continue to focus on technological improvements in service delivery to improve staff efficiency and applicant experience. With the proposed budget, the Department will be able to meet the level of service commitments and maintain a high level of customer service to expected demand.



COVID-19 Response & Impact

The BNS team responded quickly to COVID-19 by developing strategies with our leadership team early on during the onset of the pandemic. Our team created staggered work schedules for remote and in office work to be performed, made sure that all of our team members had the equipment they needed to perform their work remotely, and provided all protective shielding in our lobby for customers and any PPE needs for our teams either in the field or working in our offices. Due to our early planning and implementation of these strategies, the BNS team did not delay the delivery of any defined service commitments for plan review, permitting, and inspections.

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 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: A Safe Clean and Livable City

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

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

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

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

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

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

Related Theme: Quality Life Experiences

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

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

Goal: Franklin will seek to improve housing diversity as identified through the 2014 Housing Analysis.

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

| Key: | |
|------------------------------------|-------------------------------------|
| Strategic Plan: FranklinForward | |
| Benchmarking Alliance of Tennessee | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|----------------|----------------|----------------|----------------|----------------|
| Total gross building/codes enforcement cost/year | \$ 2,982,913 | \$ 3,465,971 | \$ 2,750,000 | \$ 3,145,299 | \$ 3,249,368 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Total value of building and development | \$ 910,843,677 | \$ 752,067,240 | \$ 654,980,000 | \$ 650,000,000 | \$ 525,000,000 |
| Total revenue | \$ 2,847,991 | \$ 2,037,700 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 |
| Total permits | 6,848 | 6,132 | 6,100 | 6,300 | 6,284 |
| Benchmarking Alliance of Tennessee Average | 1541 | 1595 | TBD | TBD | TBD |
| Total construction plans reviewed | 1,319 | 1,219 | 1,250 | 1,300 | 1,250 |
| Total certificates of occupancy issued | 1,122 | 1,132 | 1,150 | 1,250 | 1,291 |



City of Franklin, Tennessee

FY 2022 Operating Budget


Performance Measures

| | | | | | |
|--|--------|--------|--------|--------|--------|
| Building inspections performed | 25,715 | 23,798 | 22,762 | 24,000 | 24,019 |
| Building code violations | 5,848 | 5,100 | 6,682 | 6,400 | 6,200 |
| Property Maintenance code inspections | 1,267 | 1,544 | 1,694 | 1,750 | 1,821 |
| Total property maintenance code violations | 1,267 | 1,544 | 1,694 | 1,750 | 1,821 |
| Inoperable auto violations | 55 | 96 | 111 | 110 | 138 |
| Overgrown lot violations | 112 | 112 | 125 | 125 | 253 |
| Dilapidated structure violations | 21 | 24 | 25 | 25 | 30 |
| Property Parcels | 25,076 | 25,076 | 25,076 | 25,076 | 36,042 |
| # of building inspector/certified plan reviewer FTEs | 17 | 17 | 17 | 17 | 17 |
| # of permit technician/ administrative/support FTEs | 9 | 9 | 9 | 9 | 9 |
| Total number of building code FTEs | 26 | 26 | 26 | 26 | 26 |
| Building Inspections per FTE (<i>Inspectors FTEs Only</i>) | 1,513 | 1,400 | 1,338 | 1411 | 1412 |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|-----------|----------|----------|----------|----------|
| Revenue per Permit Issued | \$415.89 | \$332.31 | \$327.86 | \$349.21 | \$274.37 |
| Building Code Enforcement cost per permit issued | \$ 378.78 | TBD | TBD | TBD | TBD |
| Total building code enforcement cost per building inspection | \$ 100.87 | \$ 71.19 | \$ 71.19 | \$71.19 | \$92.86 |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|-------|-------|-------|-------|-------|
| Reduce the number of cases and days it takes to resolve identified property maintenance violations. | | | | | |
|  # of cases reported for property maintenance violations | 1,267 | 1,544 | 1,694 | 1,750 | 1,821 |
| Average number of days from complaint to first inspection | 1 | 1 | 2 | 2 | 4 |
| Average number of days to resolve violation | 13 | 8 | 14 | 14 | 14 |
| Cases brought into compliance | 1,267 | 1,544 | 1,694 | 1,750 | 2,212 |
| % of all Property Maintenance Violations Brought into Compliance | 104% | 100% | 100% | 100% | 100% |

Franklin Citizens Survey

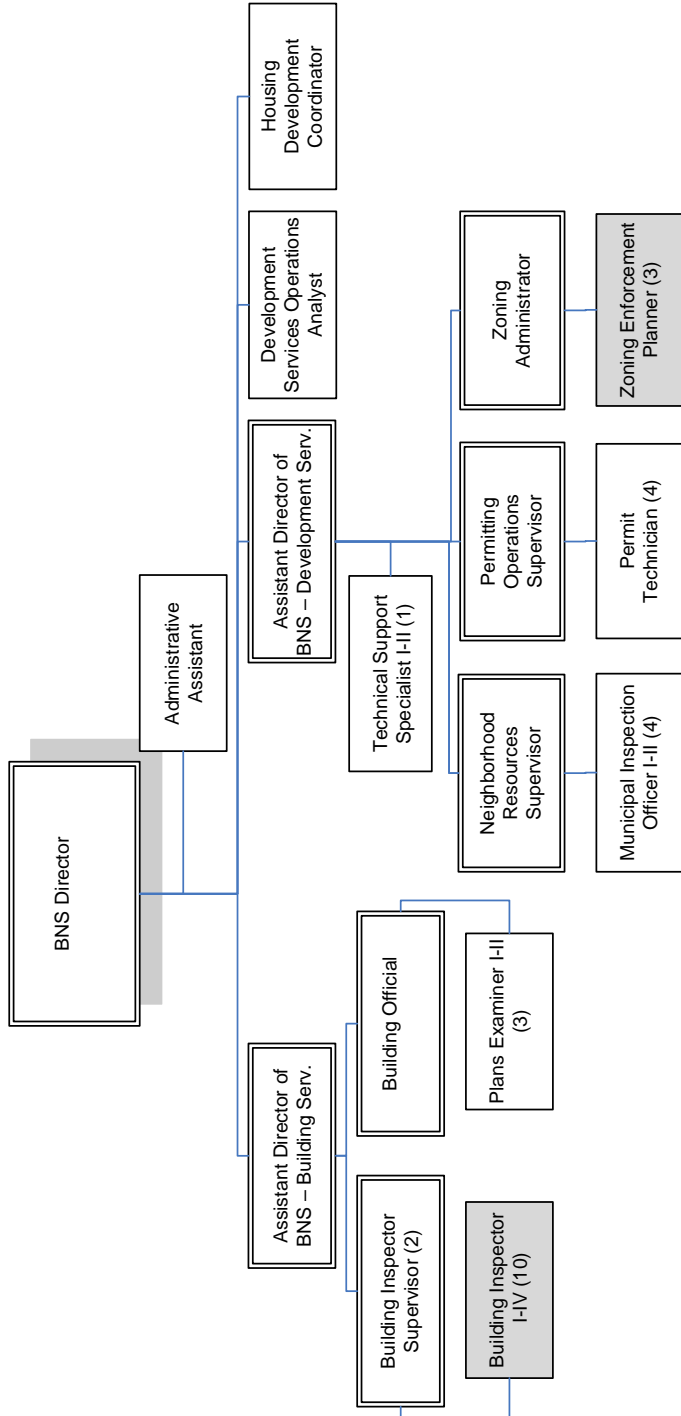
| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|---|----------------------|-----------|----------------------|-----------|
| | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Code enforcement (weeds, abandoned buildings, etc.) | 73% | 27% | 73% | 27% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



White: Positions Authorized and Budgeted for FY 2022
 Gray: Positions Authorized and Unbudgeted for FY 2022

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | 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 |
| Assistant Director of BNS | Grade K | 1 | 0 | 1 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| Building Inspection Supervisor | Grade I | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| Building Official/Plans Review Supervisor | Grade I | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Building Official | Grade I | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Building Inspector I - IV | Grade E-H | 13 | 0 | 13 | 0 | 10 | 0 | 9 | 0 | 9 | 0 |
| Zoning Administrator | Grade H | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Plans Examiner I-II | Grade F-G | 6 | 0 | 6 | 0 | 6 | 0 | 5 | 0 | 3 | 0 |
| Dev. Serv. Oper. Analyst | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 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 |
| Zoning Enforcement Planner | Grade F | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Technical Support Specialist I-II | Grade E-F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Municipal Inspection Officer I-II | Grade E-F | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 |
| Zoning Enforcement Officer | Grade E | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 | 0 | 0 |
| Neighborhood Resources Coord. | Grade E | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 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 |
| Sub-total Budgeted Positions | | 36 | 0 | 36 | 0 | 36 | 0 | 34 | 0 | 35 | 0 |
| Authorized, Unbudgeted Positions | | | | | | | | | | | |
| Building Inspector I-IV | Grades E-H | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| Zoning Enforcement Planner | Grade F | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Plans Examiner I | Grade F | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Sub-total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 0 |
| Total | | 36 | 0 | 36 | 0 | 36 | 0 | 36 | 0 | 37 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 1,932,902 | 2,049,294 | 2,070,919 | 1,774,615 | 2,129,707 | 58,788 | 2.8% |
| Employee Benefits | 753,965 | 819,573 | 862,018 | 861,212 | 1,012,350 | 150,332 | 17.4% |
| Total Personnel | 2,686,867 | 2,868,867 | 2,932,937 | 2,635,827 | 3,142,057 | 209,120 | 7.1% |
| Operations | | | | | | | |
| Transportation Services | 1,182 | 754 | 1,850 | 950 | 1,350 | (500) | -27.0% |
| Operating Services | 6,216 | 5,763 | 6,450 | 5,000 | 6,450 | - | 0.0% |
| Notices, Subscriptions, etc. | 42,447 | 16,842 | 33,465 | 19,310 | 26,990 | (6,475) | -19.3% |
| Utilities | 32,853 | 34,089 | 27,615 | 34,565 | 34,620 | 7,005 | 25.4% |
| Contractual Services | 68,718 | 46,463 | 74,200 | 36,040 | 41,000 | (33,200) | -44.7% |
| Repair & Maintenance Services | 16,787 | 20,990 | 17,600 | 15,900 | 17,500 | (100) | -0.6% |
| Employee programs | 11,239 | 5,978 | 26,500 | 5,750 | 26,500 | - | 0.0% |
| Professional Development/Travel | 14,688 | 9,081 | 37,725 | 650 | 32,700 | (5,025) | -13.3% |
| Office Supplies | 15,025 | 9,931 | 19,200 | 10,950 | 15,750 | (3,450) | -18.0% |
| Operating Supplies | 12,010 | 8,343 | 10,250 | 4,500 | 9,350 | (900) | -8.8% |
| Fuel & Mileage | 11,081 | 9,059 | 11,500 | - | 11,500 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 23,658 | 72,914 | 23,000 | 32,202 | 62,750 | 39,750 | 172.8% |
| Repair & Maintenance Supplies | 153 | 180 | - | - | - | - | 0.0% |
| Property & Liability Costs | 26,439 | 23,406 | 24,576 | 28,152 | 29,350 | 4,774 | 19.4% |
| Permits | - | - | - | - | - | - | 0.0% |
| Financial Fees | 4,083 | 12,639 | 2,500 | 12,500 | 12,000 | 9,500 | 380.0% |
| Debt Service and Lease Payments | 9,467 | - | - | - | - | - | 0.0% |
| Total Operations | 296,046 | 276,432 | 316,431 | 206,469 | 327,810 | 11,379 | 3.6% |
| Capital | - | - | - | - | - | - | - |
| Total BNS Department | 2,982,913 | 3,145,299 | 3,249,368 | 2,842,296 | 3,469,867 | 220,498 | 6.8% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Planning & Sustainability

Emily Wright, Planning & Sustainability Director

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 1,315,080 | 1,261,300 | 1,368,236 | 1,365,756 | 1,480,642 | 112,407 | 8.2% |
| Operations | 242,556 | 134,402 | 202,108 | 173,655 | 401,099 | 198,990 | 98.5% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 1,557,636 | 1,395,702 | 1,570,344 | 1,539,411 | 1,881,741 | 311,397 | 19.8% |

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 Civil War Historical 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 committee's 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 efficiency to students.



City of Franklin, Tennessee

FY 2022 Operating Budget

Planning & Sustainability

Emily Wright, Planning & Sustainability Director



COVID-19 Response & Impact

- Successfully transitioned to Virtual/Electronic Meetings for the JCW, FMPC, HZC, DRC, CWHC, BZA, and Sustainability Commission meetings, beginning in March 2020, without delays in reviews or meetings held.
- Successfully transitioned to Virtual Meetings for all Pre-application Meetings, citizen inquiries, plan meetings, required Neighborhood meetings, and Planning Department public outreach meetings associated with City projects. Updated website to provide details/recordings of these meetings.

FY 2022 Outlook

There are four new priorities for FY22: updating the Historic District Design Guidelines, conducting a National Historic Resources Inventory Update for the Lewisburg Historic District (with financial assistance from a grant), preparing a small area plan in conjunction with other Departments for the Goose Creek area (where new properties were annexed in 2019 and 2020), and updating our internal Plans of Services review procedures and policies.

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

Long-range planning efforts include concluding the West Harpeth Area planning efforts if they bridge into the beginning of FY22, leading the Goose Creek Small Area Plan in conjunction with other City departments and a consultant team, and commencing the first phases of a 5-year Comprehensive Envision Franklin Update, which includes staff analysis and auditing and preparing a schedule and scope for public outreach. It is anticipated that funds for consultant services will be requested for the Comprehensive Envision Franklin Update in FY23.

Consistent involvement with the Nashville Area MPO will continue. The P&SD will continue to consider the importance of regional transportation for Franklin and how to plan and design land uses that support sustainable local and regional transportation. The P&SD will also work closely with RTA and TMA/Franklin Transit to identify potential long-term park and ride lots, transit routes and new stops, transit hub locations, and future inclusion of a Cool Springs Circulator, as funding permits.

Sustainability initiatives continue to be a primary focus. Through the LEED for Cities designation process in FY19, the City was able to gauge what areas need more attention in the coming years.

In a continued commitment to the vitality of the downtown area and historical and traditional neighborhood areas in our City, the Planning & Sustainability Department will continue its FY21 project to update the Historic District Design Guidelines. Additionally, the Preservation Plan dates to 2001 and needs to be reevaluated, which will be planned for an update in upcoming fiscal years.

The P&SD anticipates another year of increasing development demand and annexation requests. Additionally, the P&SD will provide ample support for new City Hall planning efforts and outreach.



Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: A Safe and Livable City

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

Goal: Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey

Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.

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

Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.

Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Related Theme: Quality Life Experiences

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

To be a community that promotes walking, jogging, and cycling.

Goal: To increase the Walkability Index Score for Franklin.

Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org.

Goal: To become a more bicycle friendly community.

Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.

To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services

Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.

Baseline: [none: need data point related to air quality].

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

Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.

Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)

Baseline: Citizen Perception reported through community survey.

Related Theme: Sustainable Growth & Economic Prosperity

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

Goal: Update the Land Use Plan tied to transportation and infrastructure availability.

Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)

Goal: To increase the assessed valuation per square mile for land in City of Franklin



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

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

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

Goal: To increase private investment in Franklin's Historic Area.

Baseline: Franklin issued 94 Certificates of Appropriateness for construction in 2014 (Planning and Sustainability).

The value of investment dollars from COA's for 2014. (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)

| Key: | |
|------------------------------------|-------------------------------------|
| Strategic Plan: FranklinForward | |
| Benchmarking Alliance of Tennessee | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020* | 2021* | 2022* |
|---|------------|------------|------------|------------|------------|
| Net Acreage Changes | 0 | 540 | 477 | 339 | 339 |
| Base Zoning Changes | | | | | |
| Acreage Zoned Due to Annexation | 0 | 540 | 477 | 339 | 339 |
| Acreage Rezoned | 303 | 441 | 1746 | 830 | 830 |
| Development Process Approval Measures | | | | | |
| Development Plans | 17 | 19 | 12 | 16 | 16 |
| Site Plans | 68 | 40 | 66 | 58 | 58 |
| Plats | 67 | 51 | 63 | 60 | 60 |
| Residential Approvals | | | | | |
| Total Units | 305 | 1,978 | 3,075 | 1,142 | 1,142 |
| Cases heard by BOZA | 17 | 21 | 12 | 16 | 16 |
| Residential site plans reviewed | 54 | 43 | 19 | 39 | 39 |
| Preliminary plats reviewed | 2 | 0 | 0 | 1 | 1 |
| Final plats reviewed | 79 | 73 | 71 | 74 | 74 |
| Municipal planner FTEs | 8 | 8 | 6-7 | 8 | 8 |
| Planning and zoning administrative and support FTEs | 3 | 3 | 3 | 3 | 3 |
| Engineering FTEs | 4 | 4 | 4 | 4 | 4 |
| Total planning and zoning revenues | \$ 168,458 | \$ 206,689 | \$ 198,258 | \$ 191,135 | \$ 191,135 |
| Staff hours spent on comprehensive plan in given year | N/A | 80 | 640 | 750 | 500 |
| Benchmarking Alliance of Tennessee Average | 54 | 124 | TBD | TBD | TBD |
| Staff hours evaluating zoning ordinance and subdivision regulation in given year | N/A | 2,763 | 500 | 500 | 500 |
| Benchmarking Alliance of Tennessee Average | 695 | 635 | TBD | TBD | TBD |
| Staff hours spent completing a long range plan or a special project in given year | N/A | 120 | 200 | 250 | 250 |
| Benchmarking Alliance of Tennessee Average | 82 | 102 | TBD | TBD | TBD |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|--|---------------|--------------|--------------|-------------|-------------|
| Amount of private investment in a historic district and/or downtown core | \$25,932,803 | \$6,811,741 | \$10,494,774 | \$8,650,000 | \$8,650,000 |
| Benchmarking Alliance of Tennessee Average | \$ 11,393,047 | \$ 5,530,164 | TBD | TBD | TBD |

Efficiency Measures

| | 2018 | 2019 | 2020* | 2021* | 2022* |
|--|------|------|-------|-------|-------|
| Average number of days for preliminary plat review | 35 | N/A | N/A | 42 | 42 |

Outcome (Effectiveness) Measures





| | 2018 | 2019 | 2020* | 2021* | 2022* |
|--|-------|-------|-------|-------|-------|
| Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey. | | | | | |
| % rating neighborhoods excellent/good? | 93.0% | 94.0% | 94.0% | TBD | TBD |
| Target: (from Franklin Citizens Survey) | 93.0% | 93.0% | 93.0% | TBD | TBD |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |
| Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues. | | | | | |
| # of LEED Certified buildings in Franklin | 27 | 27 | 30 | 32 | 34 |
| Benchmarking Alliance of Tennessee Average | 9 | 7 | TBD | TBD | TBD |
| Target (Source: www.usgbc.org) | 22 | 27 | 28 | TBD | TBD |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |
| Franklin will develop a quality level of service expectation for its citizens. 90% citizen satisfaction rated excellent/good for services as reported by community survey. | | | | | |
| Baseline: Responses from National Citizens Survey. | 93% | 93% | 93% | TBD | TBD |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |
| To be a community that promotes walking, jogging, and cycling and to become a more bicycle friendly community. | | | | | |
| Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists. | | | | | |
| Meets Target? | No | No | No | TBD | TBD |
| Reduce the number of days of air quality nonattainment in the City of Franklin. | | | | | |
| Baseline: 0 days of non-attainment | 0 | 0 | 0 | 0 | 0 |
| Actual Days of non-attainment | 0 | 0 | 0 | TBD | TBD |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |
| Improve ranking as one of the top 10 communities providing for historic preservation in the U.S. | | | | | |
| Current Ranking | 4 | 4 | N/A | TBD | TBD |
| Target | 4 | 4 | N/A | TBD | TBD |
| Meets Target? | Yes | Yes | N/A | TBD | TBD |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|---|------------------|------------------|------------------|-------------|-------------|
|  Update a minimum of one Land Use Plan character area with infrastructure capabilities every year. Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability) | | | | | |
| Target: At least 1 updated | 0 | 1 Annual | 1 Annual | 2 Annual | 2 Annual |
| Meets Target? | No | Yes | Yes | TBD | TBD |
|  Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census). | | | | | |
| Franklin Poverty Rate | 7.0% | 7.0% | 6.6% | TBD | TBD |
| State Poverty Rate | 15.0% | 15.0% | 13.9% | TBD | TBD |
| Target | 7.5% | 7.5% | 7.5% | TBD | TBD |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |
|  Increase the assessed valuation per square mile for land in City of Franklin | | | | | |
| Current Assessed Value | \$ 4,883,087,226 | \$ 5,008,158,858 | \$ 5,254,702,750 | TBD | TBD |
| Square Miles | 42.15 | 42.15 | 43 | TBD | TBD |
| Target | \$ 115,850,231 | \$ 118,817,529 | \$ 122,202,390 | TBD | TBD |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |
|  Franklin will pursue growth and development that embraces its historic context and encourages revenue generation. Increase private investment in Franklin's Historic Area. | | | | | |
| # of Certificates of Appropriateness issued for construction | 36 | 70 | 92 | 66 | 66 |
| Value of investment dollars from COA's | \$ 25,932,803 | \$ 6,811,741 | \$10,494,774 | \$8,650,000 | \$8,650,000 |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |

*Includes Residential and Commercial site plans.

**City engineers who are involved in development plan review but are housed in the Engineering Department.

Franklin Citizens Survey

| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|--|----------------------|-----------|----------------------|-----------|
| | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the value of Land use, planning and zoning | 59% | 41% | 61% | 39% |
| <input checked="" type="checkbox"/> % rating Your neighborhood as a place to live | 92% | 8% | 95% | 5% |
| <input checked="" type="checkbox"/> % rating Franklin as a place to live | 97% | 3% | 98% | 2% |
| <input checked="" type="checkbox"/> % rating the Quality of the overall natural environment in Franklin as it relates to Franklin as a whole | 87% | 13% | 87% | 13% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|-------------------------------------|--|-----|-----|-----|-----|
| <input checked="" type="checkbox"/> | % rating the Overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) as it relates to Franklin as a whole | 77% | 23% | 79% | 21% |
| <input checked="" type="checkbox"/> | % rating the Sense of community in Franklin as it relates to Franklin as a whole | 82% | 18% | 83% | 17% |
| <input checked="" type="checkbox"/> | % rating how important the Quality of the overall natural environment in Franklin is for the Franklin community to focus on in the next two years | 87% | 13% | 87% | 13% |
| <input checked="" type="checkbox"/> | % rating how important the Overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) is for the Franklin community to focus on in the next two years | 83% | 17% | 85% | 15% |

| | | Very Satisfied | Somewhat Satisfied | Somewhat Important | Not at all Important | |
|-------------------------------------|---|----------------|--------------------|--------------------|----------------------|----|
| <input checked="" type="checkbox"/> | % rating their level of satisfaction with the City's management of growth | 2016 | 29% | 55% | 15% | 1% |
| | | 2019 | 29% | 51% | 13% | 7% |

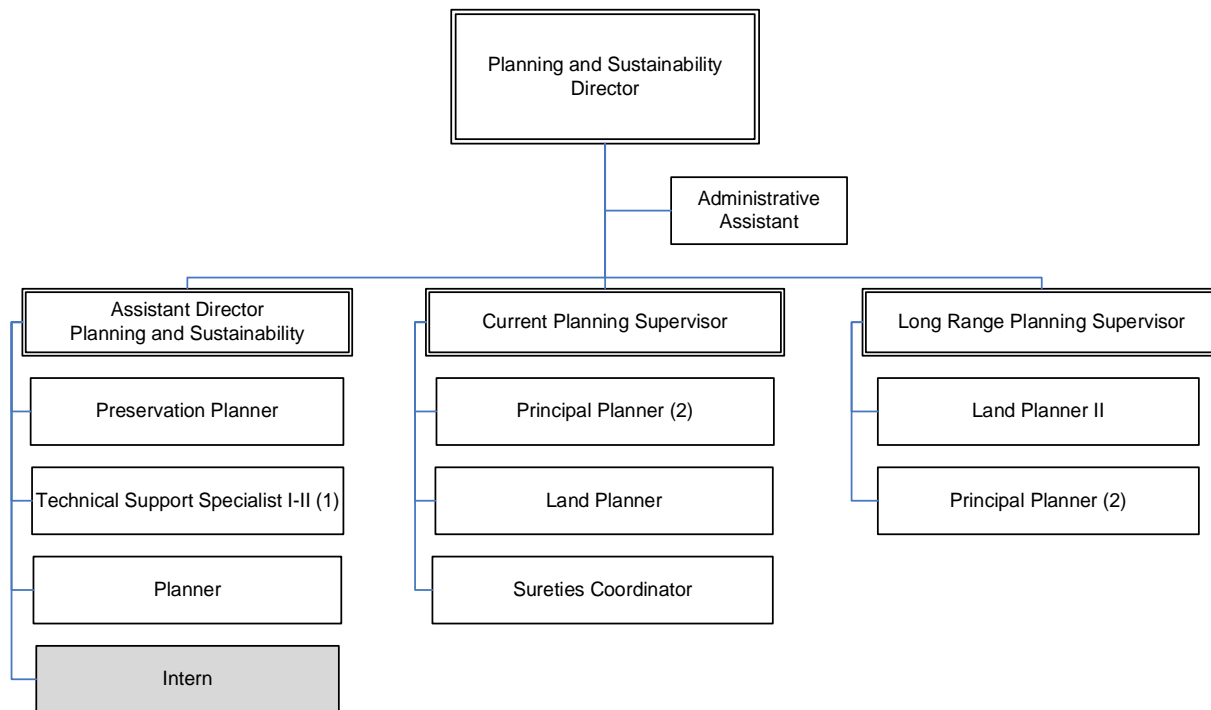
*2021 and 2022 are estimates.



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



White: Positions Authorized and budgeted in FY 2022
 Grey: Positions Authorized but not budgeted in FY 2022

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Director of Planning & Sustainability | Grade L | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Asst. Director of Planning & Sustainability | Grade J | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Current Planning Supervisor | Grade I | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Long Range Planning Supervisor | Grade I | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Principal Planner | Grade H | 3 | 0 | 4 | 0 | 4 | 0 | 3 | 0 | 4 | 0 |
| Preservation Planner | Grade H | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Land Planner II | Grade H | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Planning Senior | Grade G | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dev. Serv. Oper. Analyst | Grade G | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Land Planner | Grade G | 2 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Surety Coordinator | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Technical Support Specialist I-II | Grades E-F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Planner | Grade F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Administrative Assistant | Grade D | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Intern | --- | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| Sub-Total Budgeted Positions | | 15 | 1 | 15 | 1 | 15 | 1 | 14 | 0 | 15 | 0 |
| Authorized, Unbudgeted Positions | | | | | | | | | | | |
| Principal Planner | Grade H | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Intern | --- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Sub-Total - Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 |
| Total Authorized Staffing | | 15 | 1 | 15 | 1 | 15 | 1 | 15 | 1 | 15 | 1 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 976,570 | 945,078 | 971,550 | 987,317 | 1,041,092 | 69,542 | 7.2% |
| Officials Fees | 11,050 | 9,450 | 14,000 | 9,400 | 14,000 | - | 0.0% |
| Employee Benefits | 327,460 | 306,772 | 382,686 | 369,039 | 425,550 | 42,864 | 11.2% |
| Total Personnel | 1,315,080 | 1,261,300 | 1,368,236 | 1,365,756 | 1,480,642 | 112,407 | 8.2% |
| Operations | | | | | | | |
| Transportation Services | 1,827 | 5,487 | 4,000 | 3,500 | 4,000 | - | 0.0% |
| Operating Services | 2,673 | 8,246 | 14,500 | 6,200 | 13,000 | (1,500) | -10.3% |
| Notices, Subscriptions, etc. | 15,949 | 18,469 | 30,500 | 20,600 | 31,500 | 1,000 | 3.3% |
| Utilities | 6,721 | 8,190 | 9,000 | 8,500 | 9,000 | - | 0.0% |
| Contractual Services | 138,798 | 32,840 | 18,500 | 70,000 | 233,000 | 214,500 | 1159.5% |
| Repair & Maintenance Services | 2,447 | 4,647 | 4,500 | 2,600 | 4,500 | - | 0.0% |
| Employee programs | 2,248 | 955 | 5,100 | 4,600 | 6,100 | 1,000 | 19.6% |
| Professional Development/Travel | 31,619 | 21,478 | 54,000 | 5,500 | 49,000 | (5,000) | -9.3% |
| Office Supplies | 14,828 | 9,703 | 15,100 | 6,600 | 15,100 | - | 0.0% |
| Operating Supplies | - | - | 1,500 | 3,000 | 2,500 | 1,000 | 66.7% |
| Fuel & Mileage | 798 | (867) | 1,100 | 500 | 600 | (500) | -45.5% |
| Machinery & Equipment (<\$25,000) | 9,302 | 16,897 | 35,500 | 35,000 | 20,000 | (15,500) | -43.7% |
| Repair & Maintenance Supplies | - | - | - | - | - | - | 0.0% |
| Operational Units | 7,500 | 450 | - | - | 5,000 | 5,000 | 0.0% |
| Property & Liability Costs | 7,846 | 7,884 | 8,308 | 6,855 | 7,299 | (1,010) | -12.2% |
| Permits | - | 18 | 400 | 100 | 400 | - | 0.0% |
| Financial Fees | - | 5 | - | 100 | - | - | 0.0% |
| Other Business Expenses | - | - | 100 | - | 100 | - | 0.0% |
| Total Operations | 242,556 | 134,402 | 202,108 | 173,655 | 401,099 | 198,990 | 98.5% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total Planning & Sustain. | 1,557,636 | 1,395,702 | 1,570,344 | 1,539,411 | 1,881,741 | 311,397 | 19.8% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

| Engineering | | | | | | | |
|-------------------|------------------|------------------|------------------|------------------|------------------|--------------|-------------|
| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
| | | | Budget | EOY | | \$ | % |
| Personnel | 1,379,181 | 1,609,579 | 1,693,296 | 1,689,995 | 1,694,166 | 870 | 0.1% |
| Operations | -86,195 | -160,361 | -149,756 | -196,066 | -140,721 | 9,035 | -6.0% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 1,292,986 | 1,449,218 | 1,543,540 | 1,493,929 | 1,553,445 | 9,905 | 0.6% |

| Traffic Operations Center (TOC) | | | | | | | |
|---------------------------------|----------------|----------------|------------------|------------------|------------------|-----------------|---------------|
| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
| | | | Budget | EOY | | \$ | % |
| Personnel | 408,517 | 362,636 | 400,455 | 320,401 | 420,690 | 20,235 | 5.1% |
| Operations | 296,073 | 483,566 | 530,062 | 275,904 | 472,086 | -57,976 | -10.9% |
| Capital | 261,166 | 92,864 | 2,150,000 | 1,090,000 | 1,795,000 | -355,000 | -16.5% |
| Total | 965,756 | 939,066 | 3,080,517 | 1,686,305 | 2,687,776 | -392,741 | -12.7% |

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 2022 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

TRAFFIC OPERATIONS CENTER (TOC)

A goal of the Traffic Operations Division is to perform timing optimizations for signal systems. Currently there are five major systems in the City - Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown (Main St, Fifth Ave, SR96 West), Hillsboro Road and Columbia Ave. Traffic counts and turning movement counts are obtained at all signalized intersections within a three year window. These counts are then used to perform signal system timing optimizations.

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 114 traffic signals and 22 Closed Circuit Television (CCTV) cameras. In past years the TOC has worked towards providing better traffic flow throughout the City through the Congestion Management Program. That program requires data collection at each of those intersections every three years and optimizing the signal timing in each of the City's main corridors.

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

Congestion Management Program:

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

Currently there are five major systems in the City:

- 1) Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd)
- 2) SR 96 E (Murfreesboro Rd./Royal Oaks)
- 3) Downtown Franklin (Main St, Fifth Ave, SR96 West)
- 4) Hillsboro Road
- 5) Columbia Ave.

The data collected is used to develop traffic signal timing plans that will best move traffic with highest degree of safety and minimal delay. By utilizing traffic modeling software, we develop intersection timing plans that best manage those rush hour flows. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every three years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."



City of Franklin, Tennessee

FY 2022 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department summary (continued)

STORMWATER (Budget contained within Stormwater Fund)

The City of Franklin is granted authorization to discharge stormwater through its stormwater infrastructure and into receiving water bodies through a NPDES permit issued by the EPA and administered through TDEC. A condition of this permit coverage is that six minimum control measures are met by the end of the permit cycle. The City is required annually to submit an “annual report”, which is essentially a report to document the progress the City is making towards meeting its current permit requirements. Current minimum control measures are:

- 1) Public Education and Outreach
- 2) Public Involvement and Participation
- 3) Illicit Discharge Detection and Elimination
- 4) Construction Site Stormwater Runoff Control
- 5) Permanent Stormwater Management in Development and Redevelopment
- 6) Pollution Prevention for Municipal Operations

In addition to the above minimum control measures the City is required to do annual ambient monitoring which includes:

- 1) Macroinvertebrate Sampling
- 2) E.coli Sampling
- 3) Visual Stream Assessments

COVID-19 Response & Impact

Operations were not significantly impacted as building activity and capital projects were not slowed by the pandemic.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward**: A Vision for 2033. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: Quality Life Experiences

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

Goal: Implement our Congestion Management Program by coordinating traffic signals to insure optimum travel speed, reduce delay, reduce energy and fuel consumption and minimize stops. The City currently has five coordinated signal systems that include: Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown Franklin (Main St, Fifth Ave, SR96 West), Hillsboro Road, Columbia Ave.

Baseline: Implement new traffic counts and signal timing plans on one coordinate system per year. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every 3 years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."

| Key | |
|----------------------------------|--|
| Strategic Plan: Franklin Forward | |
| Sustainable Franklin | |

Workload (Output) Measures

| Area or Corridor | Last Signal |
|------------------------------|-------------|
| 1) Cool Springs Area | 2016 |
| 2) Murfreesboro Road (SR-96) | 2020 |
| 3) Downtown Franklin | 2018 |
| 4) Hillsboro Road | 2019 |
| 5) Columbia Avenue | 2018 |
| 6) Goose Creek Bypass | 2019 |

Outcome (Effectiveness) Measures


| | 2018 | 2019 | 2020* | 2021* | 2022* |
|--|------------|------------|------------|------------|------------|
| Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin. | 41% | 35% | 35% | TBD | TBD |
| Target | 35% | 35% | 35% | TBD | TBD |
| Meets Target? | No | Yes | Yes | TBD | TBD |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|---|------------|------------|------------|------------|------------|
|  Increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin. | | | | | |
| Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA) | 136 | 136 | 136 | TBD | TBD |
| Target | 75 | 136 | 136 | TBD | TBD |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |

Franklin Citizens Survey

| | | 2016 Citizens Survey | | 2019 Citizens Survey | |
|-------------------------------------|---|----------------------|-----------|----------------------|-----------|
| | | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating traffic flow on major streets as it relates to Franklin as a whole | 26% | 74% | 37% | 63% |
| <input checked="" type="checkbox"/> | % rating ease of public parking as it relates to Franklin as a whole | 53% | 47% | 47% | 53% |
| <input checked="" type="checkbox"/> | % rating ease of travel by car in Franklin as it relates to Franklin as a whole | 48% | 52% | 56% | 44% |
| <input checked="" type="checkbox"/> | % rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole | 23% | 77% | 29% | 71% |
| <input checked="" type="checkbox"/> | % rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole | 35% | 65% | 36% | 64% |
| <input checked="" type="checkbox"/> | % rating ease of walking in Franklin as it relates to Franklin as a whole | 58% | 42% | 67% | 33% |
| <input checked="" type="checkbox"/> | % rating the quality of Traffic signal timing | 50% | 50% | 56% | 44% |

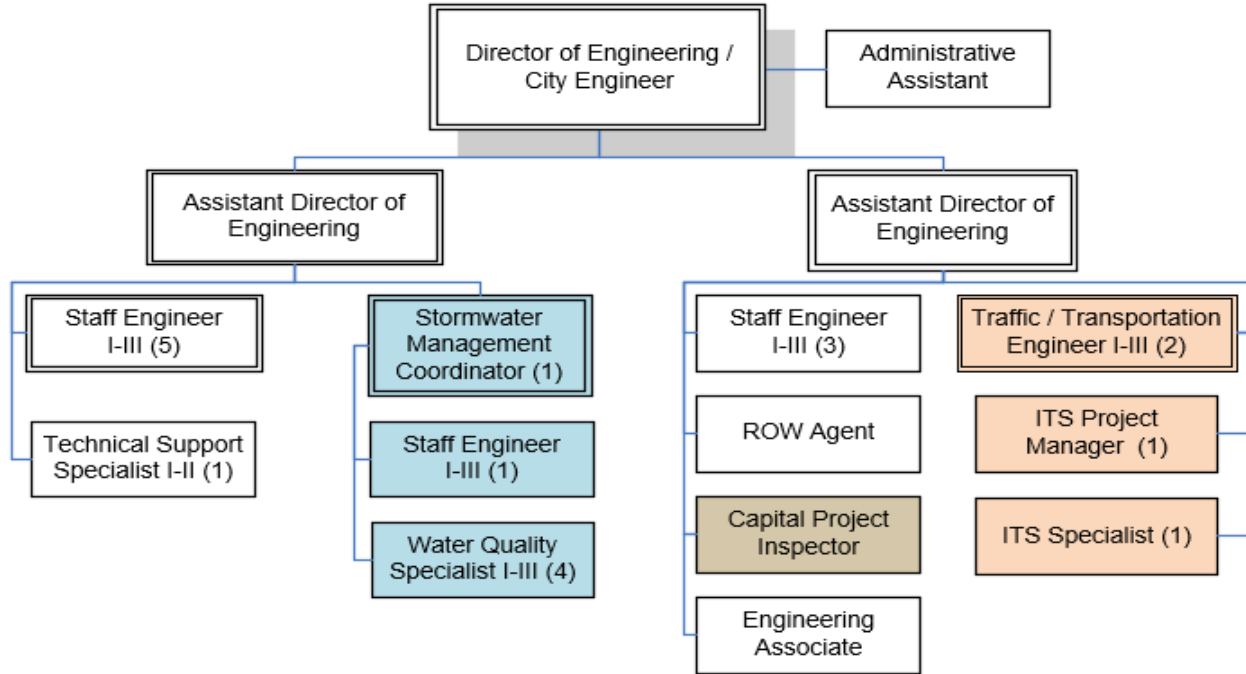
**2021 and 2022 are estimates*



City of Franklin, Tennessee

FY 2022 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 |
| Brown: Capital Project Inspector funded out of Capital Project Funds |

2) For detailed counts and authorized positions, please see next page.



City of Franklin, Tennessee
FY 2022 Operating Budget

Staffing by Position

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-------------------------------------|------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Engineering | | | | | | | | | | | |
| Director of Engineering | Grade 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 I-III | Grades G-J | 6 | 0 | 7 | 0 | 8 | 0 | 8 | 0 | 8 | 0 |
| Right of Way Agent | Grade H | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Capital Projects Inspector | Grade G | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Technical Support Specialist I-II | Grade E-F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Engineering Associate | Grade E | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Administrative Assistant | Grade D | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Sub-total Budgeted Positions | | 13 | 0 | 14 | 0 | 16 | 0 | 16 | 0 | 16 | 0 |
| Total Authorized Positions | | 13 | 0 | 14 | 0 | 16 | 0 | 16 | 0 | 16 | 0 |

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---------------------------------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Traffic Operations Center | | | | | | | | | | | |
| Traffic/Transportation Engineer I-III | Grades G-J | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| ITS Project Manager | Grade H | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Senior ITS Specialist | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| ITS Specialist | Grade F | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| TOC Operator | Grade E | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| Sub-total budgeted positions | | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget - Engineering

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 1,026,868 | 1,190,634 | 1,232,675 | 1,241,063 | 1,213,405 | (19,270) | -1.6% |
| Employee Benefits | 352,313 | 418,945 | 460,622 | 448,932 | 480,761 | 20,139 | 26.6% |
| Total Personnel | 1,379,181 | 1,609,579 | 1,693,296 | 1,689,995 | 1,694,166 | 870 | 19.6% |
| Operations | | | | | | | |
| Transportation Services | 1,569 | 2,314 | 1,470 | 1,000 | 1,500 | 30 | 2.0% |
| Operating Services | 5,030 | 1,661 | 3,051 | 1,500 | 2,000 | (1,051) | -34.4% |
| Notices, Subscriptions, etc. | 3,960 | 3,181 | 9,004 | 3,750 | 5,550 | (3,454) | -38.4% |
| Utilities | 4,938 | 5,222 | 6,021 | 4,925 | 5,025 | (996) | -16.5% |
| Contractual Services | 134,310 | 70,707 | 80,750 | 80,000 | 85,400 | 4,650 | 5.8% |
| Repair & Maintenance Services | 318 | 1,393 | 2,324 | 1,000 | 3,500 | 1,176 | 50.6% |
| Employee programs | 809 | 701 | 2,103 | 500 | 2,000 | (103) | -4.9% |
| Professional Development/Travel | 14,352 | 6,306 | 19,688 | 1,650 | 11,750 | (7,938) | -40.3% |
| Office Supplies | 4,181 | 4,542 | 7,329 | 2,200 | 5,705 | (1,624) | -22.2% |
| Operating Supplies | 2,451 | 741 | 4,200 | 4,250 | 4,300 | 100 | 2.4% |
| Fuel & Mileage | 477 | 1,029 | 2,315 | 1,000 | 2,500 | 185 | 8.0% |
| Machinery & Equipment (<\$25,000) | 17,514 | 46,420 | 17,625 | 14,000 | 48,000 | 30,375 | 172.3% |
| Repair & Maintenance Supplies | 1,579 | 62 | - | - | - | - | 0.0% |
| Property & Liability Costs | 8,813 | 8,900 | 9,285 | 6,980 | 7,271 | (2,014) | -21.7% |
| Rentals | 20 | | | | | - | 0.0% |
| Permits | 6,178 | 1,665 | 6,400 | 2,500 | 2,530 | (3,870) | -60.5% |
| Financial Fees | - | 12 | 200 | 200 | 200 | - | 100.0% |
| Other Business Expenses | 96 | - | - | - | - | - | #DIV/0! |
| Interfund Reimbursement | (292,790) | (315,217) | (321,521) | (321,521) | (327,952) | (6,431) | 2.0% |
| Total Operations | (86,195) | (160,361) | (149,756) | (196,066) | (140,721) | 9,035 | -6.0% |
| Capital | | | | | | | |
| Total Engineering | 1,292,986 | 1,449,218 | 1,543,540 | 1,493,929 | 1,553,445 | 9,905 | 0.6% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Traffic Operations Center

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|----------------|----------------|------------------|------------------|------------------|------------------|---------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 317,877 | 268,317 | 283,266 | 222,030 | 295,838 | 12,572 | 4.4% |
| Employee Benefits | 90,640 | 94,319 | 117,189 | 98,371 | 124,852 | 7,663 | 6.5% |
| Total Personnel | 408,517 | 362,636 | 400,455 | 320,401 | 420,690 | 20,235 | 5.1% |
| Operations | | | | | | | |
| Transportation Services | 157 | 320 | 245 | 200 | 250 | 5 | 2.0% |
| Operating Services | 128 | 227 | 276 | 150 | 250 | (26) | -9.4% |
| Notices, Subscriptions, etc. | 1,729 | 3,750 | 8,400 | 5,400 | 6,050 | (2,350) | -28.0% |
| Utilities | 3,260 | 3,855 | 3,948 | 3,750 | 3,865 | (83) | -2.1% |
| Contractual Services | 103,846 | 306,890 | 360,000 | 151,000 | 206,000 | (154,000) | -42.8% |
| Repair & Maintenance Services | 6,419 | 14,864 | 5,368 | 5,250 | 7,900 | 2,532 | 47.2% |
| Employee programs | 480 | 254 | 6,441 | 750 | 3,400 | (3,041) | -47.2% |
| Professional Development/Travel | 11,145 | 2,791 | 14,175 | 1,100 | 8,250 | (5,925) | -41.8% |
| Office Supplies | 965 | 1,308 | 1,599 | 900 | 1,600 | 1 | 0.1% |
| Operating Supplies | 1,359 | 1,015 | 2,524 | 4,000 | 5,500 | 2,976 | 117.9% |
| Fuel & Mileage | 553 | 1,243 | 551 | 500 | 600 | 49 | 8.9% |
| Machinery & Equipment (<\$25,000) | 146,128 | 84,032 | 84,000 | 77,500 | 89,500 | 5,500 | 6.5% |
| Repair & Maintenance Supplies | 3,816 | 48,272 | 25,500 | 12,600 | 125,500 | 100,000 | 392.2% |
| Property & Liability Costs | 15,219 | 14,550 | 15,278 | 12,244 | 12,856 | (2,422) | -15.9% |
| Permits | 850 | 195 | 1,701 | 500 | 500 | (1,201) | -70.6% |
| Other Business Expenses | 19 | - | 56 | 60 | 65 | 9 | 16.1% |
| Total Operations | 296,073 | 483,566 | 530,062 | 275,904 | 472,086 | (57,976) | -10.9% |
| Infrastructure | 23,473 | 72,703 | 150,000 | 90,000 | 795,000 | 645,000 | 430.0% |
| Machinery & Equipment (>\$25,000) | 237,693 | 20,161 | 2,000,000 | 1,000,000 | 1,000,000 | (1,000,000) | -50.0% |
| Capital | 261,166 | 92,864 | 2,150,000 | 1,090,000 | 1,795,000 | (355,000) | -16.5% |
| Total TOC | 965,756 | 939,066 | 3,080,517 | 1,686,305 | 2,687,776 | (392,741) | -12.7% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Budget Summary

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Expenditures | 78,327 | 90,844 | 90,748 | 71,261 | 88,855 | -1,893 | -2.1% |
| Economic Development | 78,327 | 90,844 | 90,748 | 71,261 | 88,855 | -1,893 | -2.1% |

Department Summary

This department is used to identify payments specifically related to economic development via civic organization and government appropriations. An allocation is made to the Williamson Chamber of Commerce (Williamson, Inc.) for the Tourism division (supporting growth of new and existing businesses) in the amount of \$30,000, for the Williamson, Inc. Economic Development division (supporting the strategic plan in areas of career growth, outreach, and workforce development) in the amount of \$30,000, and to the Greater Nashville Regional Council in the amount of \$28,855.

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



Performance Measures

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

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



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

Quality of Life Experiences



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

Goal: To remain below the national Cost of Living Index of 100.

Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).

Goal: To improve ranking as one of the best cities for start-up businesses in the United States.

Baseline: Ranked top 50 in the nation (http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm).

Sustainable Growth & Economic Prosperity



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

Opportunities for increasing tourism

Goal: To increase tourist visits to

Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).

Opportunities for revenue enhancements through

Goal: To increase the revenue generated from

Baseline: Franklin received \$2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)

Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.

Baseline: \$24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)

Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center

Baseline: [Review Conference Center data for

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

Encourage job growth and retention within the city.

Goal: To increase the number of jobs in the city over

Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].

Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

Baseline: Franklin's unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).

Encourage expansion and retention of business

Goal: To increase the net number of business licenses within the city over the previous year.

Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)

Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).

Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.

Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%.

Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)

| | | |
|-------------|---|--|
| Key: | Strategic Plan: FranklinForward | |
| | Sustainable Franklin | |
| | Tennessee Municipal Benchmarking Project | |
| | Franklin Citizens Survey | |

Outcome (Effectiveness) Measures

| | | 2018* | 2019* | 2020* | 2021* | 2022* |
|---|---|---------------------|---------------------|---------------------|---------------------|-----------------|
| Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation. | | | | | | |
| | Remain below the national Cost of Living Index of 100. | | | | | |
| | Current Rating | TBD | TBD | TBD | TBD | TBD |
| | Target | < 100 | < 100 | < 100 | < 100 | < 100 |
| | Meets Target? | TBD | TBD | TBD | TBD | TBD |
| Franklin will pursue growth and development that embraces its historic context and encourages revenue generation. | | | | | | |
| | Opportunities for increasing tourism experiences. | | | | | |
| | Increase tourist visits to Franklin. | | | | | |
| | Overall Tourist visits to Williamson County | 1,720,000 | 1,810,000 | TBD | TBD | TBD |
| | Target | 1,510,000 | 1,720,000 | 1,810,000 | TBD | TBD |
| Meets Target? | Yes | Yes | No | TBD | TBD | |
| | Opportunities for revenue enhancements through tourism and sales revenues. | | | | | |
| | Increase the revenue generated from Hotel/Motel taxes. | \$ 4,097,695 | \$ 4,103,235 | \$ 3,138,814 | TBD | TBD |
| | Target (more than previous year) | \$ 3,721,055 | \$ 4,097,695 | \$ 4,103,235 | \$ 3,138,814 | TBD |
| | Meets Target? | Yes | Yes | No | TBD | TBD |
| | Increase local sales tax revenue growth rate compared to state sales tax growth rate. | | | | | |
| | Franklin Collections (in \$ millions) | \$34.151 | \$36.17 | \$35.45 | TBD | TBD |
| | Franklin Collection Increase | 4.5% | 5.9% | -2.1% | TBD | TBD |
| | State Collections (in \$ billions) | \$8.939 | \$9.338 | \$9.434 | TBD | TBD |
| | State Collection Increase | 4.5% | 4.5% | 1.0% | TBD | TBD |
| Meets Target? | Yes | Yes | No | TBD | TBD | |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--|-------------------|----------------------|---------------|-------------|------------|
| | Increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center | | | | | |
| | Baseline: Net Operating (loss) income from Audited Financials of the Cool Springs Conference Center. | | | | | |
| | Annual Net Income for Conference Center | \$378,397 | \$527,710 | -\$124,540 | TBD | TBD |
| | Target | -\$115,916 | \$378,397 | \$527,710 | -\$124,540 | TBD |
| | Meets Target? | Yes | Yes | No | TBD | TBD |
| Franklin will expand and retain business and job opportunities within the community as well as the county. | | | | | | |
| | Encourage job growth and retention within the city. | | | | | |
| | Increase the number of jobs in the city over the previous year. | 44,360 | 47,307 | 41,070 | TBD | TBD |
| | Target | 41,490 | 44,360 | 47,307 | 41,070 | TBD |
| | Meets Target? | Yes | Yes | No | TBD | TBD |
| | Decrease the unemployment rate within the city over the previous year below the county and state levels. | | | | | |
| | Franklin's Unemployment Rate | 2.7% | 2.8% | 6.5% | TBD | TBD |
| | Williamson County Unemployment Rate | 2.8% | 3.2% | 6.4% | TBD | TBD |
| | Tennessee's Unemployment Rate | 3.5% | 3.5% | 9.5% | TBD | TBD |
| | Target (Franklin's U/I for preceding year) | 1.9% | 2.7% | 2.8% | 6.5% | TBD |
| | Meets Target(s)? | Yes/No | Yes/No | Yes/No | TBD | TBD |
| | Encourage expansion and retention of business opportunities in the City of Franklin. | | | | | |
| | Increase the net number of business licenses within the city over the previous year. | | | | | |
| | New business licenses | TBD | TBD | TBD | TBD | TBD |
| | Total Active business licenses | TBD | TBD | TBD | TBD | TBD |
| | Meets Target(s)? | TBD | TBD | TBD | TBD | TBD |
| | Maintain retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate. | | | | | |
| | Franklin Retail & Commercial Vacancy Rate | 11.50% | Data to be collected | | | |
| | Nashville MSA Retail & Commercial Vacancy Rates | 9.80% | | | | |
| | Target | 2.94% | | | | |
| | Meets Target? | No | TBD | TBD | TBD | TBD |

Franklin Citizens Survey

| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|---|----------------------|-----------|----------------------|-----------|
| | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Economic Development services | 82% | 18% | 84% | 16% |
| <input checked="" type="checkbox"/> % rating Employment opportunities as it relates to Franklin as a whole. | 75% | 25% | 83% | 17% |
| <input checked="" type="checkbox"/> % rating Shopping opportunities as it relates to Franklin as a whole. | 92% | 8% | 93% | 7% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|-------------------------------------|--|-----|-----|-----|-----|
| <input checked="" type="checkbox"/> | % rating Cost of living in Franklin as it relates to Franklin as a whole. | 41% | 59% | 39% | 61% |
| <input checked="" type="checkbox"/> | % rating the Overall quality of businesses and service establishments in Franklin as it relates to | 88% | 12% | 92% | 8% |
| <input checked="" type="checkbox"/> | % rating a Vibrant downtown/commercial areas it relates to Franklin as a whole. | 89% | 11% | 92% | 8% |
| <input checked="" type="checkbox"/> | % rating the Overall quality of new development in Franklin as it relates to Franklin as a whole. | 78% | 22% | 78% | 22% |

Organizational Chart

There is no organization chart associated with Economic Development. It is supported by personnel within Administration.

Staffing by Position

There are no staff formally associated with Economic Development. It is supported by personnel within Administration.



City of Franklin, Tennessee
FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|---|------------------------|------------------------|------------------------|---------------------|------------------------|-------------------|--------------|
| | | | | | | \$ | % |
| Economic Development / Chamber Support | 25,000 | 37,500 | 27,000 | 19,500 | 30,000 | 3,000 | 11.1% |
| Greater Nashville Regional Council | 23,327 | 23,344 | 24,748 | 24,761 | 28,855 | 4,107 | 16.6% |
| Nashville Area Chamber of Commerce | - | - | 3,000 | - | - | (3,000) | -100.0% |
| Nashville Area MPO | - | - | 9,000 | - | - | (9,000) | -100.0% |
| Williamson Chamber - Business Retention / Development | 30,000 | 30,000 | 27,000 | 27,000 | 30,000 | 3,000 | 11.1% |
| Total Expenditures | 78,327 | 90,844 | 90,748 | 71,261 | 88,855 | (1,893) | -2.1% |
| Ending Fund Balance | 78,327 | 90,844 | 90,748 | 71,261 | 88,855 | (1,893) | -2.1% |

Notes & Objectives



City of Franklin, Tennessee

FY 2022 Operating Budget

Community Development Block Grant Fund

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|------------------------|----------------|----------------|----------------|-------------|----------------|--------------|--------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 89,691 | 100,451 | 113,066 | 113,066 | 200,879 | | |
| Revenues | 384,606 | 282,395 | 613,312 | 639,813 | 778,000 | 164,688 | 26.85% |
| Expenditures | 373,846 | 269,780 | 613,000 | 552,000 | 776,000 | 163,000 | 26.59% |
| Ending Balance | 100,451 | 113,066 | 113,378 | 200,879 | 202,879 | | |

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 2.3 Million (\$2,300,000) 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.

COVID-19 Response & Impact

In the initial round of funding from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) the City of Franklin received Two-Hundred Thirteen Thousand Seven Hundred Eight-Nine Dollars and no/100, (213,789.00). With BOMA's approval we awarded these funds to various non-profits within our community to prevent, prepare for and respond to the Coronavirus. The awards were made on a reimbursement basis as recognizing the importance of the support these local agencies were providing to our residents.

The City received requests from fourteen agencies for various amounts which totaled the \$213,789.00. The requests included funding for PPE, meals for children and home bound residents, rental assistance, as well as, assistance for those displaced due to the coronavirus.

Another \$500,000 of COVID-19 related funds have been recieved in Spring 2021. These funds will be distributed to eligible agencies in both FY 2021 and FY 2022.



City of Franklin, Tennessee

FY 2022 Operating Budget

Community Development Block Grant Fund

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 Consolidated 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.

Organizational Chart

There is no organization chart associated with the Community Development Block Grant Fund. It is supervised by personnel in the Building & Neighborhood Services Department.

Staffing by Position

There are no staff formally budgeted within the CDBG Fund. Operations of the fund are maintained by the City's Housing Development Coordinator. That position is budgeted within the Building and Neighborhood Services department.



City of Franklin, Tennessee
FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 89,691 | 100,451 | 113,066 | 113,066 | 200,879 | | |
| Revenues | | | | | | | |
| DEPT OF HOUSING AND URBAN DEV(FEDERAL) | 373,845 | 269,780 | 300,000 | 321,813 | 373,000 | 73,000 | 24.3% |
| FEDERAL GRANTS (COVID-19) | | - | 313,000 | 313,000 | 400,000 | 87,000 | 100.0% |
| INTEREST INCOME | 10,761 | 12,615 | 312 | 5,000 | 5,000 | 4,688 | 1501.9% |
| Total Available Funds | 384,606 | 282,395 | 613,312 | 639,813 | 778,000 | 164,688 | 26.9% |
| Expenses (Operations) | | | | | | | |
| LEGAL NOTICES | - | - | 1,000 | 1,000 | 1,000 | - | 0.0% |
| CONSULTANT SERVICES | 3,750 | 12,259 | 15,000 | 15,000 | 25,000 | 10,000 | 66.7% |
| OTHER CONTRACTUAL SERVICES | 145,361 | 113,385 | 135,000 | 135,000 | 175,000 | 40,000 | 29.6% |
| BUILDING REPAIR & MAINTENANCE SERVICES | 189,624 | 113,672 | 149,000 | 149,000 | 175,000 | 26,000 | 17.4% |
| GRANT PROGRAMS | 35,111 | 30,464 | 313,000 | 252,000 | 400,000 | 87,000 | 27.8% |
| Total Expenditures | 373,846 | 269,780 | 613,000 | 552,000 | 776,000 | 163,000 | 26.6% |
| Ending Fund Balance | 100,451 | 113,066 | 113,378 | 200,879 | 202,879 | | |



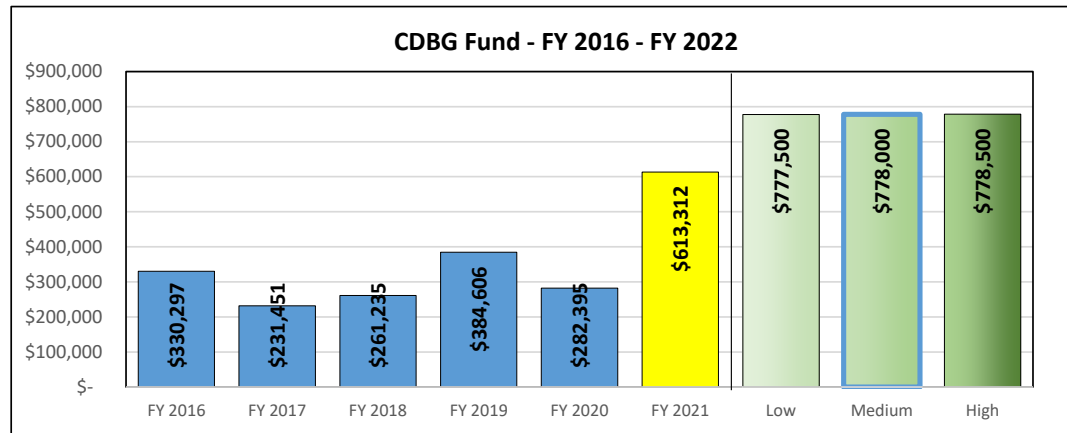
City of Franklin

Revenue Model

| | | | |
|--------------|---|--------------------------------|-------------|
| Fund: | Community Development Block Grant Fund | Percent of All Revenues | 0.5% |
|--------------|---|--------------------------------|-------------|

CDBG Fund: The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about \$330,000 annually. To date the City of Franklin has received approximately \$2 million which has been used for emergency rehabilitation of about 62 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and administrating homeless assistance on an as-needed basis.

A sizeable decrease is shown, though that is attributable to the fact that the FY 2021 budget was severely increased due to direct federal aid through the CDBG program for COVID-19 relief efforts. This projection assumes a base of \$373,000 - the aid amount from FY 2021-22 program year.



| | Actual | | | | | Budget | Forecast (FY 2022) | | | Averages |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | -26.3% | -29.9% | 12.9% | 47.2% | -26.6% | 117.2% | 26.8% | 26.9% | 26.9% | |
| CDBG GRANT (FEDERAL) | 329,866 | 230,374 | 257,808 | 373,845 | 269,780 | 300,000 | 373,000 | 373,000 | 373,000 | 3-yr Average |
| COVID-19 Relief | | | | | | 313,000 | 400,000 | 400,000 | 400,000 | \$ 309,412 |
| INTEREST INCOME | 431 | 1,078 | 3,427 | 10,761 | 12,615 | 312 | 4,500 | 5,000 | 5,500 | 32.7% |
| | | | | | | | | | | 5-Yr Average |
| | | | | | | | | | | \$ 297,997 |
| | | | | | | | | | | 21.2% |
| Totals | \$ 330,297 | \$ 231,451 | \$ 261,235 | \$ 384,606 | \$ 282,395 | \$ 613,312 | \$ 777,500 | \$ 778,000 | \$ 778,500 | |

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Transit

Debbie Henry, Executive Director

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|--------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--------------|-------|
| | | | | | | \$ | % |
| Beginning Balance | \$ 817,649 | \$ 817,649 | \$ 817,912 | \$ 817,912 | \$ 1,043,312 | | |
| Revenues | \$ 2,407,338 | \$ 2,611,686 | \$ 3,077,886 | \$ 2,976,926 | \$ 3,287,783 | \$ 209,897 | 6.82% |
| Expenditures | \$ 2,407,338 | \$ 2,611,423 | \$ 3,250,679 | \$ 2,751,526 | \$ 3,287,783 | \$ 37,104 | 1.14% |
| Ending Balance | \$ 817,649 | \$ 817,912 | \$ 645,119 | \$ 1,043,312 | \$ 1,043,312 | | |

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:

Franklin Transit continued to operate services carrying essential employees and providing essential trips to passengers through this pandemic year. All vehicles were equipped with Personal Protective Equipment with plexiglass driver encasements and plexiglass cough shields for the passengers. Extensive daily sanitation throughout facility and vehicles is on-going. Franklin Transit is providing coordinated efforts for COVID vaccination information and free transit rides for vaccinations.

Franklin Transit secured Federal Transit Administration CARES Act and American Relief Act to assist in the operational cost of Franklin Transit.

Franklin Transit procured 3 new transit vehicle units.

Franklin Transit has surveyed and submitted plans for shelters on the west side of Franklin and will be moving forward on the laying of the footer and installation of shelters. Franklin Transit will continue work on new shelter locations as identified in Cool Springs on Carothers.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

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

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



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

Theme: Quality Life Experiences



To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services

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

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

Goal: To increase the number of riders using the Franklin Transit Authority.

Baseline: 52,034 riders in 2009 (Last data available on Nashville MPO site).

Outcome Measures

| | 2018 | 2019 | 2020 | 2021 | 2022* |
|---|---------------|---------------|---------------|---------------|---------------|
| Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin. | | | | | |
| Transit hubs, Park& Ride sites | 136 | 136 | 136 | 139 | 139 |
| Total | 136 | 136 | 136 | 139 | 139 |
| <i>Increase from Prior year?</i> | 54.00% | 0.00% | 0.00% | 3.00% | 0.00% |
| Meeting Goal? | Yes | Yes | Yes | Yes | TBD |
| Increase the number of riders using the Franklin Transit Authority. | | | | | |
| Ridership | | | | | |
| Franklin Transit Fixed Route | 46,037 | 53,127 | 45,000 | 26,000 | 38,000 |
| Transit On DemanD (TODD) | 28,280 | 27,187 | 21,000 | 14,100 | 18,000 |
| Total | 74,317 | 80,314 | 66,000 | 40,100 | 56,000 |
| <i>Increase from Prior year?</i> | No | Yes | No | N/A | TBD |
| Meeting Goal? | No | Yes | No | N/A | TBD |

All numbers shown are Fiscal Year (July 1- June 30).

*2021 and 2022 are estimated

Statistics:

40,100 passenger trips (approx.) Decrease due to COVID Pandemic

55% are employment trips

20% are student trips

10% are medical appointments

10% are for City events

5% trips are for shopping and social activities



City of Franklin, Tennessee

FY 2022 Operating Budget

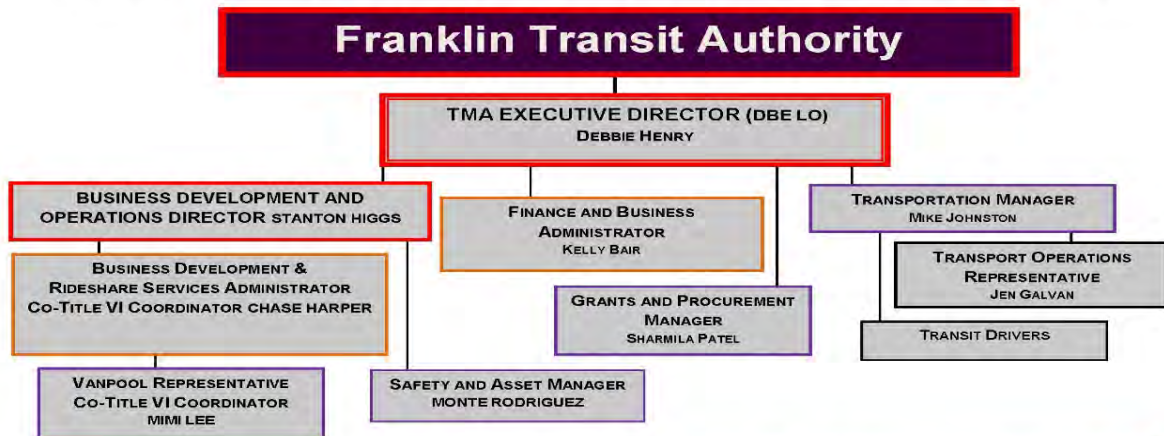
Performance Measures (con't)

Franklin Citizens Survey

| | | 2016 Citizens Survey | | 2019 Citizens Survey | |
|-------------------------------------|--|----------------------|-----------|----------------------|-----------|
| | | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of bus or transit service | 42% | 58% | 54% | 46% |

Organizational Chart

THE FRANKLIN TRANSIT AUTHORITY ORGANIZATIONAL CHART 2020



The TMA Group is the operator and manager of contract for the Franklin Transit Authority.

708 Columbia Avenue, Franklin, Tennessee 37064
(615) 628-0260 www.tmagroup.org



City of Franklin, Tennessee
FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ % | |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|-------------|
| Opening Balance | 817,649 | 817,649 | 817,912 | 817,912 | 1,043,312 | | |
| Revenues | | | | | | | |
| DEPT OF TRANSPORTATION (FEDERAL) | 1,163,055 | 1,788,185 | 1,644,844 | 1,709,728 | 2,060,608 | 415,764 | 25.3% |
| TDOT (STATE) | 326,527 | 344,134 | 380,308 | 324,530 | 352,111 | (28,197) | -7.4% |
| TRANSIT FARES | 84,945 | 63,426 | 140,000 | 29,934 | 50,000 | (90,000) | -64.3% |
| INTEREST INCOME | 27,227 | 33,788 | - | - | - | - | 0.0% |
| RENTAL INCOME | 9,700 | 10,500 | 9,700 | 9,700 | 9,700 | - | 0.0% |
| TRANSFER FROM GENERAL FUND* | 795,884 | 371,653 | 903,034 | 903,034 | 815,364 | (87,670) | -9.7% |
| Total Available Funds | 2,407,338 | 2,611,686 | 3,077,886 | 2,976,926 | 3,287,783 | 209,897 | 6.8% |
| Expenses (Operations) | | | | | | | |
| VEHICLE LICENSES & TITLES | - | 27 | - | 70 | 100 | 100 | 0.0% |
| TRANSIT OPERATIONS | 2,268,956 | 2,312,140 | 2,490,679 | 2,295,827 | 2,587,683 | 97,004 | 3.9% |
| IMPROVEMENTS | - | - | - | - | 250,000 | 250,000 | 100.0% |
| TRANSIT PLANNING | 8,250 | 133,886 | 250,000 | 250,000 | 250,000 | - | 0.0% |
| VEHICLES (>\$25,000) | 130,132 | 165,370 | 510,000 | 205,629 | 200,000 | (310,000) | -60.8% |
| Total Expenditures | 2,407,338 | 2,611,423 | 3,250,679 | 2,751,526 | 3,287,783 | 37,104 | 1.1% |
| Ending Balance | 817,649 | 817,912 | 645,119 | 1,043,312 | 1,043,312 | | |

Notes & Objectives

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
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TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

PUBLIC WORKS

The Public Works operating unit is responsible for the maintenance, repair and upkeep of the City's intermodal transportation infrastructure and vehicle and equipment fleet.

Under this operating unit are:

- **Streets Department - Maintenance Division**
- **Streets Department - Traffic Division**
- **Streets Department - Fleet Maintenance Division**
- **Stormwater Fund - Streets & Engineering Departments**
- **Street Aid & Transportation Fund**
- **Road Impact Fund**
- **Parks**
- **Sanitation & Environmental Services Fund**
- **Water & Wastewater Enterprise Fund**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Streets - Maintenance

Steve Grubb, Director

Budget Summary

| | 2019 | 2020 | 2021 | | 2022 | 2020 v. 2021 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Personnel | 2,605,408 | 2,792,189 | 2,782,985 | 2,754,027 | 3,010,277 | 227,292 | 8.2% |
| Operations | 1,637,074 | 1,223,403 | 1,378,053 | 1,184,774 | 1,417,560 | 39,507 | 2.9% |
| Capital | 209,451 | 603,671 | 137,000 | 137,354 | 130,000 | -7,000 | -5.1% |
| Total | 4,451,933 | 4,619,263 | 4,298,038 | 4,076,155 | 4,557,837 | 259,799 | 6.0% |

Departmental Summary

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

The Street Maintenance Division currently maintains 341.11 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 2022 Operating Budget

Streets - Maintenance

Steve Grubb, Director

COVID-19 Response & Impact

The Inspection Team did not miss a beat! We will recognize an increase in vehicle maintenance and fuel for pick up trucks within this division. The Inspections worked remotely, only coming into the office if absolutely necessary. They adjusted inspection schedules and performed inspections without human interaction as often as possible. This group actually improved our inspection process and Service Request response timeline. Additionally they meet via Microsoft Teams every morning to discuss projects and layout responsibilities.

Office Staff worked modified schedules. We handle all calls via the computer and moved to an automated phone service throughout the Pandemic. This Team worked through the remote process fairly seamlessly.

The Maintenance Teams adjusted schedules often to meet the demand of service needs. When weather was nasty outside due too rain, snow, cold conditions, etc. we sent employees home and ask them to work online if possible. When the weather cooperated we did not miss an opportunity to perform tasks typical of Street Maintenance while maintaining social distancing. We worked independent as often as possible. This Team was not able to perform Water/Sewer utility cut repairs this year. It was managed by

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.


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



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

Related Theme:

All themes applicable; none specified.

| Key: | |
|------------------------------------|---|
| Benchmarking Alliance of Tennessee |  |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures (con't)

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--------------|--------------|--------------|--------------|--------------|
| Paved lane miles for which the jurisdiction is responsible | 337 | 337 | 343 | 346 | 348 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Total Miles of Sidewalks Maintained | 348 | 348 | 350 | 352 | 353 |
| Catch Basins/Storm Drains | 6,392 | 6,392 | 6,550 | 6,550 | 6,550 |
| Stormwater Channels Maintained (Linear ft.) | 183,091 | 183,091 | 183,091 | 183,091 | 183,091 |
| Gravity Mains Maintained | 12,384 | 12,384 | 12,384 | 12,384 | 12,384 |
| Crosswalks Painted | 3,450 | 5,390 | 4,000 | 2,200 | 3,000 |
| Centerlines Painted | 40,600 | 86,680 | 50,000 | 60,000 | 38,860 |
| Number of Streets Repaired | 38 | 67 | 70 | 141 | 125 |
| Number of Potholes Repaired | 364 | 138 | 250 | 250 | TBD |
| Number of Citizen Concerns Received | 983 | 1,142 | 950 | 637 | TBD |
| Major Weather Events | | | | | |
| Amount of Salt Used (ton) | 265 | 100 | 125 | 150 | 250 |
| Amount of Brine Used (gallon) | 18,000 | 6,000 | 750 | 1,000 | 2,500 |
| Service Costs for maintaining/paving roads | \$ 2,663,695 | \$ 3,330,000 | \$ 3,500,000 | \$ 3,094,749 | \$ 3,346,097 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Cost to repair sidewalks | \$ 442,532 | \$ 470,000 | \$ 495,000 | \$ 525,000 | \$ 525,000 |
| Cost of Curb & Gutter | \$ 13,988 | \$ 15,600 | \$ 15,600 | \$ 16,100 | \$ 16,600 |
| Leaf Vacuum Season (cubic yds) | 10,615 | 13,000 | 14,000 | 15,000 | 16,000 |

Efficiency Measures

| | 2018 | 2019 | 2020* | 2021* | 2022* |
|--|----------|----------|----------|----------|----------|
| Avg. Cost to Repair Streets (Sq. Yd.) | \$ 87.00 | \$ 87.00 | \$ 87.00 | \$ 78.00 | \$ 78.00 |
| Avg. Cost to Repair Sidewalks (Sq. Ft.) | \$ 9.75 | \$ 9.75 | \$ 10.00 | \$ 10.00 | \$ 11.00 |
| Avg. Cost to Repair Catch Basins/Gutters | \$ 45.00 | \$ 45.00 | \$ 45.00 | \$ 45.00 | \$ 45.00 |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020* | 2021* | 2022* |
|---|------------|------------|------------|------------|------------|
| Response Time | | | | | |
| - From Receipt to Investigation to Notification | 48hrs | 48hrs | 48hrs | 48hrs | 48hrs |
| - From Notification to Resolution | N/A | N/A | N/A | N/A | N/A |
| Number of Lane Miles rated 85 or better (HPMS) | TBD | TBD | TBD | TBD | TBD |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |

*estimated

Franklin Citizens Survey

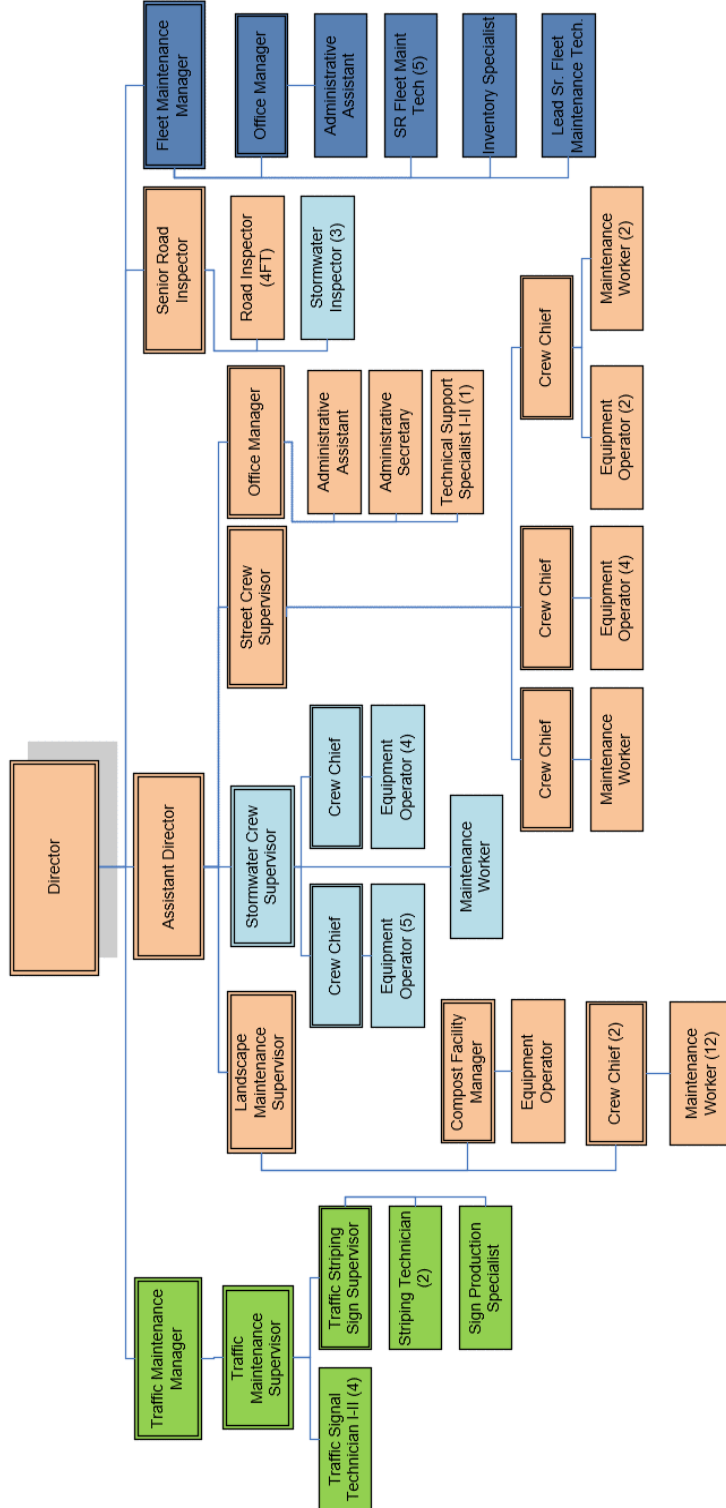
| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|--|----------------------|-----------|----------------------|-----------|
| | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Street repair | 62% | 38% | 57% | 43% |
| <input checked="" type="checkbox"/> % rating the quality of Street cleaning | 81% | 19% | 78% | 22% |
| <input checked="" type="checkbox"/> % rating the quality of Street lighting | 74% | 26% | 75% | 25% |
| <input checked="" type="checkbox"/> % rating the quality of Snow removal | 57% | 43% | 71% | 29% |
| <input checked="" type="checkbox"/> % rating the quality of Sidewalk maintenance | 71% | 29% | 77% | 23% |



City of Franklin, Tennessee FY 2022 Operating Budget

Organizational Chart

The organization chart below shows the entire Streets Department.



Peach: Streets - Maintenance Authorized and Budgeted Personnel in FY 2022

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



City of Franklin, Tennessee
FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-------------------------------------|------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Director of Street | Grade K | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Assistant Director | Grade J | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 |
| Senior Road Inspector | Grade G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Landscape Maint. Super. | Grade F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Road Inspector | Grade F | 3 | 0 | 3 | 0 | 4 | 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 I-II | Grades E-F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Crew Chief | Grade E | 2 | 0 | 2 | 0 | 5 | 0 | 5 | 0 | 5 | 0 |
| Infrared System Technician | Grade E | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Landscape Maint. Crew Chief | 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 |
| Equipment Operator | Grade D | 7 | 0 | 7 | 0 | 7 | 0 | 7 | 0 | 7 | 0 |
| Landscape Maint. Worker Sr. | Grade D | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Administrative Secretary | Grade B | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Maintenance Worker | Grade B | 10 | 0 | 10 | 0 | 14 | 0 | 14 | 0 | 15 | 0 |
| Crew Worker | Grade B | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sub-Total Budgeted Positions | | 39 | 0 | 39 | 0 | 40 | 0 | 39 | 0 | 41 | 0 |

| Authorized, Unbudgeted Positions | | | | | | | | | | | |
|---------------------------------------|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Assistant Director | Grade J | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|-----------------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| Total Authorized Positions | | 39 | 0 | 39 | 0 | 40 | 0 | 40 | 0 | 41 | 0 |
|-----------------------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 1,780,667 | 1,883,925 | 1,857,095 | 1,858,448 | 1,983,785 | 126,690 | 6.8% |
| Employee Benefits | 824,741 | 908,264 | 925,890 | 895,579 | 1,026,492 | 100,602 | 10.9% |
| Total Personnel | 2,605,408 | 2,792,189 | 2,782,985 | 2,754,027 | 3,010,277 | 227,292 | 8.2% |
| Operations | | | | | | | |
| Transportation Services | 219 | 542 | 500 | 118 | 525 | 25 | 5.0% |
| Operating Services | 2,311 | 1,882 | 5,100 | 2,270 | 5,140 | 40 | 0.8% |
| Notices, Subscriptions, etc. | 3,122 | 13,863 | 4,940 | 2,585 | 4,425 | (515) | -10.4% |
| Utilities | 653,312 | 649,373 | 707,475 | 652,875 | 696,785 | (10,690) | -1.5% |
| Contractual Services | 12,149 | 10,410 | 7,900 | 10,012 | 23,650 | 15,750 | 199.4% |
| Repair & Maintenance Services | 432,467 | 149,967 | 110,910 | 94,800 | 112,250 | 1,340 | 1.2% |
| Employee programs | 12,269 | 8,361 | 17,645 | 8,945 | 16,200 | (1,445) | -8.2% |
| Professional Development/Travel | 6,524 | 7,708 | 10,850 | 500 | 8,150 | (2,700) | -24.9% |
| Office Supplies | 6,137 | 3,021 | 6,450 | 4,100 | 5,900 | (550) | -8.5% |
| Operating Supplies | 52,357 | 38,131 | 49,325 | 43,500 | 44,320 | (5,005) | -10.1% |
| Fuel & Mileage | 56,389 | 53,910 | 72,750 | 72,750 | 77,900 | 5,150 | 7.1% |
| Machinery & Equipment (<\$25,000) | 54,673 | 47,255 | 82,500 | 72,700 | 138,720 | 56,220 | 68.1% |
| Repair & Maintenance Supplies | 131,138 | 117,356 | 144,100 | 115,100 | 149,550 | 5,450 | 3.8% |
| Operational Units | - | 226 | - | - | - | - | 0.0% |
| Property & Liability Costs | 95,344 | 119,362 | 147,788 | 104,519 | 123,965 | (23,823) | -16.1% |
| Rentals | 2,066 | 2,027 | 6,070 | - | 6,330 | 260 | 4.3% |
| Permits | 71 | - | 3,750 | - | 3,750 | - | 0.0% |
| Other Business Expenses | 26 | 9 | - | - | - | - | 0.0% |
| Debt Service and Lease Payments | 116,500 | - | - | - | - | - | 0.0% |
| Total Operations | 1,637,074 | 1,223,403 | 1,378,053 | 1,184,774 | 1,417,560 | 39,507 | 2.9% |
| Capital | 209,451 | 603,671 | 137,000 | 137,354 | 130,000 | (473,671) | -5.1% |
| Total Streets - Maintenance | 4,451,933 | 4,619,263 | 4,298,038 | 4,076,155 | 4,557,837 | 259,799 | 6.0% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Streets - Traffic Division

Steve Grubb, Director

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 893,335 | 923,716 | 941,855 | 941,759 | 945,205 | 3,350 | 0.4% |
| Operations | 559,096 | 507,818 | 652,384 | 632,386 | 637,933 | -14,451 | -2.2% |
| Capital | 110,000 | 141,386 | 0 | 0 | 0 | 0 | 100.0% |
| Total | 1,562,431 | 1,572,920 | 1,594,239 | 1,574,145 | 1,583,138 | -11,102 | -0.7% |

Department Summary

The Street Department - Traffic Division currently maintains 123 signalized intersections within the City of Franklin, with additional electronic pedestrian crosswalks at the majority.

Traffic Division personnel are responsible for maintenance of all downtown decorative street lights, school flashers within the City limits, high mast interstate lighting located within the City limits along I-65 from Goose Creek to Moore's Lane, McEwen interchange, McEwen Drive from Carothers to Cool springs Blvd., Carothers Parkway walking trail, Boyd Mill Ave., Liberty Park, Carothers Parkway to Long Lane and parking garages on 2nd and 4th ave.

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, Planning and Police Department. Seasonal downtown decorative banners are produced bi-annually.

COVID-19 Response & Impact

The Traffic Division responded with a high level of success. Abbreviated schedules were necessary as safety is first priority. PPE is readily available and being used successfully.

The Traffic Division was rarely negatively impacted by the safety provisions taken. The impact it had was constructive and beneficial. We saw and made changes to our schedules and lifestyles all while keeping the efficiency and effectiveness desired by the City of Franklin and it's citizens.



Streets - Traffic

FY 2022 Outlook

We are replacing lighting, in areas of city maintenance, previously using HPS or Metal Halide incandescent lighting to Light Emitting Diode. Currently, the Traffic Division has converted 100% of Downtown, Carothers, and Liberty Park street lights to LED lighting. Since the High Mast Interstate lighting swap to LED was such a success we converted the remaining 161 Interstate lights along the median wall and road edges from 96 East to Cool Springs Blvd. 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.

Performance Measures

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

Related Theme:

All themes applicable; none specified.

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-----------------------|-------|-------|-------|-------|-------|
| Street Signs Created | 1,467 | 1,400 | 1,400 | 1,400 | 1,500 |
| Street Signs Replaced | 1,467 | 1,400 | 1,400 | 1,400 | 1,250 |
| Type of Sign Created | | | | | |
| Stop Signs | 93 | 81 | 95 | 95 | 150 |
| Speed Limit Signs | 80 | 58 | 80 | 80 | 100 |
| Street Name Signs | 83 | 54 | 83 | 83 | 100 |
| Parking Signs | 112 | 145 | 100 | 100 | 125 |
| Yield Signs | 14 | 22 | 15 | 15 | 25 |
| Warning Signs | 119 | 112 | 125 | 125 | 250 |
| Road Construction | 36 | 14 | 40 | 40 | 100 |
| All Way Stop Placards | 26 | 25 | 25 | 25 | 40 |
| Signs for Other Depts | 616 | 784 | 600 | 600 | 900 |
| Downtown Banners | 139 | 139 | 150 | 150 | 75 |



City of Franklin, Tennessee

FY 2022 Operating Budget

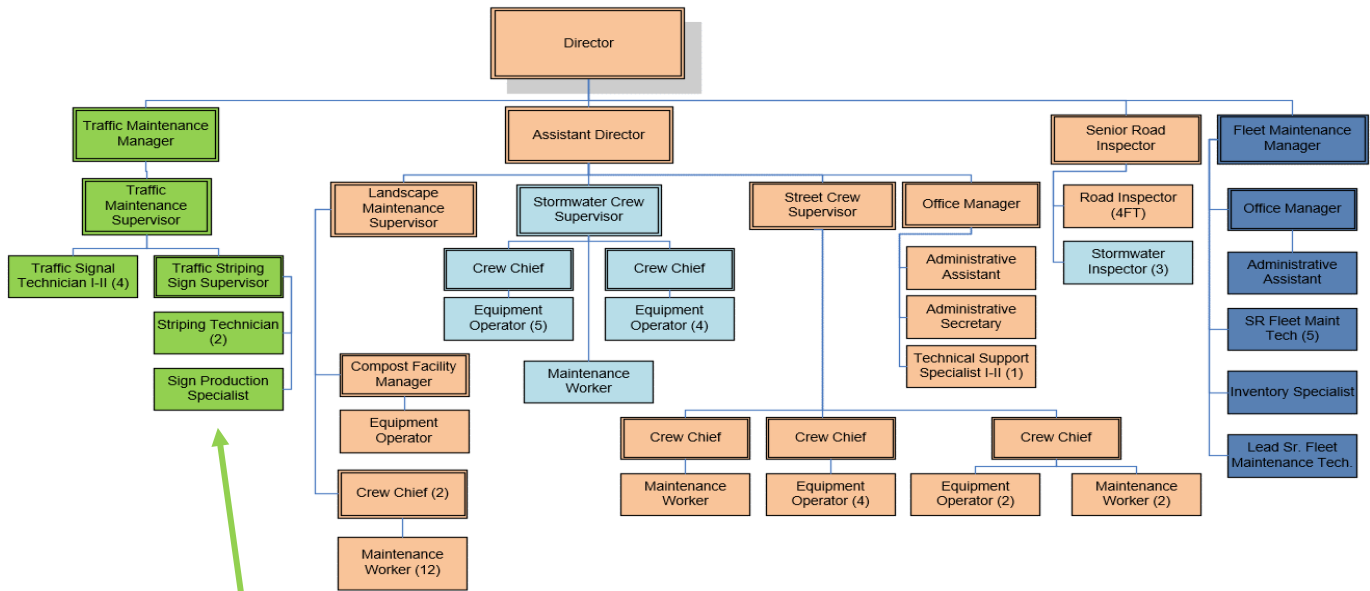
Performance Measures

Efficiency Measures

Cost/Sign Created

| | | | | | |
|-----------------------|-------|-------|-------|-------|-------|
| Stop Signs | \$ 43 | \$ 43 | \$ 43 | \$ 43 | \$ 35 |
| Speed Limit Signs | \$ 27 | \$ 27 | \$ 27 | \$ 27 | \$ 30 |
| Street Name Signs | \$ 22 | \$ 22 | \$ 22 | \$ 22 | \$ 14 |
| Parking Signs | \$ 10 | \$ 10 | \$ 10 | \$ 10 | \$ 12 |
| Yield Signs | \$ 41 | \$ 41 | \$ 41 | \$ 41 | \$ 35 |
| Warning Signs | \$ 29 | \$ 29 | \$ 29 | \$ 29 | \$ 40 |
| Road Construction | \$ 35 | \$ 35 | \$ 35 | \$ 35 | \$ 38 |
| Signs for Other Depts | \$ 23 | \$ 23 | \$ 23 | \$ 23 | \$ 25 |
| Downtown Banners | \$ 18 | \$ 18 | \$ 18 | \$ 18 | \$ 25 |

Organizational Chart



Green: Streets - Traffic Personnel Budgeted in FY 2022.

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

Staffing by Position

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-----------------------------------|------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | 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 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Traffic Sign/Maint. Electrician | Grade F | 1 | 0 | 1 | 0 | 0 | 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 I-II | Grades E-F | 3 | 0 | 3 | 0 | 4 | 0 | 4 | 0 | 4 | 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 |
| Totals | | 10 | 0 | 10 | 0 | 10 | 0 | 10 | 0 | 10 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 590,592 | 616,713 | 612,217 | 607,277 | 613,470 | 1,253 | 0.2% |
| Employee Benefits | 302,743 | 307,003 | 329,638 | 334,482 | 331,735 | 2,097 | 0.6% |
| Total Personnel | 893,335 | 923,716 | 941,855 | 941,759 | 945,205 | 3,350 | 0.4% |
| Operations | | | | | | | |
| Transportation Services | 72 | 718 | 1,575 | 1,575 | 1,585 | 10 | 0.6% |
| Operating Services | 578 | 819 | 475 | 475 | 500 | 25 | 5.3% |
| Notices, Subscriptions, etc. | 1,070 | 1,285 | 1,650 | 1,150 | 1,250 | (400) | -24.2% |
| Utilities | 75,486 | 83,149 | 100,950 | 100,950 | 102,000 | 1,050 | 1.0% |
| Contractual Services | 2,089 | 4,350 | - | - | - | - | 0.0% |
| Repair & Maintenance Services | 46,024 | 38,330 | 60,150 | 57,150 | 60,950 | 800 | 1.3% |
| Employee programs | 372 | 57 | 5,200 | 5,200 | 5,200 | - | 0.0% |
| Professional Development/Travel | 1,160 | 138 | 18,200 | - | 19,250 | 1,050 | 5.8% |
| Office Supplies | 2,071 | 2,520 | 3,000 | 3,000 | 3,200 | 200 | 6.7% |
| Operating Supplies | 11,637 | 8,263 | 14,950 | 14,300 | 15,650 | 700 | 4.7% |
| Fuel & Mileage | 13,828 | 10,958 | 16,700 | 16,700 | 16,700 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | 82,789 | 56,812 | 82,998 | 82,998 | 84,498 | 1,500 | 1.8% |
| Repair & Maintenance Supplies | 251,261 | 247,135 | 285,549 | 285,549 | 260,599 | (24,950) | -8.7% |
| Property & Liability Costs | 57,233 | 52,621 | 60,237 | 62,739 | 65,801 | 5,564 | 9.2% |
| Rentals | - | 663 | 600 | 600 | 600 | - | 0.0% |
| Permits | - | - | 150 | - | 150 | - | 0.0% |
| Debt Service and Lease Payments | 13,426 | - | - | - | - | - | 0.0% |
| Total Operations | 559,096 | 507,818 | 652,384 | 632,386 | 637,933 | (14,451) | -2.2% |
| Capital | 110,000 | 141,386 | - | - | - | - | 0.0% |
| Total Streets - Traffic | 1,562,431 | 1,572,920 | 1,594,239 | 1,574,145 | 1,583,138 | (11,101) | -0.7% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Streets - Fleet Maintenance

Steve Grubb, Director

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|------------------|----------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 803,201 | 847,312 | 773,094 | 765,440 | 820,806 | 47,713 | 6.2% |
| Operations | 4,971 | 95,025 | 80,562 | 30,886 | 444,747 | 364,185 | 452.1% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 808,172 | 942,337 | 853,656 | 796,326 | 1,265,553 | 411,897 | 48.3% |

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.

 **COVID-19 Response & Impact**

The pandemic did not have a significant impact on the day to day operations of this Department. Employees were able to work inside their work stations without violating the social distance measures and guidelines set forth by the City of Franklin. They modified their schedules and completed assigned tasks with very little interruption to the service provided. Office Staff were able to work remotely as needed throughout the pandemic.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: A Safe Clean and Livable City

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

Goal: To reduce the number of gallons of fossil fuel consumed by City vehicles by 10% by 2015.

Baseline: 5.60 gallons of fuel were consumed by City vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)

| Key: | |
|------------------------------------|--|
| Benchmarking Alliance of Tennessee | |
| Strategic Plan: FranklinForward | |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--------------|------------|------------|------------|-------|
| Percent Outsourced | 13% | 6% | 7% | 10% | TBD |
| Percent of Service Calls | 9% | 9% | 9% | 9% | TBD |
| Total Number of Repairs | 2,710 | 3,196 | 1,490 | 1,490 | 1,490 |
| Fleet Size | | | | | |
| Cars/Passenger Vehicles/SUV's | 198 | 216 | 220 | 220 | 220 |
| Light Trucks | 162 | 147 | 151 | 151 | 151 |
| Heavy Trucks | 104 | 98 | 107 | 107 | 107 |
| Cost of Repairs Performed by Fleet Maintenance | | | | | |
| Administration | \$ 600 | \$ 374 | \$ 2,114 | \$ 2,114 | TBD |
| City Hall Maintenance | \$ 600 | \$ 653 | \$ 301 | \$ 301 | TBD |
| Building & Neighborhood Services | \$ 6,500 | \$ 10,175 | \$ 3,039 | \$ 3,039 | TBD |
| Engineering | \$ 800 | \$ 7,181 | \$ 209 | \$ 209 | TBD |
| Fire | \$ 375,000 | \$ 187,445 | \$ 120,496 | \$ 120,496 | TBD |
| Human Resources | \$ 1,000 | \$ 2,875 | \$ 1,229 | \$ 1,229 | TBD |
| IT | \$ 9,000 | \$ 1,510 | \$ 184 | \$ 184 | TBD |
| Parks | \$ 25,000 | \$ 16,877 | \$ 11,677 | \$ 11,677 | TBD |
| Planning | \$ 870 | \$ 197 | \$ 55 | \$ 55 | TBD |
| Police | \$ 245,000 | \$ 88,586 | \$ 60,008 | \$ 60,008 | TBD |
| Sanitation & Environmental Services | \$ 355,000 | \$ 348,225 | \$ 204,862 | \$ 204,862 | TBD |
| Street Department | \$ 125,000 | \$ 156,192 | \$ 60,223 | \$ 60,223 | TBD |
| Water | \$ 71,500 | \$ 91,587 | \$ 92,513 | \$ 92,513 | TBD |
| Total | \$ 1,215,870 | \$ 911,877 | \$ 556,910 | \$ 556,910 | TBD |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |



City of Franklin, Tennessee
FY 2022 Operating Budget

Performance Measures

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|------------|------------|------------|------------|------------|
| Number of purchases through the piggyback bid system | TBD | TBD | TBD | TBD | TBD |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of purchases through cooperative purchasing arrangements | TBD | TBD | TBD | TBD | TBD |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |

Outcome (Effectiveness) Measures

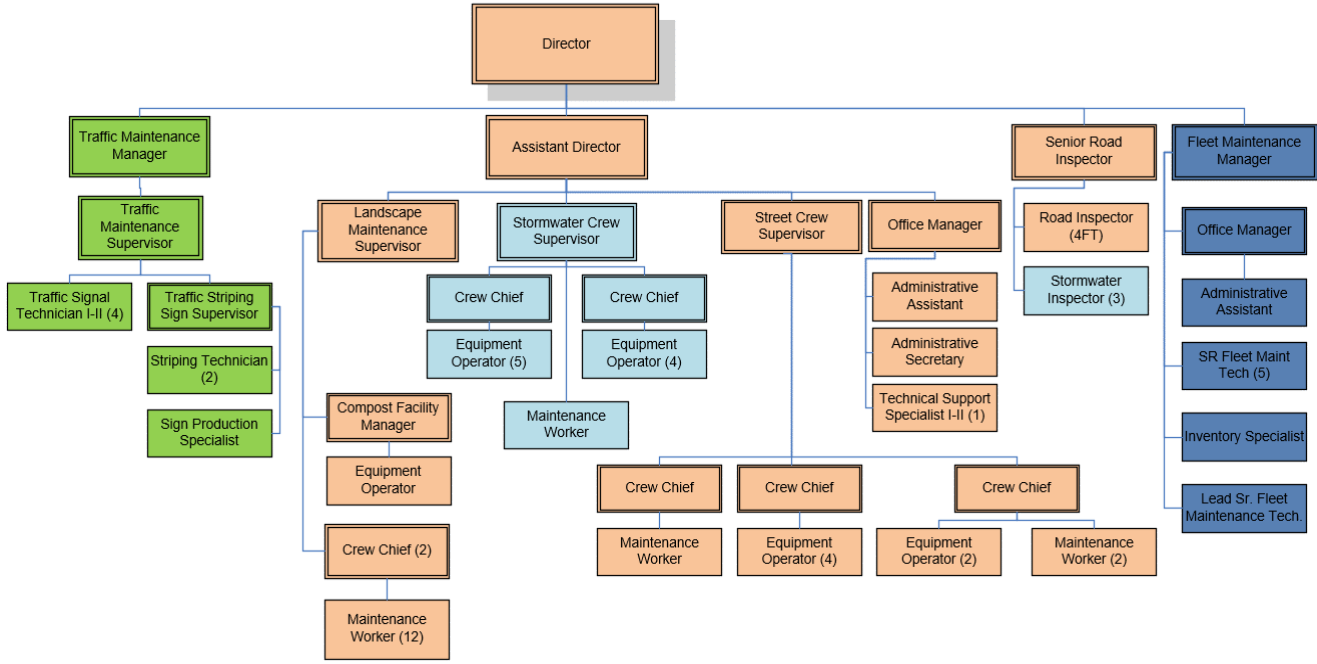
| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|---------------|---------------|---------------|---------------|---------------|
| Reduce the number of gallons of fossil fuel consumed by City vehicles by 10% by 2015. | | | | | |
| <i>(Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 385,589 gallons for 66,172 residents. Purchasing Department))</i> | TBD | TBD | TBD | TBD | TBD |
| Target (in gallons per vehicle / total pop.) | 4.3092 | 4.0824 | 3.8783 | 3.6742 | 3.4905 |
| Meets Target? | TBD | TBD | TBD | TBD | TBD |



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



Fleet Personnel are shaded in dark

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

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-------------------------------------|-----------|----------|----------|-----------|----------|-----------|----------|----------|----------|-----------|----------|
| | | 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 | 1 | 0 |
| Lead Sr. Maintenance Tech | Grade G | 1 | 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 | 0 | 0 | 1 | 0 |
| Mechanic | Grade E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Administrative Assistant | Grade D | 0 | 1 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Inventory Specialist | Grade D | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Sub-Total Budgeted Positions | | 9 | 1 | 10 | 0 | 10 | 0 | 9 | 0 | 10 | 0 |

| Authorized, Unbudgeted Positions | | | | | | | | | | | |
|---------------------------------------|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Office Manager | Grade F | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|-----------------------------------|--|----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| Total Authorized Positions | | 9 | 1 | 10 | 0 | 10 | 0 | 10 | 0 | 10 | 0 |
|-----------------------------------|--|----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | EOY 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|------------------------------------|----------------|----------------|----------------|----------------|------------------|----------------|---------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 581,731 | 613,285 | 528,239 | 535,544 | 566,451 | 38,212 | 7.2% |
| Employee Benefits | 221,470 | 234,027 | 244,855 | 229,896 | 254,355 | 9,501 | 3.9% |
| Total Personnel | 803,201 | 847,312 | 773,094 | 765,440 | 820,806 | 47,713 | 6.2% |
| Operations | | | | | | | |
| Transportation Services | 7,108 | 9,621 | 8,025 | 7,600 | 7,750 | (275) | -3.4% |
| Operating Services | 6,348 | 6,558 | 6,700 | 6,250 | 6,750 | 50 | 0.7% |
| Notices, Subscriptions, etc. | 853 | 716 | 1,500 | 1,000 | 1,200 | (300) | -20.0% |
| Utilities | 11,661 | 10,915 | 15,850 | 12,135 | 11,620 | (4,230) | -26.7% |
| Contractual Services | - | 325 | 1,250 | 500 | 500 | (750) | -60.0% |
| Repair & Maintenance Services | 238,700 | 267,000 | 334,000 | 314,000 | 300,000 | (34,000) | -10.2% |
| Employee programs | 1,834 | 4,033 | 4,000 | 200 | 6,000 | 2,000 | 50.0% |
| Professional Development/Travel | 5,306 | 6,804 | 9,700 | 500 | 9,700 | - | 0.0% |
| Office Supplies | 4,001 | 3,777 | 5,200 | 5,200 | 5,250 | 50 | 1.0% |
| Operating Supplies | 15,674 | 14,727 | 18,450 | 18,450 | 18,550 | 100 | 0.5% |
| Fuel & Mileage | 5,620 | 3,443 | 8,000 | 8,000 | (12,000) | (20,000) | -250.0% |
| Machinery & Equipment (<\$25,000) | 21,763 | 16,790 | 25,650 | 17,500 | 18,500 | (7,150) | -27.9% |
| Repair & Maintenance Supplies | (321,794) | (257,714) | (367,375) | (367,500) | (346,450) | 20,925 | -5.7% |
| Property & Liability Costs | 6,793 | 7,202 | 7,612 | 6,551 | 6,877 | (735) | -9.6% |
| Rentals | 1,104 | 828 | 2,000 | 500 | 410,500 | 408,500 | 20425.0% |
| Debt Service and Lease Payments | - | - | - | - | - | - | 0.0% |
| Total Operations | 4,971 | 95,025 | 80,562 | 30,886 | 444,747 | 364,185 | 452.1% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total Streets - Maintenance | 808,172 | 942,337 | 853,656 | 796,326 | 1,265,553 | 411,897 | 48.3% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Stormwater

Steve Grubb, Streets Director

Paul Holzen, City Engineer

Budget Summary

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|--------------------------|-----------|-----------|-----------|-----------|-----------|--------------|---------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Beginning Balance | 4,171,436 | 3,800,010 | 2,695,401 | 2,695,401 | 2,400,017 | | |
| Revenues | 2,710,760 | 2,661,807 | 2,647,500 | 2,647,500 | 2,806,750 | 159,250 | 6.0% |
| Personnel | 1,597,874 | 1,709,489 | 1,754,703 | 1,791,245 | 1,870,571 | 115,868 | 6.6% |
| Operations | 734,169 | 846,199 | 986,185 | 828,139 | 932,330 | -53,855 | -5.5% |
| Capital | 750,143 | 1,210,728 | 1,273,500 | 323,500 | 0 | -1,273,500 | -100.0% |
| Total | 3,082,186 | 3,766,416 | 4,014,388 | 2,942,884 | 2,802,901 | -1,211,487 | -30.2% |
| Ending Balance | 3,800,010 | 2,695,401 | 1,328,513 | 2,400,017 | 2,403,866 | | |

Division Summary

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|--------------------|-----------|-----------|-----------|-----------|-----------|--------------|--------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Streets | 2,034,879 | 1,845,305 | 2,104,694 | 2,065,691 | 2,120,173 | 15,479 | 0.7% |
| Engineering | 997,307 | 1,921,111 | 1,909,694 | 877,193 | 682,728 | -1,226,966 | -64.2% |
| Transfers | 50,000 | | - | - | - | - | 0.0% |
| Total | 3,082,186 | 3,766,416 | 4,014,388 | 2,942,884 | 2,802,901 | -1,211,487 | -30.2% |

Department Summary

The Stormwater Fund has two divisions contained within it - Streets and Engineering. It consists of 22 employees: 1 coordinator, 1 staff engineer, 4 water quality specialists, 3 inspectors, 1 supervisor, 2 crew chiefs, 1 stormwater supervisor, 9 equipment operators and 1 maintenance worker.

Streets

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



COVID-19 Response & Impact

The pandemic did not have a significant impact on our ability to accomplish projects. The Team worked modified schedules, managed social distancing and worked independent as often as possible. We were able to complete every drainage project and did not miss a beat in response to Citizen driven Service requests.



City of Franklin, Tennessee FY 2022 Operating Budget

Stormwater

Steve Grubb, Streets 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
- 3) Visual Stream Assessments

Performance Measurements

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Stormwater supports all four themes of the Strategic Plan.

| | |
|------------------------------------|-------------------------------------|
| Key: | |
| Benchmarking Alliance of Tennessee | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measurements

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|----------|----------|----------|----------|----------|
| Number of public communication /education / outreach events completed | 43 | 13 | 10 | 10 | 11 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of public involvement and participation events completed | 6 | 8 | 5 | 5 | 6 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Average number of active construction sites per month | | 159 | TBD | TBD | TBD |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Average number of active constructions site inspections completed monthly | N/A | 159 | 100% | 100% | 100% |
| Percentage of active construction sites inspected monthly. | 100% | 100% | 100% | 100% | 100% |
| Percentage of permanent stormwater management facilities inspected. | 0% | 2% | 5% | 10% | 110% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of visual stream assessments (% of watershed) | | 20% | 20% | 20% | 120% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of visual stream assessments completed | | 20% | 20% | 20% | 120% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of illicit discharge detections (% of watershed) | | 20% | 20% | 20% | 120% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Percentage of Watershed completed for illicit discharge detection and elimination. | 20% | 20% | 20% | 20% | 120% |
| Number of illicit discharge eliminations achieved | | 20% | 20% | 20% | 120% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Annual Ambient monitoring (Achieved or Not Achieved) | | | | | |
| Macroinvertebrate Sampling | Achieved | Achieved | Achieved | Achieved | Achieved |
| E.Coli Sampling | Achieved | Achieved | Achieved | Achieved | Achieved |
| Visual Stream Assessment | Achieved | Achieved | Achieved | Achieved | Achieved |

Franklin Citizens Survey

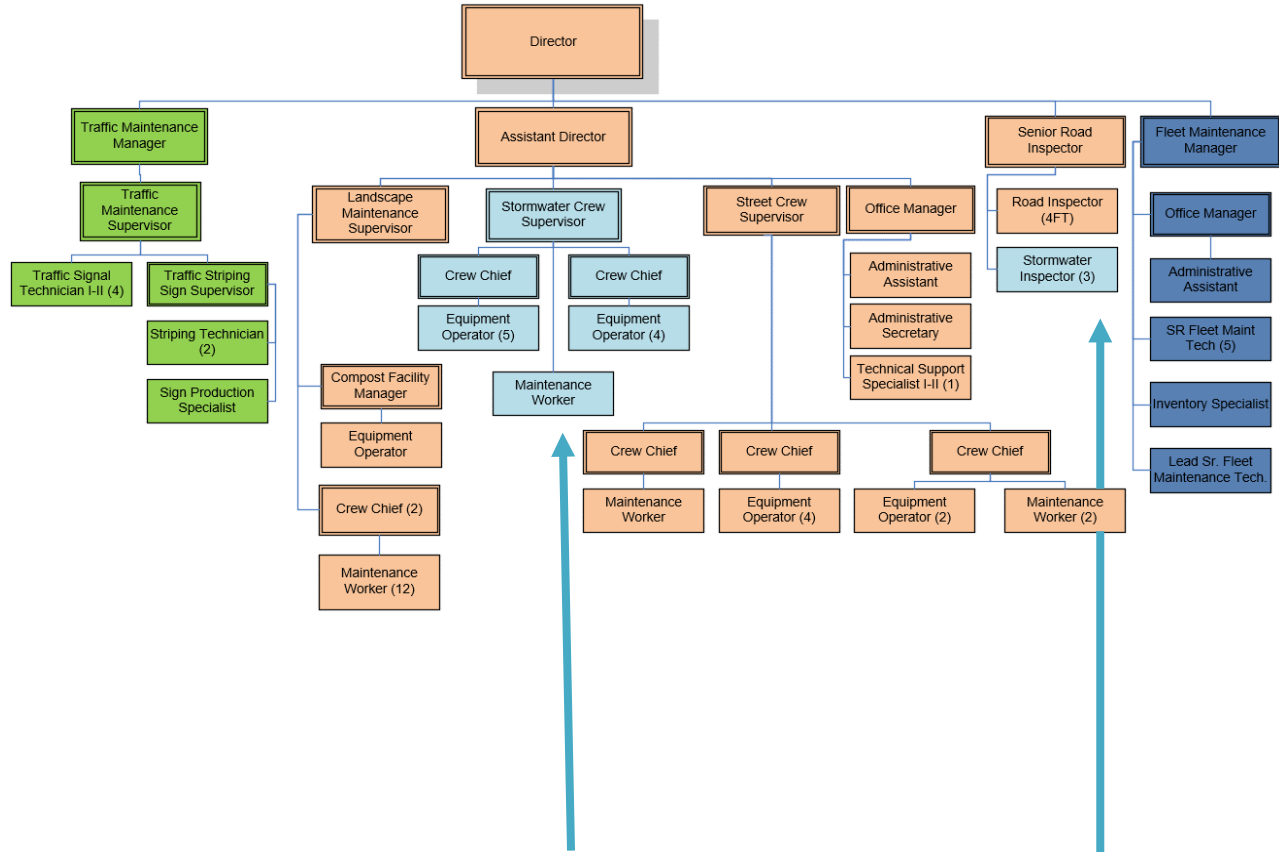
| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|--|----------------------|-----------|----------------------|-----------|
| | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Storm drainage | 80% | 20% | 78% | 22% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



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"

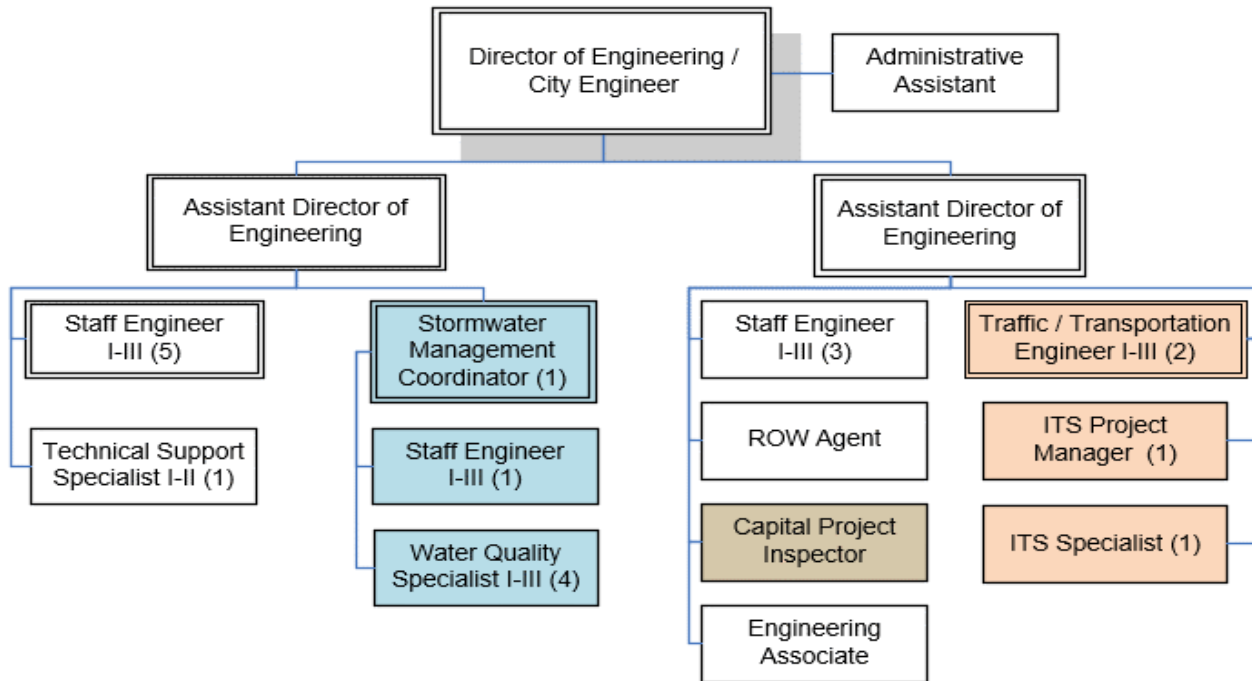


City of Franklin, Tennessee

FY 2022 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 |
| Brown: Capital Project Inspector partially funded out of Capital Project Funds |

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 2022 Operating Budget

Staffing by Position

| Position | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---------------------------------|------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Stormwater - Engineering | | | | | | | | | | | |
| Stormwater Man. Coordinator | Grade I | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Water Quality Specialist I-III | Grades F-H | 4 | 0 | 5 | 0 | 5 | 0 | 5 | 0 | 4 | 0 |
| Staff Engineer I-III | Grades G-J | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Stormwater - Streets | | | | | | | | | | | |
| Stormwater Inspector | Grade F | 3 | 0 | 3 | 0 | 3 | 0 | 3 | 0 | 3 | 0 |
| Stormwater Crew 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 |
| Totals | | 20 | 0 | 21 | 0 | 22 | 0 | 22 | 0 | 22 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|----------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 1,118,768 | 1,187,759 | 1,162,827 | 1,168,511 | 1,247,289 | 84,462 | 7.3% |
| Employee Benefits | 479,106 | 521,730 | 591,876 | 622,734 | 623,281 | 31,405 | 5.3% |
| Total Personnel | 1,597,874 | 1,709,489 | 1,754,703 | 1,791,245 | 1,870,571 | 115,868 | 6.6% |
| Operations | | | | | | | |
| Transportation Services | 1,057 | 948 | 1,052 | 1,050 | 1,100 | 48 | 4.6% |
| Operating Services | 1,002 | 319 | 1,930 | 1,400 | 2,025 | 95 | 4.9% |
| Notices, Subscriptions, etc. | 9,994 | 31,537 | 38,413 | 31,650 | 37,900 | (513) | -1.3% |
| Utilities | 30,840 | 29,734 | 36,959 | 32,425 | 35,685 | (1,274) | -3.4% |
| Contractual Services | 77,881 | 153,781 | 117,381 | 52,500 | 71,000 | (46,381) | -39.5% |
| Repair & Maintenance Services | 82,880 | 119,567 | 144,058 | 141,300 | 143,450 | (608) | -0.4% |
| Employee programs | 4,723 | 8,106 | 12,334 | 10,950 | 9,550 | (2,784) | -22.6% |
| Professional Development/Travel | 6,444 | 4,664 | 24,365 | 2,000 | 21,420 | (2,945) | -12.1% |
| Office Supplies | 2,887 | 3,066 | 2,837 | 1,550 | 2,950 | 113 | 4.0% |
| Operating Supplies | 7,827 | 10,050 | 17,363 | 12,300 | 16,005 | (1,358) | -7.8% |
| Fuel & Mileage | 51,290 | 40,115 | 52,670 | 51,500 | 54,500 | 1,830 | 3.5% |
| Machinery & Equipment (<\$25,000) | 14,764 | 10,804 | 45,020 | 31,220 | 40,550 | (4,470) | -9.9% |
| Repair & Maintenance Supplies | 60,308 | 65,594 | 93,203 | 88,950 | 92,958 | (245) | -0.3% |
| Operational Units | 261,195 | 301,012 | 330,369 | 330,369 | 335,799 | 5,430 | 1.6% |
| Property & Liability Costs | 62,226 | 36,068 | 53,116 | 33,460 | 51,220 | (1,896) | -3.6% |
| Rentals | 4,080 | 25,888 | 7,500 | - | 7,500 | - | 0.0% |
| Permits | 4,762 | 4,946 | 5,000 | 5,400 | 6,100 | 1,100 | 22.0% |
| Financial Fees | 9 | - | 2,615 | 115 | 2,620 | 5 | 0.2% |
| Transfers to Other Funds | 50,000 | - | - | - | - | - | 0.0% |
| Debt Service and Lease Payments | - | - | - | - | - | - | 0.0% |
| Total Operations | 734,169 | 846,199 | 986,185 | 828,139 | 932,330 | (53,855) | -5.5% |
| Capital | 750,143 | 1,210,728 | 1,273,500 | 323,500 | - | (1,273,500) | -100.0% |
| Total Stormwater Fund | 3,082,186 | 3,766,416 | 4,014,388 | 2,942,884 | 2,802,901 | (1,211,487) | -30.2% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | EOY 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 778,500 | 821,856 | 802,167 | 798,311 | 842,211 | 40,044 | 5.0% |
| Employee Benefits | 370,823 | 402,660 | 467,006 | 493,093 | 491,317 | 24,311 | 5.2% |
| Total Personnel | 1,149,323 | 1,224,516 | 1,269,173 | 1,291,404 | 1,333,528 | 64,355 | 5.1% |
| Operations | | | | | | | |
| Transportation Services | 90 | 81 | 300 | 300 | 300 | - | 0.0% |
| Operating Services | 685 | 319 | 1,000 | 650 | 1,000 | - | 0.0% |
| Notices, Subscriptions, etc. | 114 | 1,288 | 1,050 | 400 | 900 | (150) | -14.3% |
| Utilities | 25,513 | 24,836 | 30,925 | 26,925 | 30,075 | (850) | -2.7% |
| Contractual Services | 3,745 | 3,337 | 15,000 | 15,000 | 18,000 | 3,000 | 20.0% |
| Repair & Maintenance Services | 81,519 | 119,016 | 140,300 | 140,300 | 141,950 | 1,650 | 1.2% |
| Employee programs | 652 | 150 | 4,000 | 2,800 | 4,200 | 200 | 5.0% |
| Professional Development/Travel | 660 | 15 | 11,660 | 500 | 11,670 | 10 | 0.1% |
| Office Supplies | 1,909 | 2,182 | 1,750 | 1,050 | 1,900 | 150 | 8.6% |
| Operating Supplies | 5,398 | 8,819 | 13,450 | 10,000 | 12,450 | (1,000) | -7.4% |
| Fuel & Mileage | 49,047 | 38,762 | 50,000 | 50,000 | 52,000 | 2,000 | 4.0% |
| Machinery & Equipment (<\$25,000) | 13,294 | 9,679 | 22,920 | 12,720 | 36,050 | 13,130 | 57.3% |
| Repair & Maintenance Supplies | 58,738 | 65,069 | 92,100 | 88,950 | 91,800 | (300) | -0.3% |
| Operational Units | 261,195 | 301,012 | 330,369 | 330,369 | 335,799 | 5,430 | 1.6% |
| Property & Liability Costs | 43,103 | 20,336 | 36,597 | 20,823 | 37,951 | 1,354 | 3.7% |
| Rentals | 4,080 | 25,888 | 7,500 | - | 7,500 | - | 0.0% |
| Permits | - | - | 600 | - | 600 | - | 0.0% |
| Financial Fees | - | - | 2,500 | - | 2,500 | - | 0.0% |
| Debt Service and Lease Payments | - | - | - | - | - | - | 0.0% |
| Total Operations | 549,742 | 620,789 | 762,021 | 700,787 | 786,645 | 24,624 | 3.2% |
| Capital | 335,814 | - | 73,500 | 73,500 | - | (73,500) | 0.0% |
| Total Stormwater - Streets | 2,034,879 | 1,845,305 | 2,104,694 | 2,065,691 | 2,120,173 | | |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | EOY 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-------------------------------------|------------------|------------------|------------------|----------------|----------------|--------------------|----------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 340,268 | 365,903 | 360,660 | 370,200 | 405,078 | 44,418 | 12.3% |
| Employee Benefits | 108,283 | 119,070 | 124,870 | 129,641 | 131,964 | 7,094 | 5.7% |
| Total Personnel | 448,551 | 484,973 | 485,530 | 499,841 | 537,042 | 51,512 | 10.6% |
| Operations | | | | | | | |
| Transportation Services | 967 | 867 | 752 | 750 | 800 | 48 | 6.4% |
| Operating Services | 317 | - | 930 | 750 | 1,025 | 95 | 10.2% |
| Notices, Subscriptions, etc. | 9,880 | 30,249 | 37,363 | 31,250 | 37,000 | (363) | -1.0% |
| Utilities | 5,327 | 4,898 | 6,034 | 5,500 | 5,610 | (424) | -7.0% |
| Contractual Services | 74,136 | 150,444 | 102,381 | 37,500 | 53,000 | (49,381) | -48.2% |
| Repair & Maintenance Services | 1,361 | 551 | 3,758 | 1,000 | 1,500 | (2,258) | -60.1% |
| Employee programs | 4,071 | 7,956 | 8,334 | 8,150 | 5,350 | (2,984) | -35.8% |
| Professional Development/Travel | 5,784 | 4,649 | 12,705 | 1,500 | 9,750 | (2,955) | -23.3% |
| Office Supplies | 978 | 884 | 1,087 | 500 | 1,050 | (37) | -3.4% |
| Operating Supplies | 2,429 | 1,231 | 3,913 | 2,300 | 3,555 | (358) | -9.1% |
| Fuel & Mileage | 2,243 | 1,353 | 2,670 | 1,500 | 2,500 | (170) | -6.4% |
| Machinery & Equipment (<\$25,000) | 1,470 | 1,125 | 22,100 | 18,500 | 4,500 | (17,600) | -79.6% |
| Property & Liability Costs | 19,123 | 15,732 | 16,519 | 12,637 | 13,268 | (3,251) | -19.7% |
| Repair & Maintenance Supplies | 1,570 | 525 | 1,103 | - | 1,158 | 55 | 5.0% |
| Permits | 4,762 | 4,946 | 4,400 | 5,400 | 5,500 | 1,100 | 25.0% |
| Transfers to Other Funds | 50,000 | - | - | - | - | - | 0.0% |
| Financial Fees | 9 | - | 115 | 115 | 120 | 5 | 4.3% |
| Debt Service | - | - | - | - | - | - | 0.0% |
| Total Operations | 184,427 | 225,410 | 224,164 | 127,352 | 145,686 | (78,478) | -35.0% |
| Capital | 414,329 | 1,210,728 | 1,200,000 | 250,000 | - | (1,200,000) | -100.0% |
| Total Stormwater-Engineering | 1,047,307 | 1,921,111 | 1,909,694 | 877,193 | 682,728 | | |



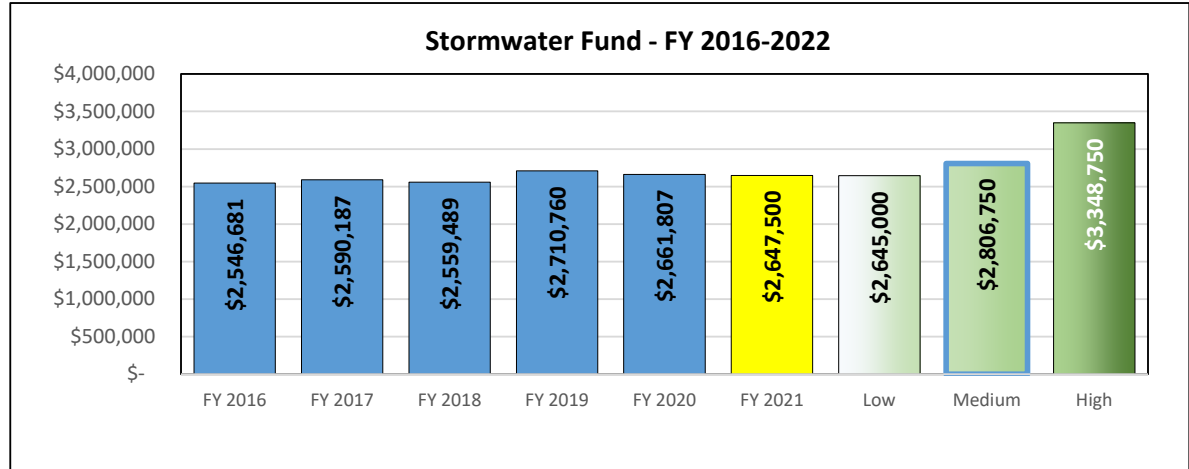
City of Franklin

Revenue Model

| | | | |
|--------------|------------------------|--------------------------------|-------------|
| Fund: | Stormwater Fund | Percent of All Revenues | 1.7% |
|--------------|------------------------|--------------------------------|-------------|

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

Without modification to the current Stormwater Fee, revenues should only increase by less than 1% in FY 2021 compares to budget. Staff, however, is recommending a 5% fee increase to ensure the ongoing fiscal health of this utility. A higher increase could be considered, but at this time 5% annually should be sufficient to maintain current operations. The fee has not been increased since the inception of the fund in FY 2004, now 18 years ago.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | -4.7% | 1.7% | -1.2% | 5.9% | -1.8% | -0.5% | -0.1% | 6.0% | 26.5% | |
| PLANS REVIEW FEE | 15,100 | 26,400 | 15,000 | 25,900 | 22,300 | 25,000 | 25,000 | 26,250 | 31,250 | 3-yr Average |
| DRAINAGE INSPECTIONS | 25,303 | 102,519 | 50,176 | 103,484 | 75,887 | 60,000 | 60,000 | 75,000 | 90,000 | \$ 2,644,019 |
| STORMWATER PERMIT FEE | 8,225 | 15,075 | 8,913 | 4,200 | 4,850 | 40,000 | 40,000 | 42,000 | 50,000 | 0.0% |
| FEMA/TEMA GRANTS (FED/STATE) | - | - | - | - | - | - | - | - | - | 5-Yr Average |
| STORMWATER FEES- RESIDENTIAL | 2,381,431 | 2,402,680 | 2,379,597 | 2,403,616 | 2,414,161 | 2,450,000 | 2,450,000 | 2,572,500 | 3,062,500 | \$ 2,613,785 |
| STORMWATER FINES | 14,125 | - | 43,486 | 19,404 | 18,088 | 15,000 | 15,000 | 20,000 | 25,000 | 0.3% |
| STORMWATER LATE PAY PENALTIES | 21,640 | 18,869 | 23,279 | 21,721 | 15,596 | 20,000 | 20,000 | 21,000 | 25,000 | 10-Yr Average |
| STORMWATER QUALIFIED PROGRAM | - | - | - | 12,000 | 21,750 | 0 | - | - | - | \$ 2,489,719 |
| INTEREST INCOME | 83,971 | (8,864) | 39,038 | 120,436 | 89,204 | 37,500 | 35,000 | 50,000 | 65,000 | 0.6% |
| LEASE PROCEEDS | - | - | - | - | - | - | - | - | - | 15-Yr Average |
| SALE OF SURPLUS ASSETS | - | 33,508 | 0 | - | (29) | - | - | - | - | \$ 2,616,152 |
| CUSTOMER SERVICE | (3,307) | - | - | - | - | - | - | - | - | -10.0% |
| MISCELLANEOUS REVENUE | 193 | - | - | - | - | - | - | - | - | |
| Totals | \$2,546,681 | \$2,590,187 | \$2,559,489 | \$2,710,760 | \$2,661,807 | \$2,647,500 | \$2,645,000 | \$2,806,750 | \$3,348,750 | |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Street Aid Fund

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|---------------|
| | | | Budget | EOY | | \$ | % |
| Beginning Fund Balance | 645,435 | 496,410 | 601,819 | 601,819 | 603,917 | | |
| Revenues | 3,637,421 | 3,739,949 | 3,529,625 | 3,621,119 | 3,615,409 | 85,784 | 2.4% |
| Expenditures | 3,786,446 | 3,634,540 | 3,619,749 | 3,619,021 | 3,871,097 | 251,348 | 6.9% |
| Ending Balance | 496,410 | 601,819 | 511,695 | 603,917 | 348,229 | -163,466 | -31.9% |

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

COVID-19 Response & Impact

Revenues fell as a result of less travel in the earliest days of the pandemic.



City of Franklin, Tennessee **FY 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.

Staffing by Position

There are no staff formally associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 645,435 | 496,410 | 601,819 | 601,819 | 603,917 | | |
| Revenues | | | | | | | |
| TOTAL LOCAL TAXES | 748,375 | 779,036 | 786,314 | 786,314 | 821,873 | 35,559 | 4.5% |
| GASOLINE TAX (STATE) | 2,630,997 | 2,660,745 | 2,485,811 | 2,577,305 | 2,485,811 | - | 0.0% |
| INTEREST INCOME | 8,049 | 50,168 | 7,500 | 7,500 | 7,725 | 225 | 3.0% |
| TRANSFER FROM GENERAL FUND | 250,000 | 250,000 | 250,000 | 250,000 | 300,000 | 50,000 | 20.0% |
| Total Available Funds | 3,637,421 | 3,739,949 | 3,529,625 | 3,621,119 | 3,615,409 | 85,784 | 2.4% |
| Expenses (Operations) | | | | | | | |
| PAVING & REPAIR SERVICES | 3,282,407 | 3,097,767 | 3,094,749 | 3,244,749 | 3,346,097 | 251,348 | 8.1% |
| SIDEWALK REPAIR | 502,433 | 535,711 | 525,000 | 130,000 | 525,000 | - | 0.0% |
| OTHER OPERATING SUPPLIES | 1,606 | 1,062 | - | 244,272 | - | - | 0.0% |
| Total Expenditures | 3,786,446 | 3,634,540 | 3,619,749 | 3,619,021 | 3,871,097 | 251,348 | 0.0% |
| Ending Fund Balance | 496,410 | 601,819 | 511,695 | 603,917 | 348,229 | | |

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. To offset this actualized revenue loss, \$50,000 in American Rescue Plan funds are proposed to be added to this fund in FY 2022.

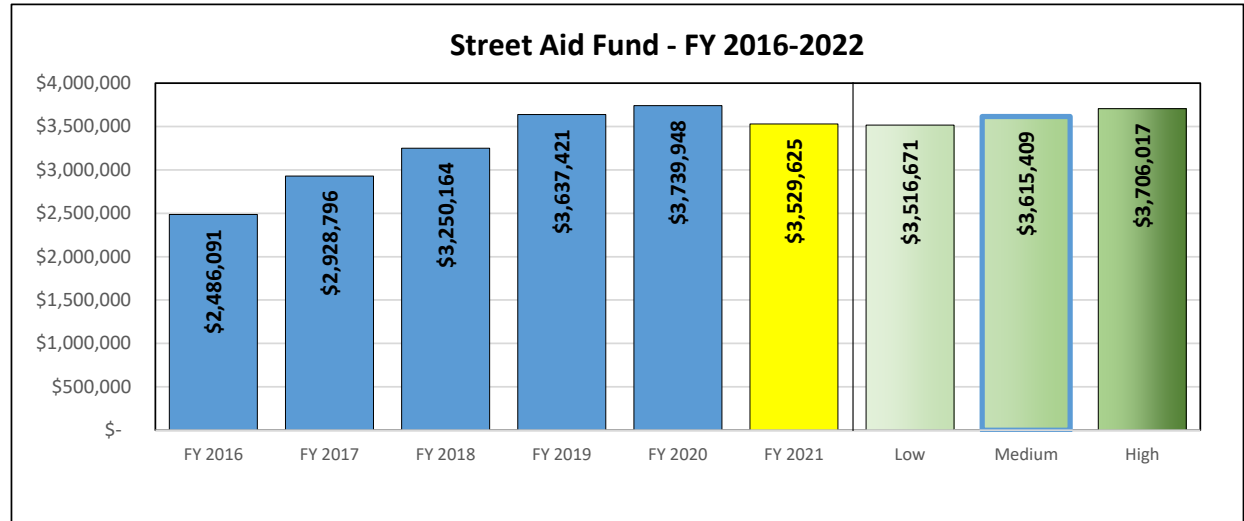


City of Franklin

Revenue Model

| | | | |
|--------------|-------------------|--------------------------------|-------------|
| Fund: | Street Aid | Percent of All Revenues | 2.2% |
|--------------|-------------------|--------------------------------|-------------|

Street Aid: A special revenue fund used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets. Counties and municipalities share in the proceeds of petroleum taxes. In general, counties receive about 30 percent of the proceeds and municipalities about 15 percent. The state retains roughly 55 percent of the proceeds. Fifty percent of the counties' shares are divided equally among the 95 counties, 25 percent on the basis of area and 25 percent on the basis of population; Municipalities' shares are divided based on the population each municipality bears to the aggregate population of all municipalities, according to the federal census or a special census as prescribed by T.C.A. § 54-4-203, T.C.A. § 67-3-901(b), (c), (f)(2) and (i); T.C.A. § 67-3-905; T.C.A. § 67-3-1108; T.C.A. § 54-4-103; and T.C.A. §



The money each individual municipality receives under the Petroleum and Alternative Fuels Tax Law is paid into the municipality's state street aid fund and is required to be administered and spent under the law that governs that fund. T.C.A. § 54-4-103, T.C.A. § 54-4-204. State composite revenue projections are for a 3.0% increase in Gasoline Tax collections statewide.

Overall, the City is forecasting a nominal 1.0% increase in total for the Street Aid & Transportation Fund based on increased collections of Property Tax and one-time monies from the American Rescue Plan (\$50,000)

| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 3.7% | 17.8% | 11.0% | 11.9% | 2.8% | -5.6% | -0.4% | 2.4% | 5.0% | |
| PROPERTY TAXES COLLECTED | 526,008 | 623,685 | 722,941 | 748,375 | 779,036 | 786,314 | 797,935 | 821,873 | 837,832 | 3-yr Average |
| GASOLINE TAX (STATE) | 1,959,797 | 1,971,070 | 2,520,503 | 2,630,997 | 2,660,745 | 2,485,811 | 2,411,237 | 2,485,811 | 2,560,385 | \$ 3,542,511 |
| INTEREST INCOME | 286 | 1,201 | 6,720 | 8,049 | 50,168 | 7,500 | 7,500 | 7,725 | 7,800 | -0.1% |
| TRANSFER FROM GENERAL FUND | - | 332,840 | - | 250,000 | 250,000 | 250,000 | 300,000 | 300,000 | 300,000 | 5-Yr Average |
| | | | | | | | | | | \$ 3,208,484 |
| | | | | | | | | | | 2.0% |
| | | | | | | | | | | 10-Yr Average |
| | | | | | | | | | | \$ 2,723,155 |
| | | | | | | | | | | 5.9% |
| Totals | \$ 2,486,091 | \$ 2,928,796 | \$ 3,250,164 | \$ 3,637,421 | \$ 3,739,948 | \$ 3,529,625 | \$ 3,516,671 | \$ 3,615,409 | \$ 3,706,017 | |

Source: City of Franklin, *Comprehensive Annual Financial Reports - 1990-2020* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2022 Operating Budget

Road Impact Fund

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|------|
| | | | Budget | EOY | | \$ | % |
| Beginning Fund Balance | 11,339,848 | 16,589,763 | 22,442,977 | 22,442,977 | 26,964,364 | | |
| Revenues | 8,411,765 | 12,953,558 | 4,550,000 | 8,604,377 | 4,569,727 | 19,727 | 0.4% |
| Expenditures | 3,161,850 | 7,100,344 | 5,831,185 | 4,082,990 | 5,943,316 | 112,131 | 1.9% |
| Ending Balance | 16,589,763 | 22,442,977 | 21,161,792 | 26,964,364 | 25,590,775 | | |

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. End of Year FY 2021 expenses will likely be higher as a result of year-end close amendments and the need to appropriate additional funds to support ongoing funding commitments for BOMA approved projects within the 2019-2028 CIP.

Additional funds maybe transferred to support capital projects, but that decision is dependent upon ongoing economic conditions and needs for the Capital Investment Program. This will likely not occur until later in FY 2022.



City of Franklin, Tennessee **FY 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee
FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 11,339,848 | 16,589,763 | 22,442,977 | 22,442,977 | 26,964,364 | | |
| Revenues | | | | | | | |
| ROAD IMPACT FEES - ARTERIAL | 4,800,171 | 7,359,092 | 3,000,000 | 4,890,261 | 3,000,000 | - | 0.0% |
| ROAD IMPACT FEES - COLLECTOR | 2,859,684 | 4,892,060 | 1,500,000 | 3,664,116 | 1,519,727 | 19,727 | 1.3% |
| INTEREST INCOME | 500,492 | 702,406 | 50,000 | 50,000 | 50,000 | - | 0.0% |
| TRANSFER FROM GENERAL FUND | 251,418 | - | - | - | - | - | 0.0% |
| OTHER | - | - | - | - | - | - | 0.0% |
| Total Available Funds | 8,411,765 | 12,953,558 | 4,550,000 | 8,604,377 | 4,569,727 | 19,727 | 0.4% |
| Expenses (Operations) | | | | | | | |
| TRANSFER TO DEBT SERVICE FUND | 2,755,143 | 2,636,421 | 2,731,185 | 2,731,185 | 2,893,316 | 162,131 | 5.9% |
| CONSULTANT SERVICES | - | - | - | - | 50,000 | 50,000 | 100.0% |
| PROPERTY & LIABILITY COSTS | 9,200 | - | - | - | - | - | 0.0% |
| PERMITS | 273 | - | - | - | - | - | 0.0% |
| TRANSFER TO CAPITAL FUND | - | 2,340,415 | 100,000 | 100,000 | - | (100,000) | 0.0% |
| DEBT SERVICE FEES | - | 38,728 | - | - | - | - | 0.0% |
| CAPITAL PROJECTS | 41,315 | 99,875 | - | 63,734 | - | - | 0.0% |
| ROAD IMPACT OFFSET AGREEMENTS | 355,919 | 1,984,905 | 3,000,000 | 1,188,071 | 3,000,000 | - | 0.0% |
| Total Expenditures | 3,161,850 | 7,100,344 | 5,831,185 | 4,082,990 | 5,943,316 | 112,131 | 1.9% |
| Ending Fund Balance | 16,589,763 | 22,442,977 | 21,161,792 | 26,964,364 | 25,590,775 | | |

Notes & Objectives

The revenue forecast for FY 2022 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. New expenses for FY 2022 include \$50,000 for a consultant to review the current road impact fee structure. Additional funds to support ongoing funding commitments for BOMA approved projects within the 2019-2028 CIP will be available and amendments to this budget are likely in FY 2022.



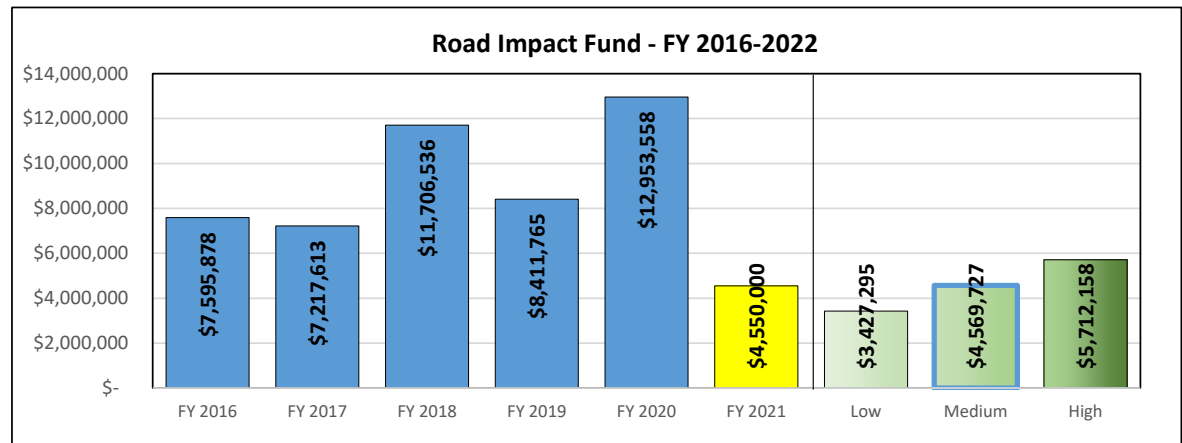
City of Franklin

Revenue Model

| | | | |
|--------------|--------------------|--------------------------------|-------------|
| Fund: | Road Impact | Percent of All Revenues | 2.7% |
|--------------|--------------------|--------------------------------|-------------|

Road Impact Fund: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011 and revised in 2017.

The forecast for FY 2022 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|----------------------------|---------------------|---------------------|----------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 126.2% | -5.0% | 62.2% | -28.1% | 54.0% | -64.9% | -24.7% | 0.4% | 25.5% | |
| Road Impact Fees | | | | | | | | | | 3-yr Average |
| Arterials | 7,854,118 | 7,180,150 | 11,084,375 | 4,800,171 | 7,359,093 | 3,000,000 | 2,250,000 | 3,000,000 | 3,750,000 | \$ 11,023,953 |
| Collector Area 1 | | | 59,923 | 1,057,313 | 1,200,036 | - | 315,882 | 421,176 | 526,470 | -19.6% |
| Collector Area 2 | | | 251,474 | 1,286,317 | 3,118,014 | 1,500,000 | 634,662 | 846,216 | 1,057,770 | 5-Yr Average |
| Collector Area 3 | | | 189,728 | 400,237 | 472,760 | - | 144,867 | 193,156 | 241,444 | \$ 9,577,070 |
| Collector Area 4 | | | - | 115,817 | 101,249 | - | 44,384 | 59,179 | 73,974 | -10.5% |
| Road Impact Credits | (267,394) | - | - | - | - | - | - | - | - | 10-Yr Average |
| Interest Income | 9,154 | 27,363 | 121,036 | 500,492 | 702,406 | 50,000 | 37,500 | 50,000 | 62,500 | \$ 6,666,035 |
| Transfer from General Fund | - | - | - | 251,418 | - | - | - | - | - | -6.3% |
| Miscellaneous Income | - | 10,100 | - | - | - | - | - | - | - | |
| Totals | \$ 7,595,878 | \$ 7,217,613 | \$ 11,706,536 | \$ 8,411,765 | \$ 12,953,558 | \$ 4,550,000 | \$ 3,427,295 | \$ 4,569,727 | \$ 5,712,158 | |

Source: City of Franklin, *Annual Comprehensive Financial Reports - 2001-2020* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 2,730,526 | 2,953,214 | 3,011,863 | 2,956,748 | 3,684,851 | 672,988 | 22.3% |
| Operations | 1,841,743 | 2,310,916 | 2,214,499 | 1,716,303 | 2,380,454 | 165,955 | 7.5% |
| Capital | 385,213 | 533,415 | 46,000 | 0 | 0 | -46,000 | -100.0% |
| Total | 4,957,482 | 5,797,545 | 5,272,362 | 4,673,051 | 6,065,305 | 792,943 | 15.0% |

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 2022 will be implementing new CIP projects and day-to-day services while balancing the limited funds and restrictions during the pandemic. There are two areas of concentration in the new fiscal year: Continue to slowly transition to normal operations within the pandemic atmosphere with programming of athletic programs and community special events while finalizing design for eight (8) Capital Investment Parks projects. 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.

COVID-19 Response & Impact

Covid -19 has shed an even bigger light on the essential role of local parks and recreation. In response to the COVID-19 pandemic, park and recreation professionals swiftly mobilized to keep parks, trails and green spaces open to support physical and mental health, while delivering vital services and programs to support the community. Park and recreation professionals are on the frontlines of the COVID-19 pandemic — and will continue to be in the months and years to come.

The impact of the pandemic on specific revenue sources will continue to decline within the parks system over the new fiscal year. Until larger gatherings are allowed in dense locations, social events under certain structures such as tents and weddings held indoors; revenue streams will continue to deteriorate until further restrictions are lifted at the state and local level.



City of Franklin, Tennessee

FY 2022 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

REVENUES:

Parks General Fund for revenue was reduced due to Covid-19 however, by summer of 2020, some limited restrictions allowed the department to open pavilions for rentals. For FY2022, revenues are projected to stay low or slightly increase as state and local regulations lift due to gatherings. The majority of Parks revenue comes from special events, athletic rentals, parkland impact fees and lease agreements.

EXPENDITURES:

Parks General Fund operational expenditures are budgeted at \$2.3 million for FY2022. Parks budgeted personnel in FY2022 for a total of (46) forty-six full-time personnel within department divisions. As growth continues to take place, there is a greater need to share administrative responsibilities; replace equipment and renovate existing facilities due to age.

CAPITAL:

The department developed a Capital Improvement Plan (CIP) and implementation policies, along with other CIP projects with the City as a whole. The 10-year CIP will serve as a working document to be updated annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs of the approximately \$93 million dollars worth of projects. In FY2022, the following projects are budgeted for design, site plan approvals and open the projects for public bidding for construction in 2022-23: Southeast Municipal Complex; Bicentennial Park; the Main Barn at the Park at Harlinsdale Farm; reconstruction of the dam at Robinson Lake along with trail design on the property; Aspen Grove greenway connection to Mack Hatcher and final design for Thompson Alley Neighborhood Park.

SUMMARY:

The City of Franklin Parks Department's FY2022 budget is a product of considerable effort by many individuals, beginning with the input and analysis of staff members at all levels of the organization, continuing through the final decisions of BOMA that values strategic planning and a commitment to our community's quality of life and efficient stewardship of public funds.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

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



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

Related Theme: Quality Life Experiences

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

Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.

Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.

Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

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

Goal: To remain one of the top rated healthy cities in Tennessee.

Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)

Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).

Baseline: 11.28 acres per 1,000 citizens (Parks Department).

Goal: Maintain status as a Tree City U.S.A.

Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).

| Key: | |
|------------------------------------|-------------------------------------|
| Strategic Plan: FranklinForward | |
| Sustainable Franklin | |
| Benchmarking Alliance of Tennessee | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-----------------------------|--------|--------|-----------|--------|--------|
| Participation | | | | | |
| Children - All | 17,973 | 18,512 | Cancelled | 19,068 | 19,300 |
| Children - Franklin | 17,562 | 18,088 | Cancelled | 18,631 | 19,230 |
| Total participation – youth | 37,132 | 38,245 | Cancelled | 39,393 | 40,087 |
| Adults - All | 31,042 | 31,973 | Cancelled | 32,932 | 33,945 |
| Adults - Franklin Residents | 30,128 | 31,031 | Cancelled | 31,962 | 32,856 |
| Seniors - All | 725 | 747 | Cancelled | 769 | 780 |
| Registered Athletics | 9,110 | 9,384 | Cancelled | 9,665 | 9,665 |
| City Sponsored Events* | 18,505 | 19,060 | 17,500 | 17,500 | 19,650 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Non-City Sponsored Events | 24,079 | 24,802 | 2,500 | 25,000 | 25,600 |
| Total participation in programs | 101,435 | 104,478 | 20,000 | 194,920 | 201,113 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Park Attendance by Scheduled Users | | | | | |
| Schools | 9,631 | 9,919 | 400 | 10,000 | 10,100 |
| Athletics | 9,806 | 10,100 | 4,500 | 10,200 | 10,400 |
| City Sponsored Special Events | 18,505 | 19,060 | 17,500 | 19,250 | 19,600 |
| Outside Sponsored Special Events | 42,584 | 43,862 | 3,800 | 44,224 | 45,200 |
| Parks and Recreation Acres Maintained | | | | | |
| Parks and Recreation Acres Maintained | 937 | 937 | 937 | 937 | 937 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Passive Parks | 747 | 747 | 747 | 747 | 747 |
| Active Parks | 190 | 190 | 190 | 190 | 190 |
| Greenway miles | 16 | 16 | 16 | 16 | 16 |
| Total miles of trails (Greenways & non-paved) | 19 | 20 | 20 | 20 | 20 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Permit applications received | 314 | 247 | 104 | 254 | 260 |
| Parks and Recreation Units Managed | 18 | 18 | 7 | 19 | 19 |
| Estimated annual hours of operation of units | 72,182 | 72,182 | N/A | 73,250 | 74,350 |
| Revenues from user fees | \$ 100,952 | \$ 139,541 | \$ 27,960 | \$ 140,215 | \$ 141,650 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Number of volunteer hours worked | 19,735 | 20,327 | 275 | 275 | 20,330 |
| Total number of training hours | 1,514 | 1,560 | 450 | 450 | 1,600 |
| Grant proceeds awarded | \$ 92,230 | \$ 133,630 | \$ 10,905 | \$ 25,000 | \$ 10,905 |
| Parkland Impact Fees | \$ 2,010,056 | \$ 1,623,354 | \$ 1,464,200 | \$ 1,600,000 | \$ 1,650,000 |
| Total Parks & Recreation Cost | \$ 5,130,302 | \$ 4,957,482 | \$ 5,797,545 | \$ 4,673,051 | \$ 6,065,305 |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Urban Forestry & Recycling | | | | | |
| Percentage of Urban Tree Canopy | 29.61% | 29.61% | 30.50% | 30.50% | 30.50% |
| Benchmarking Alliance of Tennessee Average | TBD | TBD | TBD | TBD | TBD |
| Trees Planted | 193 | 314 | 323 | 108 | 80 |
| Tree Farm Trees | 77 | 26 | 27 | 77 | 50 |
| Trees Planted by Donation/Grants | 5 | 282 | 290 | 28 | 10 |
| Trees Purchased From Tree Bank | 145 | 282 | 290 | 0 | 0 |
| Lecture Series Attendance | 5 | 29 | 0 | 0 | 0 |
| Blue Bag Recycling | 713 | N/A** | N/A | N/A | N/A |

*City-Sponsored Special Events were calculated differently for 2018 based on procedures of the Tennessee Municipal Benchmarking Project; The acres maintained in 2018 include the Southeast Municipal Complex and Lockwood properties, and they were counted in passive acres since they have not yet been developed but are being maintained by the Parks Department

**Blue Bag Recycling Program was discontinued in 2019.



City of Franklin, Tennessee

FY 2022 Operating Budget





Performance Measures

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|----------|----------|----------|----------|----------|
| Cost per Franklin Resident to Support Parks* | \$ 23.83 | \$ 32.59 | \$ 32.59 | \$ 24.20 | \$ 33.57 |
| Parks and Recreation Cost Per Capita | \$ 72.35 | \$ 69.91 | \$ 81.76 | \$ 65.90 | \$ 85.54 |
| Percentage of Costs Supported by Parks and Recreation User Fees Collected | 1.97% | 2.81% | 0.19% | 3.00% | 2.34% |

*Formula is Operations Expenses / Population

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|---|------------|------------|------------|------------|------------|
|  Increase the percent of Franklin citizens who perceive they have excellent / good parks, recreation, and amenities. | | | | | |
| Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good | 91% | 93% | 93% | 93% | 93% |
| Target (Source: Franklin Citizens Survey) | 65% | 91% | 91% | 91% | 91% |
| Meets Target? | Yes | Yes | Yes | TBD | TBD |
|  Acres per 1000 residents | | | | | |
| | 13.21 | 11.96 | 11.96 | 11.96 | 11.96 |
| Target (National Parks & Recreation Association) | 6 | 10 | 10 | 10 | 10 |
| Meets Target? | Yes | TBD | TBD | TBD | TBD |
|  Remain one of the Top Rated Healthy Cities in Tennessee | | | | | |
| State Rank | TBD | TBD | TBD | TBD | TBD |
| Target (Robert Wood Johnson Foundation, 2012) | 1st | 1st | 1st | 1st | 1st |
| Meets Target? | TBD | TBD | TBD | TBD | TBD |
|  Maintain Status as Tree City USA | | | | | |
| Number of years received | 13 | 14 | 15 | 16 | 17 |
| Target: Status Maintained? (Arbor Day Foundation?) | Yes | Yes | Yes | Yes | Yes |
| Meets Target? | Yes | Yes | Yes | Yes | Yes |

Franklin Citizens Survey

| | | 2x/week+ | 2-4x/mo | Once/mo. | Not at all | |
|-------------------------------------|---|----------|---------|----------|------------|-----|
| <input checked="" type="checkbox"/> | % of respondents Used Franklin recreation centers or their services | 2016 | 15% | 18% | 30% | 37% |
| | | 2019 | 15% | 15% | 34% | 36% |
| <input checked="" type="checkbox"/> | % of respondents Visited a neighborhood park or City park | 2016 | 20% | 32% | 37% | 11% |
| | | 2019 | 17% | 29% | 41% | 13% |

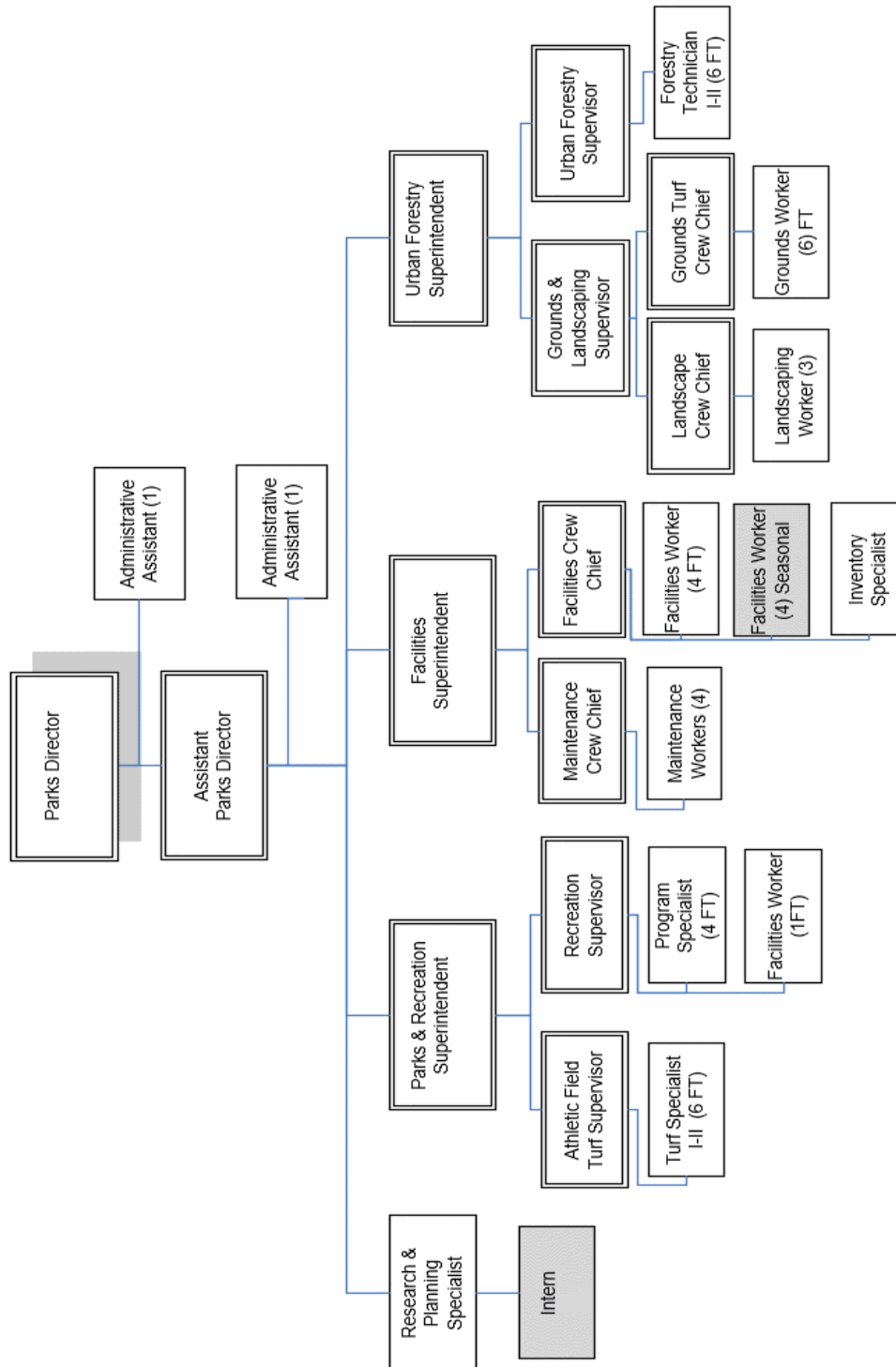
| | 2016 Citizens Survey | | 2019 Citizens Survey | | |
|-------------------------------------|---|-----------|----------------------|-----------|-----|
| | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor | |
| <input checked="" type="checkbox"/> | % rating the quality of City parks | 91% | 9% | 93% | 7% |
| <input checked="" type="checkbox"/> | % rating the quality of Recreation programs or classes | 84% | 16% | 87% | 13% |
| <input checked="" type="checkbox"/> | % rating the quality of Recreation centers or facilities | 85% | 15% | 87% | 13% |
| <input checked="" type="checkbox"/> | % rating the quality of Franklin open space | 70% | 30% | 71% | 29% |
| <input checked="" type="checkbox"/> | % rating Recreational opportunities as it relates to | 78% | 22% | 83% | 17% |
| <input checked="" type="checkbox"/> | % rating Fitness opportunities as it relates to Franklin as a whole | 77% | 23% | 83% | 17% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



White: Positions Authorized and Budgeted in FY 2022
 Gray: Positions Authorized and Unbudgeted in FY 2022

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



City of Franklin, Tennessee
FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|-------------------------------------|-----------|-----------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | 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 | 1 | 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 | 0 | 0 | 1 | 0 |
| Urban Forestry Superintendent | H | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Athletic Field Turf Supervisor | G | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Grounds & Landscape Supervisor | G | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Grounds & Landscape Foreman | G | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facilities Foreman | G | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Recreation Supervisor | G | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Recreation Foreman | G | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Urban Forestry Supervisor | F | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Arborist | F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| Program Coordinator | E | 0 | 1 | 0 | 0 | 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 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Athletics Crew Chief | E | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grounds Turf Crew Chief | E | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Landscaping Crew Chief | E | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Maintenance Crew Chief | E | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Turf Specialist I-II | D-E | 0 | 0 | 0 | 0 | 6 | 0 | 6 | 0 | 6 | 0 |
| Program Specialist | D | 3 | 1 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 |
| Admin Assistant | D | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| Inventory Specialist | D | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Maintenance Worker | D | 3 | 0 | 3 | 0 | 3 | 0 | 3 | 0 | 4 | 0 |
| Athletic Worker | C | 5 | 2 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Forestry Technician I-II | C-D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 |
| Tree Worker I-II | C-D | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 0 | 0 | 0 |
| Facilities Worker | B | 4 | 5 | 5 | 4 | 5 | 4 | 5 | 3 | 5 | 3 |
| Grounds Worker | B | 6 | 7 | 6 | 0 | 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 | 0 | 0 | 0 |
| Sub-Total Budgeted Positions | | 41 | 18 | 44 | 6 | 46 | 6 | 45 | 3 | 51 | 3 |

| Authorized, Unbudgeted Positions | | | | | | | | | | | |
|---|-----|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Parks & Recreation Superintendent | H | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Turf Specialist I | D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tree Worker, PT | B | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Facilities Worker | B | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Intern | --- | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 0 | 2 |

| | | | | | | | | | | | |
|-----------------------------------|--|-----------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| Total Authorized Positions | | 41 | 18 | 44 | 6 | 46 | 6 | 46 | 6 | 51 | 5 |
|-----------------------------------|--|-----------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 1,847,393 | 1,979,444 | 2,088,614 | 2,035,502 | 2,403,838 | 315,224 | 15.1% |
| Employee Benefits | 883,133 | 973,770 | 923,249 | 921,246 | 1,281,014 | 357,765 | 38.8% |
| Total Personnel | 2,730,526 | 2,953,214 | 3,011,863 | 2,956,748 | 3,684,851 | 672,988 | 22.3% |
| Operations | | | | | | | |
| Transportation Services | 15,487 | 7,830 | 17,115 | 2,790 | 4,595 | (12,520) | -73.2% |
| Operating Services | 14,457 | 8,934 | 19,320 | 13,995 | 17,980 | (1,340) | -6.9% |
| Notices, Subscriptions, etc. | 56,498 | 51,904 | 61,735 | 79,200 | 83,910 | 22,175 | 35.9% |
| Utilities | 300,601 | 278,949 | 286,346 | 286,346 | 303,842 | 17,496 | 6.1% |
| Contractual Services | 108,783 | 169,881 | 115,655 | 26,320 | 109,180 | (6,475) | -5.6% |
| Repair & Maintenance Services | 597,487 | 403,254 | 566,871 | 523,617 | 592,685 | 25,814 | 4.6% |
| Employee programs | 9,122 | 1,281 | 29,450 | 11,945 | 34,085 | 4,635 | 15.7% |
| Professional Development/Travel | 28,739 | 31,081 | 40,015 | 6,640 | 44,165 | 4,150 | 10.4% |
| Office Supplies | 15,833 | 12,326 | 16,215 | 15,490 | 18,225 | 2,010 | 12.4% |
| Operating Supplies | 71,574 | 88,664 | 116,273 | 104,440 | 141,575 | 25,302 | 21.8% |
| Fuel & Mileage | 43,096 | 36,792 | 41,695 | 41,695 | 43,800 | 2,105 | 5.0% |
| Machinery & Equipment (<\$25,000) | 131,054 | 142,878 | 126,060 | 99,350 | 165,110 | 39,050 | 31.0% |
| Repair & Maintenance Supplies | 326,968 | 296,557 | 406,125 | 370,050 | 410,760 | 4,635 | 1.1% |
| Operational Units | 15,644 | 699,476 | 250,000 | 24,510 | 290,000 | 40,000 | 16.0% |
| Property & Liability Costs | 57,447 | 57,233 | 63,724 | 62,050 | 60,897 | (2,827) | -4.4% |
| Rentals | 29,883 | 21,137 | 53,600 | 45,700 | 54,745 | 1,145 | 2.1% |
| Permits | 1,448 | 1,991 | 3,500 | 1,445 | 4,100 | 600 | 17.1% |
| Other Business Expenses | 614 | 748 | 800 | 720 | 800 | - | 0.0% |
| Debt Service and Lease Payments | 17,008 | - | - | - | - | - | 0.0% |
| Total Operations | 1,841,743 | 2,310,916 | 2,214,499 | 1,716,303 | 2,380,454 | 165,955 | 7.5% |
| Improvements | 351,877 | 413,022 | - | - | - | - | 100.0% |
| Infrastructure | 33,336 | 7,163 | - | - | - | - | 0.0% |
| Machinery & Equipment (>\$25,000) | - | 113,230 | 46,000 | - | - | (46,000) | -100.0% |
| Capital | 385,213 | 533,415 | 46,000 | - | - | (46,000) | -100.0% |
| Total Parks Department | 4,957,482 | 5,797,545 | 5,272,362 | 4,673,051 | 6,065,305 | 792,943 | 15.0% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Sanitation & Environmental Services

Jack Tucker, Director

Budget Summary - Overall

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|--------------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Beginning Balance | 1,160,474 | 1,957,563 | 1,066,081 | 1,066,081 | 1,446,013 | | |
| Revenues | 9,357,230 | 9,732,925 | 11,359,777 | 10,660,349 | 10,727,543 | (632,234) | -5.6% |
| Expenses | | | | | | | |
| Personnel | 3,363,543 | 3,450,069 | 3,359,573 | 3,541,571 | 3,768,299 | 408,726 | 12.2% |
| Operations | 4,931,598 | 5,965,558 | 6,540,702 | 6,107,501 | 6,443,022 | (97,680) | -1.5% |
| Capital | 265,000 | 1,208,782 | 785,000 | 631,345 | 966,335 | 181,335 | 23.1% |
| Expenses | 8,560,141 | 10,624,407 | 10,685,275 | 10,280,417 | 11,177,655 | 492,381 | 4.6% |
| Ending Balance | 1,957,563 | 1,066,081 | 1,740,583 | 1,446,013 | 995,900 | | |

Budget Summary - By Division

| | 2019 | 2020 | 2021 | | 2022 | 2021 v. 2022 | |
|--------------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | Actual | Actual | Budget | EOY | Budget | \$ | % |
| Beginning Balance | 1,160,474 | 1,957,563 | 1,066,081 | 1,066,081 | 1,446,013 | | |
| Revenues | 9,357,230 | 9,732,925 | 11,359,777 | 10,660,349 | 10,727,543 | (632,234) | -5.6% |
| Expenses | | | | | | | |
| Administration | 1,353,707 | 1,629,431 | 2,659,363 | 1,875,906 | 2,040,237 | (619,126) | -23.3% |
| Collection | 3,392,456 | 4,482,419 | 3,628,162 | 3,577,997 | 4,009,832 | 381,670 | 10.5% |
| Disposal | 3,813,978 | 4,512,559 | 4,397,749 | 4,826,514 | 5,127,585 | 729,837 | 16.6% |
| Expenses | 8,560,141 | 10,624,407 | 10,685,275 | 10,280,417 | 11,177,655 | 492,381 | 4.6% |
| Ending Balance | 1,957,563 | 1,066,081 | 1,740,583 | 1,446,013 | 995,900 | | |

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 2022 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.

COVID-19 Response & Impact

2020 brought the world a new challenge. How to control, developed vaccinations, and continue to provide essential services during an historic pandemic. The city and each city department embraced the challenge of maintaining essential city services through a methodical and persistent approach.

The SES team followed and continues to follow the city and CDC guidelines by checking each team members temperature, providing proper PPE, sanitizing all equipment, maintaining social distancing, and frequent hand washing on a daily basis. Our team fully automated the Blue Bin program by utilizing backup automated collection trucks with challenges keeping them running along the way. This was previously planned to be a 3 year phase-in to fully automated collection from semi-automated collection.

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 annually review and assess all resources and manage them in the most efficient, effective way possible. We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings.



Performance Measures

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

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



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

Theme: A Safe Clean and Livable City



Franklin will be a leader in residential recycling efforts.

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

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

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

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

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

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

| Key: | |
|---------------------------------|-------------------------------------|
| Strategic Plan: FranklinForward | |
| Sustainable Franklin | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Note: Measures shown herein are being revised. While the data is correct, new targets are being developed with the cooperation of the Sanitation & Environmental Services Department and Finance Department to set realistic targets for refuse and recycling statistics in Franklin.

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--------|--------|--------|--------|--------|
| Total tons of residential refuse collected | 20,000 | 21,027 | 24,937 | 25,000 | 25,500 |
| Commercial Trash Collected (tons) | 8,000 | 6,529 | 1,263 | 1,400 | 1,450 |
| Total tons diverted from class 1 landfill | 8,500 | 7,242 | 8,575 | 9,000 | 9,250 |
| Total tons of recycling collected | 3,400 | 3,565 | 3,598 | 3,700 | 3,750 |
| Total tons of yard waste diverted | 5,250 | 3,676 | 3,474 | 3,500 | 3,600 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

| | | | | | | |
|---|--|----------------|----------------|----------------|----------------|----------------|
| | Trash from private haulers (tons) | 50,000 | 54,864 | 72,348 | 74,000 | 74,500 |
| | Tons of residential refuse collected per 1000 population | 282 | 297 | 352 | 353 | 360 |
| | Residential collection points | 22,300 | 22,750 | 24,610 | 25,000 | 25,500 |
| | Accidents / Incidents | 13 | 15 | 12 | ^ | ^ |
| | Total annual collection fees | \$ 6,230,597 | \$ 6,415,944 | \$ 6,480,103 | \$ 6,674,506 | \$ 6,874,741 |
| | Total annual recycling revenue | \$ 19,990 | \$ 29,121 | \$ 29,023 | \$ 28,152 | \$ 29,894 |
| BOPAE Collections | | | | | | |
| Reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds) | | | | | | |
| | Batteries (lbs) | 14,592 | 10,680 | 9,180 | 9,455 | 9,928 |
| | Target | 12,518 | 13,144 | 13,801 | 14,491 | 15,216 |
| | Meets Target? | Yes/No | No | No | No | No |
| | Oil (gallons) | 960 | 1,143 | 1,250 | 1,313 | 1,378 |
| | Target | 772 | 810 | 851 | 894 | 938 |
| | Meets Target? | Yes | Yes | Yes | Yes | Yes |
| | Paint (lbs) | 195,230 | 163,490 | 289,769 | 15,000 | N/A |
| | Target | 191,210 | 200,771 | 210,809 | 221,350 | 232,417 |
| | Meets Target? | Yes/No | No | No | No | No |
| | Anti-Freeze (gallons) | 460 | 689 | 774 | 800 | 825 |
| | Target | 872 | 916 | 962 | 1,010 | 1,060 |
| | Meets Target? | No | No | No | No | No |
| | Electronics (lbs) | 69,870 | 54,320 | 52,650 | 51,397 | 50,369 |
| | Target | 290,560 | 305,088 | 320,342 | 336,359 | 353,177 |
| | Meets Target? | No | No | No | No | No |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|------------------------|----------|----------|----------|----------|----------|
| Landfill fee per ton | \$ 35.02 | \$ 35.02 | \$ 37.03 | \$ 37.03 | \$ 37.03 |
| Tons Collected per FTE | | | | | |
| Residential Refuse | 1461.2 | 1490.4 | 1520.2 | 1550.6 | 1581.6 |
| Recycling | 553.3 | 564.4 | 575.7 | 587.2 | 598.9 |

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--------------|--------------|------------|------------|------------|
| Tons Diverted / 1,000 Population | 120 | 102 | 121 | 127 | 130 |
| Accidents / 1,000 Collection Points | 0.58 | 0.66 | 0.49 | ^ | ^ |
| Increase the percent of diversion through the recyclable program by 3% per year. | 18.0% | 18.0% | TBD | TBD | TBD |
| Target | 31.9% | 34.9% | TBD | TBD | TBD |
| Meets Target? | No | No | No | TBD | TBD |



City of Franklin, Tennessee
FY 2022 Operating Budget

Performance Measures

| | | | | | | |
|--|--|------------|------------|------------|------------|------------|
| | Reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin. | 62% | 62% | 52% | TBD | TBD |
| | Target | 61% | 64% | 67% | 70% | 73% |
| | Meets Target? | Yes | No | No | TBD | TBD |

Franklin Citizens Survey

| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|--|----------------------|-----------|----------------------|-----------|
| | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Garbage collection | 91% | 9% | 90% | 10% |
| <input checked="" type="checkbox"/> % rating the quality of Recycling | 76% | 24% | 82% | 18% |
| <input checked="" type="checkbox"/> % rating the quality of Yard waste pick-up | 85% | 15% | 87% | 13% |

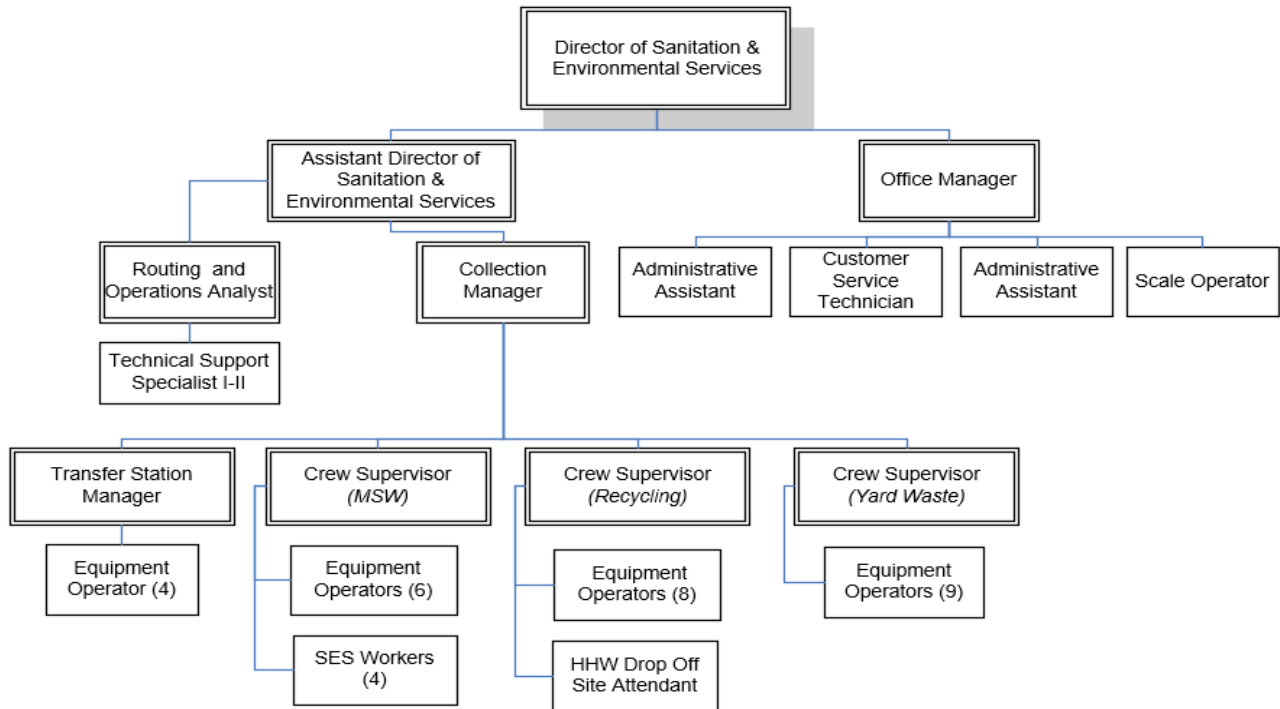
^No data forecast. Sanitation and Environmental Services by practice no longer forecasts accidents.



City of Franklin, Tennessee

FY 2022 Operating Budget

Organizational Chart



Information in italics is for reference only and not reflective of position titles.

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | | FY 2019 | | FY 2020 | | FY 2021 | | FY 2022 | |
|---|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| | | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T | F-T | P-T |
| Administration | | | | | | | | | | | |
| Dir. Of Sanitation & Env. Services | K | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Asst. Dir. Of Sanitation & Env. Serv | I | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Routing and Operations Analyst | G | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| Office Manager | F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Technical Support Specialist I-II | E-F | 1 | 0 | 1 | 0 | 1 | 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 | 1 | 0 | 2 | 0 |
| HHW Drop Off Site Attendant | C | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Scale Operator | C | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Administrative Secretary | B | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Totals | | 7 | 0 | 7 | 0 | 8 | 0 | 9 | 0 | 10 | 0 |
| Collection | | | | | | | | | | | |
| Collection Manager | G | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| SES Crew Supervisor | E | 4 | 0 | 4 | 0 | 3 | 0 | 3 | 0 | 3 | 0 |
| SES Equipment Operator | D | 21 | 0 | 21 | 0 | 21 | 0 | 21 | 0 | 23 | 0 |
| SES Dispatcher | C | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 |
| SES Worker | B | 5 | 0 | 5 | 0 | 5 | 0 | 4 | 0 | 4 | 0 |
| Totals | | 32 | 0 | 32 | 0 | 31 | 0 | 30 | 0 | 31 | 0 |
| Disposal | | | | | | | | | | | |
| Transfer Station Manager | F | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| Equipment Operator | D | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 |
| Scale Operator | C | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Totals | | 6 | 0 | 6 | 0 | 5 | 0 | 5 | 0 | 5 | 0 |
| Sub-Total Budgeted Positions | | 45 | 0 | 45 | 0 | 44 | 0 | 44 | 0 | 46 | 0 |
| Authorized, Unbudgeted Positions | | | | | | | | | | | |
| SES Worker | B | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Total Authorized Positions | | 45 | 0 | 45 | 0 | 44 | 0 | 45 | 0 | 46 | 0 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ | % |
|-----------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| Available Funds | | | | | | | |
| Charges for Services | 9,118,864 | 9,331,099 | 9,757,983 | 9,960,349 | 10,224,731 | 466,748 | 4.8% |
| Use of Money and Property | 65,644 | 304,051 | 551,794 | 550,000 | 352,812 | (198,982) | -36.1% |
| Other Revenue | 172,722 | 97,775 | 1,050,000 | 150,000 | 150,000 | (900,000) | -85.7% |
| Total Available Funds | 9,357,230 | 9,732,925 | 11,359,777 | 10,660,349 | 10,727,543 | (632,234) | -5.6% |
| Personnel | | | | | | | |
| Salaries & Wages | 2,293,998 | 2,327,648 | 2,201,104 | 2,336,850 | 2,453,827 | 252,723 | 11.5% |
| Employee Benefits | 1,069,545 | 1,122,421 | 1,158,469 | 1,204,721 | 1,314,472 | 156,003 | 13.5% |
| Total Personnel | 3,363,543 | 3,450,069 | 3,359,573 | 3,541,571 | 3,768,299 | 408,726 | 12.2% |
| Operations | | | | | | | |
| Transportation Services | 565 | 592 | 1,150 | 180 | 322 | (828) | -72.0% |
| Operating Services | 3,041,435 | 3,398,051 | 3,155,690 | 3,900,726 | 4,005,056 | 849,366 | 26.9% |
| Notices, Subscriptions, etc. | 23,081 | 57,557 | 11,675 | 2,630 | 5,350 | (6,325) | -54.2% |
| Utilities | 90,958 | 77,320 | 105,188 | 70,644 | 87,248 | (17,940) | -17.1% |
| Contractual Services | 132,281 | 110,200 | 141,000 | 52,800 | 59,454 | (81,546) | -57.8% |
| Repair & Maintenance Services | 444,083 | 468,326 | 579,100 | 330,690 | 578,233 | (867) | -0.1% |
| Employee programs | 1,294 | 625 | 23,850 | 6,750 | 22,100 | (1,750) | -7.3% |
| Professional Development/Travel | 2,153 | 2,916 | 14,950 | 1,875 | 11,350 | (3,600) | -24.1% |
| Office Supplies | 11,018 | 9,839 | 14,300 | 11,000 | 16,630 | 2,330 | 16.3% |
| Operating Supplies | 87,633 | 17,570 | 902,155 | 269,350 | 180,939 | (721,216) | -79.9% |
| Fuel & Mileage | 246,154 | 202,315 | 276,641 | 172,473 | 180,882 | (95,759) | -34.6% |
| Machinery & Equipment (<\$25,000) | 95,493 | 522,050 | 127,278 | 146,500 | 126,332 | (946) | -0.7% |
| Repair & Maintenance Supplies | 37,035 | 31,732 | 48,939 | 28,585 | 31,343 | (17,596) | -36.0% |
| Operational Units | 457,091 | 752,529 | 810,917 | 810,917 | 827,135 | 16,218 | 2.0% |
| Property & Liability Costs | 90,473 | 85,071 | 108,609 | 77,266 | 81,116 | (27,493) | -25.3% |
| Rentals | 1,713 | 18,469 | 418 | 418 | 426 | 8 | 1.9% |
| Permits | 1,960 | 1,725 | 1,718 | 1,718 | 1,752 | 34 | 2.0% |
| Financial Fees | 214 | - | 7,959 | 156 | 159 | (7,800) | -98.0% |
| Other Business Expenses | 84 | 353 | 100 | 183 | 102 | 2 | 2.0% |
| Debt Service and Lease Payments | 69,948 | - | - | - | - | - | 0.0% |
| Transfers to Other Funds | 96,930 | 208,318 | 209,064 | 222,639 | 227,092 | 18,028 | 8.6% |
| Total Operations | 4,931,598 | 5,965,558 | 6,540,702 | 6,107,501 | 6,443,021 | (97,681) | -1.5% |
| Capital | 265,000 | 1,208,782 | 785,000 | 631,345 | 966,335 | 181,335 | 23.1% |
| SES | 8,560,141 | 10,624,408 | 10,685,275 | 10,280,417 | 11,177,655 | 492,380 | 4.6% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

Administration Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ | % |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Personnel | | | | | | | |
| Salaries & Wages | 412,374 | 443,357 | 511,043 | 541,507 | 635,168 | 124,125 | 24.3% |
| Employee Benefits | 194,564 | 221,406 | 250,051 | 300,504 | 309,162 | 59,111 | 23.6% |
| Total Personnel | 606,938 | 664,763 | 761,094 | 842,011 | 944,330 | 183,236 | 24.1% |
| Operations | | | | | | | |
| Transportation Services | 27 | 96 | 1,000 | 100 | 200 | (800) | -80.0% |
| Operating Services | 4,028 | 476 | 10,450 | 700 | 1,650 | (8,800) | -84.2% |
| Notices, Subscriptions, etc. | 2,792 | 23,013 | 11,400 | 2,150 | 5,350 | (6,050) | -53.1% |
| Utilities | 53,644 | 46,241 | 78,408 | 42,344 | 58,300 | (20,108) | -25.6% |
| Contractual Services | 76,438 | 10,197 | 75,000 | 100 | 5,700 | (69,300) | -92.4% |
| Repair & Maintenance Services | 40,204 | 36,831 | 50,600 | 67,520 | 68,860 | 18,260 | 36.1% |
| Employee programs | 355 | 52 | 13,500 | 6,750 | 22,100 | 8,600 | 63.7% |
| Professional Development/Travel | 1,555 | 600 | 6,450 | 1,875 | 11,350 | 4,900 | 76.0% |
| Office Supplies | 2,862 | 2,586 | 14,300 | 11,000 | 16,630 | 2,330 | 16.3% |
| Operating Supplies | 4,524 | 1,316 | 790,500 | 36,400 | 41,290 | (749,210) | -94.8% |
| Fuel & Mileage | 3,760 | 6,638 | 8,000 | 2,000 | 7,000 | (1,000) | -12.5% |
| Machinery & Equipment (<\$25,000) | 84,378 | 74,913 | 16,600 | 39,600 | 15,800 | (800) | -4.8% |
| Repair & Maintenance Supplies | 6,318 | 261 | 2,050 | 3,200 | 4,930 | 2,880 | 140.5% |
| Operational Units | 457,091 | 752,529 | 810,917 | 810,917 | 827,135 | 16,218 | 2.0% |
| Property & Liability Costs | 7,400 | 8,566 | 8,994 | 9,056 | 9,510 | 516 | 5.7% |
| Rentals | 1,311 | - | - | - | - | - | 0.0% |
| Other Business Expenses | 82 | 353 | 100 | 183 | 102 | 2 | 0.0% |
| Debt Service and Lease Payments | | | | | | - | 0.0% |
| Total Operations | 746,769 | 964,668 | 1,898,269 | 1,033,895 | 1,095,907 | (802,362) | -42.3% |
| Buildings | | | | | | | |
| Equipment | | - | - | | | | |
| Capital | - | - | - | - | - | - | - |
| Administration | 1,353,707 | 1,629,431 | 2,659,363 | 1,875,906 | 2,040,237 | (619,126) | -23.3% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

Collection Budget

| | Estd 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ | % |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Personnel | | | | | | | |
| Salaries & Wages | 1,555,322 | 1,571,552 | 1,431,307 | 1,507,500 | 1,545,565 | 114,258 | 8.0% |
| Employee Benefits | 689,548 | 583,373 | 777,489 | 766,362 | 865,060 | 87,571 | 11.3% |
| Total Personnel | 2,244,870 | 2,154,925 | 2,208,796 | 2,273,862 | 2,410,625 | 201,829 | 9.1% |
| Operations | | | | | | | |
| Transportation Services | 81 | 109 | 150 | 80 | 122 | (28) | -18.7% |
| Operating Services | 7,698 | 8,569 | - | 2,820 | 2,856 | 2,856 | 100.0% |
| Notices, Subscriptions, etc. | 20,146 | 33,521 | 275 | - | - | (275) | -100.0% |
| Utilities | 36,563 | 30,089 | 26,000 | 27,400 | 27,948 | 1,948 | 7.5% |
| Contractual Services | 50,503 | 97,823 | 66,000 | 48,200 | 49,164 | (16,836) | -25.5% |
| Repair & Maintenance Services | 292,788 | 308,879 | 307,500 | 49,870 | 292,607 | (14,893) | -4.8% |
| Employee programs | 853 | 523 | 8,600 | - | - | (8,600) | -100.0% |
| Professional Development/Travel | 598 | 563 | 5,300 | - | - | (5,300) | -100.0% |
| Office Supplies | 5,448 | 5,700 | - | - | - | - | 0.0% |
| Operating Supplies | 79,006 | 10,522 | 111,187 | 232,950 | 139,649 | 28,462 | 25.6% |
| Fuel & Mileage | 188,782 | 146,870 | 210,000 | 133,000 | 135,660 | (74,340) | -35.4% |
| Machinery & Equipment (<\$25,000) | 9,649 | 444,481 | 108,304 | 106,600 | 110,232 | 1,928 | 1.8% |
| Repair & Maintenance Supplies | 23,958 | 24,269 | 32,843 | 19,800 | 20,716 | (12,127) | -36.9% |
| Property & Liability Costs | 48,055 | 43,922 | 65,404 | 38,495 | 40,406 | (24,998) | -38.2% |
| Rentals | - | 17,359 | - | - | - | - | 0.0% |
| Permits | 42 | - | - | - | - | - | 0.0% |
| Financial Fees | - | - | 7,803 | - | - | (7,803) | -100.0% |
| Other Business Expenses | 2 | - | - | - | - | - | 0.0% |
| Debt Service and Lease Payments | 69,948 | - | - | - | - | - | 0.0% |
| Transfers to Other Funds | 48,465 | 104,159 | - | 13,575 | 13,847 | 13,847 | 100.0% |
| Total Operations | 882,586 | 1,277,358 | 949,366 | 672,790 | 833,207 | (116,159) | -12.2% |
| Machinery & Equipment (>\$25,000) | 265,000 | 1,050,136 | 470,000 | 631,345 | 766,000 | 296,000 | 63.0% |
| Capital | 265,000 | 1,050,136 | 470,000 | 631,345 | 766,000 | 296,000 | 63.0% |
| Collection | 3,392,456 | 4,482,419 | 3,628,162 | 3,577,997 | 4,009,832 | 381,670 | 10.5% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

Disposal Budget

| | Estd 2019 | EOY 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ | % |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Personnel | | | | | | | |
| Salaries & Wages | 326,302 | 312,739 | 258,754 | 287,843 | 273,094 | 14,340 | 5.5% |
| Employee Benefits | 185,433 | 317,642 | 130,929 | 137,856 | 140,251 | 9,322 | 7.1% |
| Total Personnel | 511,735 | 630,381 | 389,683 | 425,699 | 413,344 | 23,661 | 6.1% |
| Operations | | | | | | | |
| Transportation Services | 457 | 387 | - | - | - | - | 0.0% |
| Operating Services | 3,029,709 | 3,389,006 | 3,145,240 | 3,897,206 | 4,000,550 | 855,310 | 27.2% |
| Notices, Subscriptions, etc. | 143 | 1,023 | - | 480 | - | - | 0.0% |
| Utilities | 751 | 990 | 780 | 900 | 1,000 | 220 | 28.2% |
| Contractual Services | 5,340 | 2,180 | - | 4,500 | 4,590 | 4,590 | 100.0% |
| Repair & Maintenance Services | 111,091 | 122,616 | 221,000 | 213,300 | 216,766 | (4,234) | -1.9% |
| Employee programs | 86 | 50 | 1,750 | - | - | (1,750) | -100.0% |
| Professional Development/Travel | - | 1,753 | 3,200 | - | - | (3,200) | -100.0% |
| Office Supplies | 2,708 | 1,553 | - | - | - | - | 0.0% |
| Operating Supplies | 4,103 | 5,732 | 468 | - | - | (468) | -100.0% |
| Fuel & Mileage | 53,612 | 48,807 | 58,641 | 37,473 | 38,222 | (20,419) | -34.8% |
| Machinery & Equipment (<\$25,000) | 1,466 | 2,656 | 2,374 | 300 | 300 | (2,074) | -87.4% |
| Repair & Maintenance Supplies | 6,759 | 7,202 | 14,046 | 5,585 | 5,697 | (8,349) | -59.4% |
| Property & Liability Costs | 35,018 | 32,583 | 34,211 | 29,716 | 31,199 | (3,011) | -8.8% |
| Rentals | 402 | 1,110 | 418 | 418 | 426 | 8 | 1.9% |
| Permits | 1,918 | 1,725 | 1,718 | 1,718 | 1,752 | 34 | 2.0% |
| Financial Fees | 214 | - | 156 | 156 | 159 | 3 | 1.9% |
| Debt Service and Lease Payments | - | - | - | - | - | - | 0.0% |
| Transfers to Other Funds | 48,465 | 104,159 | 209,064 | 209,064 | 213,245 | 4,181 | 2.0% |
| Total Operations | 3,302,243 | 3,723,532 | 3,693,066 | 4,400,815 | 4,513,906 | 820,841 | 22.2% |
| Machinery & Equipment (>\$25,000) | - | 158,645 | 315,000 | - | 200,335 | (114,665) | -36.4% |
| Capital | - | 158,645 | 315,000 | - | 200,335 | (114,665) | -36.4% |
| Disposal | 3,813,978 | 4,512,558 | 4,397,749 | 4,826,514 | 5,127,585 | 729,837 | 16.6% |



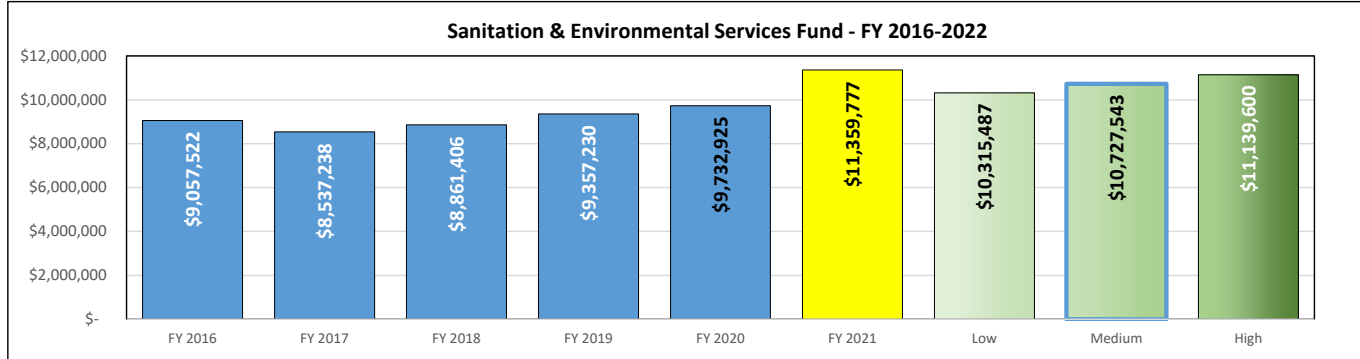
City of Franklin

Revenue Model

| | | | |
|--------------|---|--------------------------------|-------------|
| Fund: | Sanitation & Environmental Services Fund | Percent of All Revenues | 6.4% |
|--------------|---|--------------------------------|-------------|

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

This revenue forecast proposes an increase in the residential collection fee from \$19.00/month to \$20.50 per month.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 9.5% | -5.7% | 3.8% | 5.6% | 4.0% | 16.7% | -9.2% | -5.6% | -1.9% | |
| SOLID WASTE GRANT (STATE) | 4,142 | - | - | - | - | - | - | - | - | 3-yr Average |
| SAFETY GRANT | 18,135 | - | - | - | - | - | - | - | - | \$ 9,317,187 |
| SPECIAL EVENT SERVICES FEE | 3,820 | 10,946 | 370 | 2,230 | - | 5,491 | 5,546 | 5,546 | 5,546 | 7.3% |
| COLLECTION REVENUES | 5,063,842 | 5,285,753 | 5,567,066 | 6,024,431 | 5,398,050 | 5,751,186 | 6,267,279 | 6,329,332 | 6,391,384 | 5-Yr Average |
| NON-RESIDENTIAL DUMPSTERS | - | - | - | - | - | - | - | - | - | \$ 9,109,264 |
| ADDL RESIDENTIAL ROLLOUT CONTAINERS | 4,675 | 8,580 | 11,000 | 11,410 | 12,305 | 8,899 | 8,988 | 8,988 | 8,988 | 4.9% |
| SANITATION SERVICES - MILCROFTON | 78,069 | - | - | - | - | - | - | - | - | 10-Yr Average |
| BLUE BIN SETUP FEE | - | - | - | - | 208,150 | 270,000 | 25,000 | 50,000 | 75,000 | \$ 8,609,272 |
| TIPPING FEES | 3,064,284 | 2,300,739 | 2,681,623 | 3,017,568 | 3,691,891 | 3,691,851 | 3,600,000 | 3,800,000 | 4,000,000 | 3.2% |
| CARDBOARD RECYCLING | 9,862 | 10,075 | 11,477 | 14,641 | 121 | 10,244 | 10,346 | 10,346 | 10,346 | 20-Yr Average |
| RECYCLING-BATTERIES | 3,855 | 4,183 | 5,047 | 2,870 | 3,974 | 6,901 | 6,970 | 6,970 | 6,970 | \$ 6,142,856 |
| RECYCLING-ELECTRONICS | 428 | 13,063 | 14,067 | 17,454 | 101 | - | - | - | - | 8.5% |
| RECYCLING-METAL | 3,619 | 6,443 | 5,223 | 4,291 | 2,668 | 7,855 | 7,934 | 7,934 | 7,934 | 25-Yr Average |
| RECYCLING-WASTE OIL | 82 | - | - | 213 | - | - | - | - | - | \$ 5,027,252 |
| BUCK A BAG PROGRAM | 2,897 | 2,993 | 3,093 | 2,678 | 1,994 | 4,023 | 4,063 | 4,063 | 4,063 | 12.6% |
| RESIDENTIAL DUMPSTER | - | - | - | 330 | - | - | - | - | - | |
| RESIDENTIAL BRUSH | 800 | 500 | 5,375 | 17,110 | 11,750 | 879 | 888 | 888 | 888 | |
| RESIDENTIAL BULKY GOODS | 900 | 2,500 | 2,625 | 2,888 | - | 221 | 223 | 223 | 223 | |
| NON-RESIDENTIAL BRUSH | 100 | 500 | 375 | 750 | 95 | 221 | 223 | 225 | 228 | |
| NON-RESIDENTIAL BULKY GOODS | - | 500 | 1,000 | - | - | 212 | 214 | 216 | 218 | |
| INTEREST INCOME | 22 | 113 | 2,215 | 15,916 | 10,608 | - | - | - | - | |
| SALE OF WASTE CONTAINERS | 73,068 | 62,111 | 50,850 | 49,728 | 50,298 | 64,291 | 64,934 | 64,934 | 64,934 | |
| LEASE OF WASTE CONTAINERS | 35,910 | - | - | - | - | 37,503 | 37,878 | 37,878 | 37,878 | |
| SALE OF SURPLUS ASSETS | 189,011 | 78,027 | - | - | 243,145 | 450,000 | 150,000 | 250,000 | 350,000 | |
| TRANSFER FROM GENERAL FUND | 500,000 | 750,000 | 500,000 | - | - | 900,000 | - | - | - | |
| MISCELLANEOUS OTHER REVENUE | - | 212 | - | - | - | - | - | - | - | |
| LATE PAY FEES | - | - | - | 172,723 | 97,776 | 150,000 | 125,000 | 150,000 | 175,000 | |
| Totals | \$ 9,057,522 | \$ 8,537,238 | \$ 8,861,406 | \$ 9,357,230 | \$ 9,732,925 | \$ 11,359,777 | \$ 10,315,487 | \$ 10,727,543 | \$ 11,139,600 | |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Water Management

Michelle Hatcher, Director

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | | | | | | \$ | % |
| Beginning Balance* | 24,413,715 | 35,916,841 | 48,777,414 | 48,777,414 | 46,399,226 | | |
| Revenues | 32,236,216 | 34,169,458 | 32,531,614 | 31,474,225 | 34,655,808 | 2,124,194 | 6.5% |
| Expenses | | | | | | | |
| Personnel | 6,482,599 | 7,232,226 | 7,105,576 | 7,097,614 | 7,741,142 | 635,566 | 8.9% |
| Operations | 14,250,491 | 14,076,659 | 19,952,571 | 20,081,747 | 20,964,887 | 1,012,315 | 5.1% |
| Capital | 0 | 0 | 7,034,000 | 6,673,052 | 6,118,500 | (915,500) | -13.0% |
| Expenses | 20,733,090 | 21,308,885 | 34,092,148 | 33,852,413 | 34,824,529 | 732,382 | 2.1% |
| Ending Balance* | 35,916,841 | 48,777,414 | 47,216,881 | 46,399,226 | 46,230,504 | | |

Budget Summary - By Division

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | | | | | | \$ | % |
| Beginning Balance* | 24,413,715 | 35,916,841 | 48,777,414 | 48,777,414 | 46,399,226 | | |
| Revenues | 32,236,216 | 34,169,458 | 32,531,614 | 31,474,225 | 34,655,808 | 2,124,194 | 6.5% |
| Expenses | | | | | | | |
| Water | 10,582,938 | 10,118,736 | 14,012,673 | 13,732,573 | 14,395,233 | 382,560 | 2.7% |
| Wastewater | 10,063,142 | 11,081,052 | 19,339,050 | 19,314,214 | 19,838,870 | 499,821 | 2.6% |
| Reclaimed | 87,010 | 109,097 | 740,425 | 805,625 | 590,425 | (150,000) | -20.3% |
| Expenses | 20,733,090 | 21,308,885 | 34,092,148 | 33,852,413 | 34,824,529 | 732,382 | 2.1% |
| Ending Balance* | 35,916,841 | 48,777,414 | 47,216,881 | 46,399,226 | 46,230,504 | | |

*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets. Remaining Ending Balance will be used to subsidize larger capital projects, namely as a cash contribution for the Water and Wastewater Reclamation Facilities. Budget figures shown above include only operational costs and operating capital. Large projects - such as the aforementioned plants are not included within these figures. Debt Service and Loan Repayment for the construction of those plants is.



City of Franklin, Tennessee FY 2022 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 while providing clean water 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 legal. Reclaimed water, while presented as its own section, is a beneficial reuse of treated wastewater. The use of reclaimed water increases the discharge capacity of the wastewater treatment plant to the Harpeth River (primarily during summer months) and provides a cost effective source of water within the reclaimed water distribution system while providing revenue to support its operation.

COVID-19 Response & Impact

Operations began the year with limited personnel while administration worked to develop operating procedures, schedules, and management practices to keep employees safe while continuing to provide the level of service of the Department. Later in the year staff returned to a expanded work schedule that was distanced and with modified working hours to prevent overlapping staff. The Department is continuing that strategy and has resumed work on capital projects and remaining infrastructure upgrades as budgeted this fiscal year.

The WTP and WRF have continued to provide exceptional services for the production of water and clean water. The WRF upgrade construction has proved challenging this past year with multiple schedule delays due to the pandemic and staff is working through the most economical and efficient path forward to finish in 2022.



City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

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

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



FranklinForward : Objectives for Developing a Strategic Plan

Related Theme: A Safe Clean and Livable City

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

Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)

Goal: To have a reliable, efficient, and scalable infrastructure

Baseline: Baseline energy costs for water and sewage delivery is \$1,595,352 (FY2012 sum actual expenditures from water fund and wastewater fund)

Baseline of unaccounted water within the system is 20.8% (FY2012)

Baseline of sanitary score is 97 (2012)

Franklin will continue to meet or exceed regulatory requirements for water quality.

Goal: To have no violations of regulatory requirements for water quality.

Baseline: Zero water quality violations in 2012. (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)

Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.

Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.

Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan.)

Adopted Strategic Schedule for each of the 5-year increments. (2013).

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

Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.

[Baseline: Achieved Goal status, 2013]

| Key: | |
|---------------------------------|-------------------------------------|
| Strategic Plan: FranklinForward | |
| Sustainable Franklin | |
| Franklin Citizens Survey | <input checked="" type="checkbox"/> |

Workload (Output) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-------------------------------------|------|------|------|-------|-------|
| Water Production (in MGD) - Average | 2.04 | 2.46 | 2.50 | 2.50 | 2.50 |
| Water Production (in MGD) - Maximum | 3.41 | 4.17 | 4.25 | 4.25 | 4.25 |

Efficiency Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|-----|------|------|------|-------|-------|
| TBD | | | | | |







City of Franklin, Tennessee

FY 2022 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

| | 2018 | 2019 | 2020 | 2021* | 2022* |
|--|--------------|--------------|--------------|--------------|--------------|
|  Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services) Goal: To have a reliable, efficient, and scalable infrastructure | | | | | |
| Declining or steady energy costs for water and sewage delivery | \$ 1,650,384 | \$ 1,643,942 | \$ 1,594,735 | \$ 1,562,354 | \$ 1,659,718 |
| Target (FY2012 sum actual expenditures from water fund and wastewater fund) | \$ 1,595,352 | \$ 1,738,412 | \$ 1,538,225 | \$ 1,601,892 | \$ 1,659,718 |
| Meets Target? | No | No | Yes | No | TBD |
| Unaccounted water within the system decreases | 17% | 18% | 17% | 16% | TBD |
| Target (20.8% unaccounted for in FY 2012) | 20.8% | 20.8% | 20.8% | 20.8% | TBD |
| Meets Target? | Yes | Yes | Yes | Yes | TBD |
| Sanitary score remains or improves | 98 | - | 97 | - | TBD |
| Target (97 from FY 2012) | 97 | - | 97 | - | TBD |
| Meets Target? | Yes | - | Yes | - | TBD |
|  Franklin will continue to meet or exceed regulatory requirements for water quality. Goal: To have no violations of regulatory requirements for water quality. | | | | | |
| Franklin Water Quality Violations | 2 | 4 | 4 | 0 | NA |
| Target (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.) | 0 | 0 | 0 | 0 | NA |
| Meets Target? | No | No | No | Yes | TBD |
|  Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042. Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan. | | | | | |
| 5% completed (2012). (Franklin Integrated Water Resource Plan.) | 25.0% | 30.0% | 35.0% | 45.0% | NA |
| Target | 15.0% | 15.0% | 15.0% | 15.0% | NA |
| Meets Target? | Yes | Yes | Yes | Yes | TBD |
| Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013). | | | | | |
| Franklin Status | Adopted | Adopted | Adopted | Adopted | Adopted |
| Target (Adopted?) | Adopted | Adopted | Adopted | Adopted | Adopted |
| Meets Target? | Yes | Yes | Yes | Yes | Yes |
|  Franklin will achieve platinum status within the TVA sustainable Communities Program. | | | | | |
| Franklin status | Platinum | Platinum | Gold | Gold | TBD |
| Target (Platinum) | Platinum | Platinum | Platinum | Platinum | Platinum |
| Meets Target? | Yes | Yes | No | No | TBD |

*2021 and 2022 are estimates

Franklin Citizens Survey

| | 2016 Citizens Survey | | 2019 Citizens Survey | |
|--|----------------------|-----------|----------------------|-----------|
| | Excellent/ Good | Fair/Poor | Excellent/ Good | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Drinking water | 73% | 27% | 76% | 24% |
| <input checked="" type="checkbox"/> % rating the quality of Sewer services | 88% | 12% | 87% | 13% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|--------------------|-----------|---------|---------|---------|---------|---------|
| | | F-T | F-T | F-T | F-T | F-T |

Water Section

Utility Billing

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

Water Distribution

| | | | | | | |
|---|---|-----------|-----------|-----------|-----------|-----------|
| Service Division Superintendent | I | 1 | 1 | 1 | 1 | 1 |
| Service Division Assistant Superintendent | H | 1 | 1 | 1 | 1 | 1 |
| Utilities Crew Chief | F | 3 | 3 | 3 | 3 | 3 |
| Backflow Inspector | E | 2 | 2 | 2 | 2 | 2 |
| Administrative Assistant | D | 1 | 1 | 1 | 1 | 1 |
| Inventory Specialist | D | 1 | 1 | 1 | 1 | 1 |
| Equipment Operator | D | 3 | 3 | 3 | 2 | 2 |
| Utility Locate Technician | D | 2 | 2 | 3 | 3 | 3 |
| Utility Service Worker | C | 4 | 4 | 4 | 4 | 4 |
| Administrative Secretary | B | 1 | 1 | 0 | 0 | 0 |
| Grounds Worker | B | 2 | 2 | 2 | 1 | 1 |
| TOTALS | | 21 | 21 | 21 | 19 | 19 |

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 | 4 | 4 |
| Water Operator | D | 5 | 5 | 5 | 5 | 5 |
| Administrative Secretary | B | 0 | 0 | 1 | 1 | 1 |
| TOTALS | | 12 | 12 | 13 | 12 | 12 |

Water Section Totals

36 36 37 34 34

Wastewater Section

Utility Administration

| | | | | | | |
|--|---|-----------|-----------|-----------|-----------|-----------|
| Director of Water Management | L | 1 | 1 | 1 | 1 | 1 |
| Water Mgmt. Asst. Director of Operations | J | 1 | 1 | 1 | 1 | 1 |
| Water Mgmt. Asst. Dir. of Policy, Planning, & Admin. | J | 1 | 1 | 1 | 1 | 1 |
| Utilities Engineer II | I | 2 | 2 | 2 | 2 | 2 |
| Facilities Maintenance Manager | I | 0 | 0 | 0 | 0 | 1 |
| Right of Way Agent | H | 0 | 1 | 1 | 1 | 1 |
| Infrastructure & Development Manager | H | 0 | 0 | 0 | 0 | 1 |
| Water Information Systems Applications Mgr | H | 0 | 0 | 1 | 1 | 1 |
| Senior Utility Inspector | G | 1 | 1 | 1 | 1 | 1 |
| GIS Analyst | F | 1 | 1 | 0 | 0 | 0 |
| Utility Inspector | F | 3 | 4 | 4 | 3 | 3 |
| Office Manager | F | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | D | 1 | 1 | 0 | 0 | 0 |
| Administrative Secretary | B | 0 | 0 | 1 | 1 | 1 |
| TOTALS | | 12 | 14 | 14 | 13 | 15 |

Wastewater Collection

| | | | | | | |
|---|---|---|---|---|---|---|
| Service Division Assistant Superintendent | H | 1 | 1 | 1 | 1 | 1 |
|---|---|---|---|---|---|---|



City of Franklin, Tennessee

FY 2022 Operating Budget

Staffing by Position

| Budgeted Positions | Pay Grade | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
| | | F-T | F-T | F-T | F-T | F-T |
| Wastewater Collection Assistant Superintendent | G | 0 | 0 | 0 | 0 | 0 |
| Construction Supervisor | F | 1 | 1 | 1 | 1 | 1 |
| Utilities Crew Chief | F | 3 | 3 | 3 | 3 | 3 |
| Water & Wastewater Infrastructure Assessment Techn | E | 0 | 0 | 1 | 1 | 1 |
| TV Truck Sewer Inspector | E | 2 | 2 | 2 | 2 | 2 |
| Maintenance Technician | E | 4 | 4 | 4 | 4 | 4 |
| Equipment Operator | D | 4 | 4 | 3 | 3 | 3 |
| Sewer Equipment Technician | D | 4 | 4 | 4 | 4 | 4 |
| Utility Locate Technician | D | 2 | 2 | 1 | 0 | 0 |
| Utility Service Worker | C | 5 | 5 | 5 | 4 | 4 |
| TOTALS | | 26 | 26 | 25 | 23 | 23 |

| Water Reclamation | | | | | | |
|--|---|-----------|-----------|-----------|-----------|-----------|
| 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 | 4 | 7 |
| Maintenance Technician | E | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | D | 1 | 1 | 1 | 1 | 1 |
| Equipment Operator | D | 2 | 2 | 2 | 2 | 2 |
| Wastewater Operator | D | 8 | 8 | 8 | 8 | 8 |
| TOTALS | | 20 | 20 | 20 | 19 | 22 |

| | | | | | | |
|----------------------------------|--|-----------|-----------|-----------|-----------|-----------|
| WASTEWATER SECTION TOTALS | | 58 | 60 | 59 | 55 | 60 |
|----------------------------------|--|-----------|-----------|-----------|-----------|-----------|

| Authorized, Unbudgeted Positions | | | | | | |
|---------------------------------------|---|----------|----------|----------|----------|----------|
| Water Distribution | | | | | | |
| Equipment Operator | D | 0 | 0 | 0 | 1 | 1 |
| Grounds Worker | B | 0 | 0 | 0 | 1 | 1 |
| Water Treatment Plant | | | | | | |
| Water Operator Sr | E | 0 | 0 | 0 | 1 | 1 |
| Utility Administration | | | | | | |
| Utility Inspector | F | 0 | 0 | 0 | 1 | 1 |
| Wastewater Collection | | | | | | |
| Utility Locate Technician | D | 0 | 0 | 0 | 1 | 1 |
| Utility Service Worker | C | 0 | 0 | 0 | 1 | 1 |
| Water Reclamation | | | | | | |
| Wastewater Operator Sr | E | 0 | 0 | 0 | 1 | 0 |
| Sub-Total Unbudgeted Positions | | 0 | 0 | 0 | 7 | 6 |

| | | | | | | |
|---|--|-----------|-----------|-----------|-----------|------------|
| Total All Authorized Positions, Water & Wastewater | | 94 | 96 | 96 | 96 | 100 |
|---|--|-----------|-----------|-----------|-----------|------------|



City of Franklin, Tennessee

FY 2022 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 | EOY | Budget | Difference | |
| | 2019 | 2020 | 2021 | 2021 | 2022 | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | 4,499,496 | 4,722,497 | 4,633,952 | 4,718,208 | 5,112,513 | 478,561 | 10.3% |
| Employee Benefits | 1,983,103 | 2,509,729 | 2,471,624 | 2,379,406 | 2,628,629 | 157,005 | 6.4% |
| Total Personnel | 6,482,599 | 7,232,226 | 7,105,576 | 7,097,614 | 7,741,142 | 635,566 | 8.9% |
| Operations | | | | | | | |
| Transportation Services | 4,214 | 10,744 | 4,700 | 8,110 | 12,310 | 7,610 | 161.9% |
| Operating Services | 617,618 | 558,953 | 540,550 | 693,125 | 710,650 | 170,100 | 31.5% |
| Notices, Subscriptions, etc. | 9,666 | 16,158 | 27,150 | 39,033 | 26,000 | (1,150) | -4.2% |
| Utilities | 1,738,412 | 1,684,993 | 1,562,354 | 1,601,892 | 1,659,718 | 97,364 | 6.2% |
| Contractual Services | 1,088,551 | 1,260,577 | 2,569,500 | 2,241,868 | 1,223,868 | (1,345,632) | -52.4% |
| Repair & Maintenance Services | 421,040 | 478,939 | 416,550 | 690,500 | 703,290 | 286,740 | 68.8% |
| Employee programs | 9,963 | 9,510 | 23,100 | 7,925 | 20,850 | (2,250) | -9.7% |
| Professional Development/Travel | 13,754 | 15,774 | 38,200 | 7,150 | 38,350 | 150 | 0.4% |
| Office Supplies | 12,211 | 9,780 | 13,550 | 9,600 | 12,300 | (1,250) | -9.2% |
| Operating Supplies | 628,887 | 629,161 | 720,125 | 700,400 | 725,350 | 5,225 | 0.7% |
| Fuel & Mileage | 115,568 | 96,073 | 131,745 | 74,500 | 125,600 | (6,145) | -4.7% |
| Supplies for Resale | 4,180,999 | 4,456,760 | 4,505,000 | 4,505,001 | 4,605,002 | 100,002 | 2.2% |
| Machinery & Equipment (<\$25,000) | 148,650 | 165,830 | 262,422 | 203,961 | 303,720 | 41,298 | 15.7% |
| Repair & Maintenance Supplies | 1,203,796 | (283,684) | 630,550 | 803,050 | 822,350 | 191,800 | 30.4% |
| Operational Units | 2,546,650 | 2,709,003 | 2,973,300 | 2,973,300 | 3,022,188 | 48,888 | 1.6% |
| Property & Liability Costs | 494,585 | 334,929 | 377,662 | 280,925 | 359,305 | (18,357) | -4.9% |
| Rentals | 33,951 | 5,973 | 8,650 | 3,900 | 9,200 | 550 | 6.4% |
| Financial Fees | 690 | 29,383 | 344,100 | 344,100 | 344,100 | - | 0.0% |
| Permits | 54,096 | 57,135 | 51,000 | 49,450 | 50,000 | (1,000) | -2.0% |
| Debt Service and Lease Payments | 927,190 | 1,830,565 | 4,752,364 | 4,843,957 | 6,190,736 | 1,438,372 | 30.3% |
| Total Operations | 14,250,491 | 14,076,556 | 19,952,571 | 20,081,747 | 20,964,887 | 1,012,315 | 5.1% |
| Land | - | - | - | 25,000 | - | - | 0.0% |
| Buildings | - | - | 750,000 | 504,019 | 400,000 | (350,000) | -46.7% |
| Improvements | - | - | 6,099,000 | 5,892,740 | 5,718,500 | (380,500) | -6.2% |
| Machinery & Equipment (>\$25,000) | - | - | 185,000 | 251,293 | - | (185,000) | -100.0% |
| Capital | - | - | 7,034,000 | 6,673,052 | 6,118,500 | (915,500) | -13.0% |
| Total Water & Wastewater Fund | 20,733,090 | 21,308,782 | 34,092,148 | 33,852,413 | 34,824,529 | 732,382 | 2.1% |



Water Budget

Section Summary

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

- The Water Treatment facility is located on Lewisburg Pike. Staff at the plant perform numerous functions including water treatment, compliance sampling, raw water reservoir management, compliance reporting, and assisting Water Distribution service crews with system maintenance and operation.
- The Water Distribution service crews maintain approximately 310 miles of distribution lines, six (6) booster stations, and seven (7) finished water reservoirs with a total capacity of 11.5 million gallons.
- The Utility Billing Division is the interface between the Water Management Department and Revenue Management. The division is responsible for collecting metering data and working with the Water Distribution Division to perform meter repairs, replacements, and to restore or terminate water service.

Section Goals & Strategic Initiatives

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

A key strategic initiative was the completion of the Water Treatment Plant Upgrade project. The plant has been online for over two years and has increased our production of water, in addition to providing a much higher level of treatment. The upgrade to the facility included installation of membrane filtration, ultraviolet (UV) disinfection and advanced oxidation processes and carbon contactors to address current and potential future regulatory requirements, taste and odor, lifecycle costs and operational considerations.

The next strategic goal is to develop an asset management database across all divisions to include all vertical assets and track maintenance, lifecycle, and operational abilities for increased better reliability and reduced replacement.

The Water Distribution team continues to perform leak detection services. In both FY 2019 and FY 2020, leak detection surveys were performed on 18 miles of the system each year, identifying 6 leaks total with an estimated loss of 50,000 gallons per day (8,760,000 gallons per year).



City of Franklin, Tennessee

FY 2022 Operating Budget

Water Budget

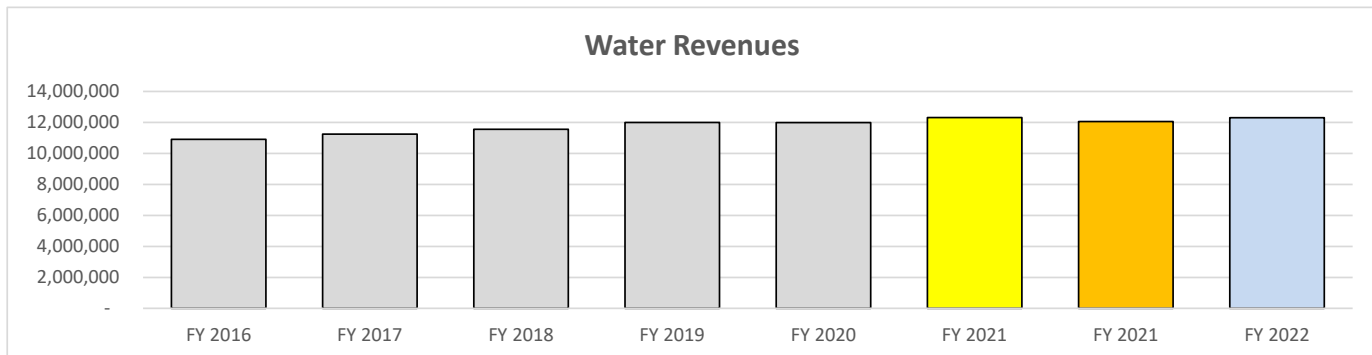
Consumption

The water customer base has witnessed steady growth since FY 2011. The average consumption for both residential and commercial customers has declined significantly over the last decade, however this average volume appears to be stabilizing over the last few years. The table below presents the account information and consumption values (residential and commercial totals) from FY 2012 through FY 2020. It is important to note that in 2016 the City updated the method by which it calculates customers to more accurately count each customer of each individual division of the system. This methodology was applied to the information presented below and may differ from prior information.

| Year | Annual Total (Million Gallons) | Monthly Average - Residential and Commercial (Gallons) |
|-------|--------------------------------|--|
| FY 12 | 1,627 | 8,048 |
| FY 13 | 1,599 | 7,827 |
| FY 14 | 1,486 | 7,164 |
| FY 15 | 1,548 | 7,338 |
| FY 16 | 1,574 | 7,414 |
| FY 17 | 1,505 | 7,160 |
| FY 18 | 1,875 | 8,648 |
| FY 19 | 1,575 | 7,264 |
| FY 20 | 1,703 | 7,845 |

Revenues

Rate based revenues for FY 2022 are projected to be at approximately 102.9% of the 2020 receipts. The tables below present historic revenue by category FY 2016-FY 2020, estimated for the budgeted and projected revenues for FY 2021 and the projected revenues for FY 2022



| | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2021 EOY | FY 2022 Budget |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental | - | - | - | - | - | - | - | - |
| Interest Income | 10,735 | 11,032 | 69,046 | 103,257 | 118,151 | 86,000 | 12,480 | 100,000 |
| Rental Income | 24,000 | 24,000 | 21,075 | 24,000 | 26,000 | 24,000 | 24,000 | 25,000 |
| Sale of Surplus Assets | 11,432 | 54,960 | 41,046 | 379 | 3,410 | - | - | - |
| Other Revenue | - | - | - | 3,496 | 31,301 | - | 6,462 | - |
| Customer Service (Rates) | 10,716,426 | 11,006,147 | 11,021,468 | 11,761,456 | 11,732,447 | 12,114,033 | 11,953,272 | 12,079,693 |
| Inspection Fees | 61,100 | 78,595 | 76,951 | 79,502 | 63,144 | 40,000 | 48,051 | 45,000 |
| Other Service Revenue | 84,615 | 70,550 | 327,010 | 24,177 | 14,589 | 50,000 | 12,630 | 55,000 |
| Fund Balance | - | - | - | - | - | - | - | - |
| Total Water Revenues* | 10,908,308 | 11,245,284 | 11,556,597 | 11,996,267 | 11,989,042 | 12,314,033 | 12,056,895 | 12,304,693 |

*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



City of Franklin, Tennessee

FY 2022 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 | EOY | Budget | Difference '21 v. '22 | |
| | 2019 | 2020 | 2021 | 2021 | 2022 | \$ | % |
| Divisions | | | | | | | |
| Water Distribution | 2,615,424 | 1,146,199 | 2,383,377 | 4,186,584 | 2,650,154 | 266,777 | 11.2% |
| Water Treatment/Plant | 5,881,138 | 6,260,343 | 6,546,318 | 6,446,123 | 6,996,693 | 450,375 | 6.9% |
| Utility Billing | 159,288 | 172,936 | 199,593 | 184,550 | 186,209 | (13,384) | -6.7% |
| Water General | 1,927,088 | 2,539,258 | 4,883,385 | 2,915,316 | 4,562,178 | (321,207) | -6.6% |
| Total Water | 10,582,938 | 10,118,736 | 14,012,673 | 13,732,573 | 14,395,234 | 382,561 | 2.7% |
| Expense by Category | | | | | | | |
| Personnel | | | | | | | |
| Salaries & Wages | 1,624,731 | 1,589,840 | 1,659,280 | 1,589,880 | 1,771,801 | 112,521 | 6.8% |
| Employee Benefits | 753,222 | 982,077 | 906,146 | 831,890 | 899,845 | (6,301) | -0.7% |
| Total Personnel | 2,377,953 | 2,571,917 | 2,565,426 | 2,421,770 | 2,671,646 | 106,220 | 4.1% |
| Operations | | | | | | | |
| Transportation Services | 1,745 | 9,333 | 1,350 | 4,960 | 5,110 | 3,760 | 278.5% |
| Operating Services | 52,353 | 33,223 | 117,500 | 93,350 | 101,800 | (15,700) | -13.4% |
| Notices, Subscriptions, etc. | 710 | 6,224 | 11,250 | 17,370 | 11,750 | 500 | 4.4% |
| Utilities | 437,009 | 424,878 | 387,261 | 415,224 | 419,200 | 31,939 | 8.2% |
| Contractual Services | 60,063 | 132,225 | 403,500 | 203,500 | 217,500 | (186,000) | -46.1% |
| Repair & Maintenance Services | 84,150 | 149,499 | 70,200 | 135,800 | 211,700 | 141,500 | 201.6% |
| Employee programs | 4,812 | 5,045 | 14,800 | 4,100 | 8,400 | (6,400) | -43.2% |
| Professional Development/Travel | 1,393 | 2,674 | 10,550 | 450 | 9,200 | (1,350) | -12.8% |
| Office Supplies | 4,915 | 4,771 | 5,050 | 4,200 | 4,450 | (600) | -11.9% |
| Operating Supplies | 355,094 | 368,909 | 351,550 | 357,650 | 354,050 | 2,500 | 0.7% |
| Fuel & Mileage | 39,649 | 32,530 | 40,245 | 27,000 | 41,700 | 1,455 | 3.6% |
| Supplies for Resale | 4,180,999 | 4,456,760 | 4,505,000 | 4,505,000 | 4,605,000 | 100,000 | 2.2% |
| Machinery & Equipment (<\$25,000) | 110,928 | 75,882 | 95,750 | 95,500 | 105,500 | 9,750 | 10.2% |
| Repair & Maintenance Supplies | 902,235 | (597,094) | 428,650 | 516,400 | 562,650 | 134,000 | 31.3% |
| Operational Units | 1,273,325 | 1,354,553 | 1,486,650 | 1,486,650 | 1,511,094 | 24,444 | 1.6% |
| Property & Liability Costs | 125,527 | 86,380 | 114,873 | 98,357 | 112,611 | (2,263) | -2.0% |
| Rentals | 23,538 | 730 | 3,500 | 1,500 | 4,000 | 500 | 14.3% |
| Financial Fees | 216 | 21,489 | 115,050 | 115,050 | 115,050 | - | 0.0% |
| Permits | 36,030 | 37,085 | 36,500 | 36,000 | 36,000 | (500) | -1.4% |
| Other Business Expenses | - | 103 | - | - | 150 | 150 | 100.0% |
| Debt Service and Lease Payments | 510,294 | 941,620 | 1,261,018 | 1,340,909 | 1,269,173 | 8,156 | 0.6% |
| Total Operations | 8,204,985 | 7,546,819 | 9,460,246 | 9,458,970 | 9,706,087 | 245,841 | 2.6% |
| Improvements | - | - | 1,987,000 | 1,785,540 | 2,017,500 | 30,500 | 1.5% |
| Machinery & Equipment (>\$25,000) | - | - | - | 66,293 | - | - | 0.0% |
| Capital | - | - | 1,987,000 | 1,851,833 | 2,017,500 | 30,500 | 1.5% |
| Total Water Summary | 10,582,938 | 10,118,736 | 14,012,673 | 13,732,573 | 14,395,233 | 382,560 | 2.7% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Water Budget

Budget Summary

Personnel – The Water Management Department is not requesting any additional water treatment or water distribution division staff this fiscal year.

Operations – The largest operations expense in the Water Section continues to be the purchase of finished water. Expenditures on purchased water can fluctuate depending on a number of factors. Some of these factors include Franklin Water Treatment capacities, weather, financial considerations, construction, and water resource conservation efforts. Since the construction has been complete, the facilities' water production rate has increased and the quality of water has significantly increased.

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

Electricity is the primary cost and is necessary for booster pump stations in the distribution system, high service and raw water pumps at the Water Treatment Plant, and other day to day needs. The Water Section continues to evaluate energy needs and practices to reduce electrical consumption. The raw water pumps were replaced during the upgrade project at the Water Treatment Plant, in addition to several other energy reducing technologies to reduce our overall consumption.

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. In previous years the Water Management Department has evaluated the annual cost of replacement of operations of capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. Due to budgeting requirements, the approach has been modified to be consistent with other City departments, however, this practice will continue to be used during rate analyses to ensure long term costs are captured. Enhancement requests have been provided and are largely related to replacement of existing equipment.

In terms of capital projects, the City has been working through the IWRP priority projects established by the BOMA. . The distribution projects are renewal of existing infrastructure.



Wastewater Budget

Section Summary

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

The City of Franklin operates a water reclamation facility utilizing activated sludge treatment at 135 Claude Yates Drive. The facility is currently operating under a new National Pollutant Discharge Elimination System Permit (NPDES) for discharge of twelve (12) million gallons per day (MGD) of treated effluent, with provisions to increase discharge to sixteen (16) MGD. The City of Franklin operates a reclaimed water network, reducing irrigation demand on potable water. The WRF is facing increasing regulatory constraints from EPA and TDEC primarily related to nutrient loading to the Harpeth River and additional Capacity Management Operation Maintenance (CMOM) initiative requirements.



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

Section Goals & Strategic Initiatives

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

The Water Management Department continues to refine operations efforts consistent with components of the EPA's Capacity Management, Operations and Maintenance (CMOM) program. The City has continued the implementation of a capacity assurance tool to aid with evaluation of new developments as they connect to the system. To support this, refinements to the collection system model have been initiated which will use the City's flow monitoring data to help calibrate flows for dry and wet weather conditions.

The wastewater collection division continues to perform inspections of the sanitary sewer system to evaluate condition, risk and maintenance needs. Starting in 2017, the Division has used a sanitary sewer rapid assessment tool to provide for more efficient inspections and maintenance activities, and guide resources more efficiently by prioritizing needs.



City of Franklin, Tennessee

FY 2022 Operating Budget

Wastewater Budget

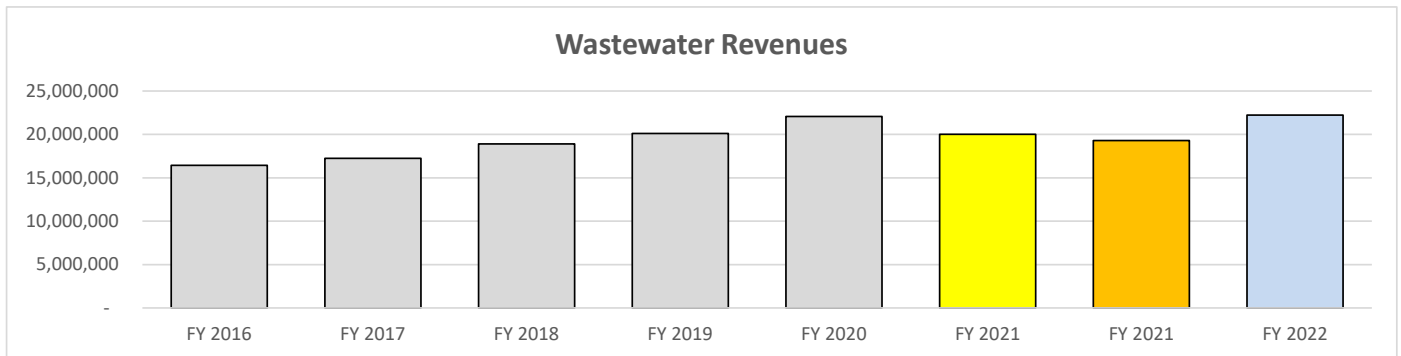
Consumption & Revenues

The sanitary sewer customer base has shown greater signs of growth primarily due to areas within the Milcrofton and HB&TS Utility Districts. It is important to note that in 2016 the City updated the method by which it calculates customers to more accurately count each customer of each individual division of the system. This methodology was applied to the information

| Year | Annual Total (Million Gallons) | Monthly Average - Residential and Commercial (Gallons) |
|-------|--------------------------------|--|
| FY 12 | 2,305 | 9,219 |
| FY 13 | 2,345 | 9,159 |
| FY 14 | 2,276 | 8,648 |
| FY 15 | 2,357 | 8,698 |
| FY 16 | 2,450 | 8,676 |
| FY 17 | 3,209 | 8,941 |
| FY 18 | 4,814 | 13,372 |
| FY 19 | 3,302 | 8,913 |
| FY 20 | 3,503 | 9,370 |

Revenues

Rate based revenues for FY 2022 are projected to be at approximately 103.2% of the collections for FY 2020. The tables below present historic revenue by category FY 2016-FY 2020, estimated for the budgeted and estimated revenues for FY 2021 and the projected revenues for FY 2022.



| | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2021 EOY | FY 2022 Budget |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental | - | | | 225,000 | - | 250,000 | 250,000 | - |
| Interest Income | 107,242 | 94,807 | 181,367 | 793,210 | 849,274 | 255,950 | 60,599 | 597,200 |
| Rental Income | 2,800 | - | 2,210 | - | - | 2,800 | - | 2,800 |
| Sale of Surplus Assets | - | 264 | - | - | - | - | - | - |
| Customer Service (Rates) | 16,236,044 | 17,036,817 | 18,652,030 | 19,001,446 | 19,896,476 | 19,638,081 | 18,918,465 | 20,511,365 |
| Inspection Fees | 70,968 | 94,503 | 51,488 | 50,986 | 26,264 | 75,000 | 54,651 | 75,000 |
| Other Service Revenue | 17,703 | 15,419 | 15,622 | 36,655 | 10,099 | 40,000 | 8,865 | 40,000 |
| Transfer from Co. Fac. Tax | - | - | - | - | 1,285,000 | | - | - |
| Transfer from G/F (ARP) | | | | | | | | 1,000,000 |
| Total Wastewater Revenues* | 16,434,757 | 17,241,810 | 18,902,717 | 20,107,297 | 22,067,113 | 20,011,831 | 19,292,580 | 22,226,365 |

*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



City of Franklin, Tennessee

FY 2022 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 | EOY | Budget | Difference '20 v. '21 | |
| | 2019 | 2020 | 2021 | 2021 | 2022 | \$ | % |
| Divisions | | | | | | | |
| Wastewater Collection | 3,215,170 | 3,206,696 | 3,323,711 | 3,373,992 | 3,581,048 | 257,337 | 7.7% |
| Wastewater Plant | 3,665,559 | 3,726,778 | 4,408,044 | 4,381,259 | 4,251,686 | (156,358) | -3.5% |
| Utility Administration | 1,330,456 | 1,464,565 | 1,390,900 | 1,414,315 | 1,563,092 | 172,192 | 12.4% |
| Wastewater General | 1,851,957 | 2,690,137 | 10,216,395 | 10,144,648 | 10,443,045 | 226,650 | 2.2% |
| Total Wastewater | 10,063,142 | 11,088,175 | 19,339,050 | 19,314,214 | 19,838,870 | 499,821 | 2.6% |
| Expense by Category | | | | | | | |
| Personnel | | | | | | | |
| Salaries & Wages | 2,874,765 | 3,132,657 | 2,974,672 | 3,128,328 | 3,340,712 | 366,040 | 12.3% |
| Employee Benefits | 1,229,881 | 1,527,652 | 1,565,479 | 1,547,516 | 1,728,784 | 163,306 | 10.4% |
| Total Personnel | 4,104,646 | 4,660,309 | 4,540,151 | 4,675,844 | 5,069,496 | 529,345 | 11.7% |
| Operations | | | | | | | |
| Transportation Services | 2,469 | 1,411 | 3,300 | 3,150 | 7,200 | 3,900 | 118.2% |
| Operating Services | 565,265 | 525,730 | 423,050 | 599,775 | 608,850 | 185,800 | 43.9% |
| Notices, Subscriptions, etc. | 8,956 | 9,914 | 15,900 | 21,613 | 14,200 | (1,700) | -10.7% |
| Utilities | 1,301,403 | 1,260,115 | 1,175,093 | 1,186,668 | 1,240,518 | 65,425 | 5.6% |
| Contractual Services | 1,017,150 | 1,099,851 | 2,111,000 | 1,928,368 | 1,001,368 | (1,109,632) | -52.6% |
| Repair & Maintenance Services | 336,890 | 326,592 | 329,350 | 537,700 | 474,590 | 145,240 | 44.1% |
| Employee programs | 5,151 | 4,465 | 8,300 | 3,825 | 12,450 | 4,150 | 50.0% |
| Professional Development/Travel | 12,361 | 13,100 | 27,650 | 6,700 | 29,150 | 1,500 | 5.4% |
| Office Supplies | 7,296 | 5,009 | 8,500 | 5,400 | 7,850 | (650) | -7.6% |
| Operating Supplies | 220,281 | 197,749 | 288,175 | 262,350 | 290,900 | 2,725 | 0.9% |
| Fuel & Mileage | 75,919 | 63,543 | 91,500 | 47,500 | 83,900 | (7,600) | -8.3% |
| Machinery & Equipment (<\$25,000) | 37,722 | 89,948 | 164,672 | 106,461 | 196,072 | 31,400 | 19.1% |
| Repair & Maintenance Supplies | 298,411 | 316,049 | 181,900 | 263,650 | 239,700 | 57,800 | 31.8% |
| Operational Units | 1,273,325 | 1,354,450 | 1,486,650 | 1,486,650 | 1,511,094 | 24,444 | 1.6% |
| Property & Liability Costs | 369,058 | 248,549 | 262,788 | 182,568 | 246,694 | (16,094) | -6.1% |
| Rentals | 10,413 | 5,243 | 5,150 | 2,400 | 5,200 | 50 | 1.0% |
| Financial Fees | 474 | 7,894 | 229,050 | 229,050 | 229,050 | - | 0.0% |
| Permits | 18,066 | 20,050 | 14,500 | 13,450 | 14,000 | (500) | -3.4% |
| Debt Service and Lease Payments | 397,886 | 871,081 | 3,425,371 | 3,437,073 | 4,855,588 | 1,430,217 | 41.8% |
| Total Operations | 5,958,496 | 6,420,743 | 10,251,899 | 10,324,351 | 11,068,375 | 816,476 | 8.0% |
| Land | - | - | - | 25,000 | - | - | 0.0% |
| Buildings | - | - | 250,000 | 4,019 | - | (250,000) | -100.0% |
| Improvements | - | - | 4,112,000 | 4,100,000 | 3,701,000 | (411,000) | -10.0% |
| Machinery & Equipment (>\$25,000) | - | - | 185,000 | 185,000 | - | (185,000) | -100.0% |
| Capital | - | - | 4,547,000 | 4,314,019 | 3,701,000 | (846,000) | -18.6% |
| Total Wastewater | 10,063,142 | 11,081,052 | 19,339,050 | 19,314,214 | 19,838,870 | 499,821 | 2.6% |



City of Franklin, Tennessee FY 2022 Operating Budget

Wastewater Budget

Budget Summary

Personnel – The Water Management Department is adding four new positions and restoring one in the FY 2022 budget - an Infrastructure & Development Manager, a Facilities Maintenance Manager and three Wastewater Operator Senior positions (one being a restoration).

Operations and Maintenance – Operations and maintenance accounts for the largest costs in the Wastewater Section. These costs are largely associated with aeration of the wastewater for biological processes, pumping, odor control and various other processes and operations.

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

The City has also started implementation of a sanitary sewer rapid assessment tool. The equipment uses sonic technology to determine blockage condition which helps determine further action such as inspection, cleaning or maintenance activities. The crews have had positive results.

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. In previous years the Water Management Department has evaluated the annual cost of replacement of operations capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. Due to budgeting requirements, the approach has been modified to be consistent with other City departments, however, this practice will continue to be used during rate analyses to ensure long terms costs are captured. Enhancement requests have been provided and largely related to replacement of existing equipment.

Similar to the Water Section, the City has been working through the IWRP priority projects established by the BOMA. The key project in the Wastewater Section is the continued work on the Water Reclamation Facility Upgrade and Expansion. At this time, construction continues. Costs for this project are not shown as part of this operating budget as it is a one-time capital expenditure. Future operating budgets will show detailed debt principal and interest payments to service the SRF loan generously provided by the State of Tennessee.



Reclaimed Water

Section Summary

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



Section Goals & Strategic Initiatives

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

Though reclaimed water is not an essential service, it is imperative that the Department be able to serve the demands for the system. It is projected that the existing Long Lane Water Tank (500,000 gallons) will be converted to a reclaimed storage facility in the future to provide for demands in the southern area of the City. Additional storage facilities are being considered using existing department property.



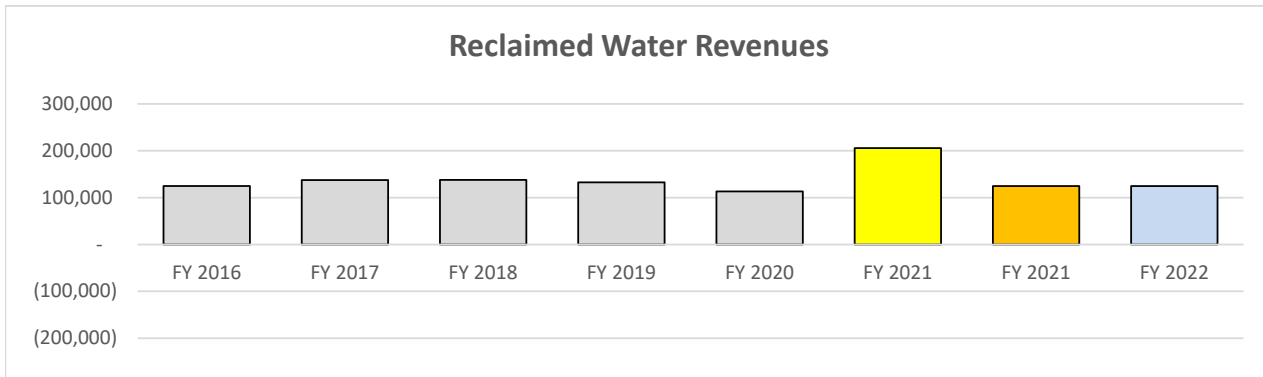
City of Franklin, Tennessee

FY 2022 Operating Budget

Reclaimed Water

Revenues

Rate based revenues for FY 2022 are projected to be at approximately the same as projected for FY 2021.



| | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2021 EOY | FY 2022 Budget |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------------|
| Intergovernmental | - | - | - | - | - | - | - | - |
| Licenses & Permits | - | - | - | - | 600 | - | 1,000 | 1,000 |
| Interest Income | 38 | 196 | 691 | 1,958 | - | 100 | - | - |
| Sale of Surplus Assets | - | - | - | - | - | - | - | - |
| Customer Service (Rates) | 124,810 | 137,351 | 135,705 | 129,194 | 109,559 | 201,150 | 120,000 | 120,000 |
| Inspection Fees | - | - | - | - | 3,144 | 3,000 | 3,000 | 3,000 |
| Other Service Revenue | - | - | 1,500 | 1,500 | - | 1,500 | 750 | 750 |
| Fund Balance Contrib. | - | - | - | - | - | - | - | - |
| Contributions from Develop. | - | - | - | - | - | - | - | - |
| Total Reclaimed Revenues | 124,848 | 137,547 | 137,896 | 132,652 | 113,303 | 205,750 | 124,750 | 124,750 |

*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



City of Franklin, Tennessee
FY 2022 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 | EOY | Budget | Difference '20 vs. '21 | |
| | 2019 | 2020 | 2021 | 2021 | 2022 | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | - | - | - | - | - | - | 0.0% |
| Employee Benefits | - | - | - | - | - | - | 0.0% |
| Total Personnel | - | - | - | - | - | - | 0.0% |
| Operations | | | | | | | |
| Transportation Services | - | - | 50 | - | - | (50) | -100.0% |
| Notices, Subscriptions, etc. | - | 20 | - | 50 | 50 | 50 | 100.0% |
| Contractual Services | 11,338 | 28,501 | 55,000 | 110,000 | 5,000 | (50,000) | -90.9% |
| Repair & Maintenance Services | - | 2,848 | 17,000 | 17,000 | 17,000 | - | 0.0% |
| Operating Supplies | 53,512 | 62,503 | 80,400 | 80,400 | 80,400 | - | 0.0% |
| Machinery & Equipment (<\$25,000) | - | - | 2,000 | 2,000 | 2,000 | - | 0.0% |
| Repair & Maintenance Supplies | 3,150 | (2,639) | 20,000 | 23,000 | 20,000 | - | 0.0% |
| Property & Liability Costs | - | - | - | - | - | - | 0.0% |
| Debt Service and Lease Payments | 19,010 | 17,864 | 65,975 | 65,975 | 65,975 | - | 0.0% |
| Total Operations | 87,010 | 109,097 | 240,425 | 298,425 | 190,425 | (50,000) | -20.8% |
| Capital | - | - | 500,000 | 507,200 | 400,000 | (100,000) | -20.0% |
| Total Reclaimed Water | 87,010 | 109,097 | 740,425 | 805,625 | 590,425 | (150,000) | -20.3% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

| Purpose | Issue Year | Orig. Amt. Issued / Interest Rate | F 2021 | F 2022 | F 2023 | F 2024 | F 2025 | F 2026 | Balance (2027-2037) | Total Outstanding (2022-2037) |
|---|--------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------------------|
| Water Operations | | | | | | | | | | |
| PRINCIPAL | | | | | | | | | | |
| Bonds 2011A \$19.43M (Refund 2008 TMBF) | 2008 (2011 Refund) | \$ 1,360,100 | \$ 96,600 | \$ 99,030 | \$ 101,500 | \$ 103,950 | \$ 106,400 | \$ 109,200 | \$ - | \$ 520,080 |
| ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation) | 2011 | \$ 1,500,000 | \$ 74,020 | \$ 76,134 | \$ 78,310 | \$ 80,546 | \$ 82,848 | \$ 85,215 | \$ 414,606 | \$ 817,659 |
| SRF SCADA | 2016 | \$ 747,690 | \$ 45,108 | \$ 45,512 | \$ 45,920 | \$ 46,328 | \$ 46,744 | \$ 47,164 | \$ 342,138 | \$ 573,806 |
| Bonds 2017 - \$12m (Water Plant) | 2017 | \$ 12,000,000 | \$ 430,000 | \$ 450,000 | \$ 470,000 | \$ 495,000 | \$ 520,000 | \$ 545,000 | \$ 7,905,000 | \$ 10,385,000 |
| PRINCIPAL | | \$ 15,607,790 | \$ 645,729 | \$ 670,677 | \$ 695,730 | \$ 725,824 | \$ 755,991 | \$ 786,578 | \$ 8,661,744 | \$ 12,296,545 |
| INTEREST | | | | | | | | | | |
| Bonds 2011A \$19.43M (Refund 2008 TMBF) | 2008 (2011 Refund) | 2.48% | \$ 15,095 | \$ 12,694 | \$ 10,232 | \$ 7,710 | \$ 5,127 | \$ 2,482 | \$ - | \$ 38,246 |
| ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation) | 2011 | 2.82% | \$ 24,194 | \$ 22,080 | \$ 19,904 | \$ 17,668 | \$ 15,366 | \$ 12,999 | \$ 27,348 | \$ 115,365 |
| SRF SCADA | 2016 | | \$ 5,326 | \$ 4,922 | \$ 4,514 | \$ 4,107 | \$ 3,691 | \$ 3,271 | \$ 10,895 | \$ 31,400 |
| Bonds 2017 - \$12m (Water Plant) | 2017 | 3.29% | \$ 475,400 | \$ 458,200 | \$ 435,700 | \$ 412,200 | \$ 387,450 | \$ 361,450 | \$ 2,064,200 | \$ 4,119,200 |
| INTEREST | | | \$ 520,014 | \$ 497,896 | \$ 470,351 | \$ 441,684 | \$ 411,634 | \$ 380,203 | \$ 2,102,443 | \$ 4,304,210 |
| TOTAL EXPENDITURES | | | \$ 1,165,743 | \$ 1,168,573 | \$ 1,166,081 | \$ 1,167,509 | \$ 1,167,626 | \$ 1,166,781 | \$ 10,764,186 | \$ 16,600,756 |
| Sewer Operations | | | | | | | | | | |
| PRINCIPAL | | | | | | | | | | |
| Bonds 2005 \$24.67M (Refund 2001 / 2002) | 2001, 2002, 2005 | \$ 9,868,000 | \$ 902,000 | \$ 912,000 | \$ 622,000 | \$ 580,000 | \$ 580,000 | \$ - | \$ - | \$ 2,694,000 |
| Bonds 2011A \$19.43M (Refund 2008 TMBF) | 2008 (2011 Refund) | \$ 194,300 | \$ 13,800 | \$ 14,150 | \$ 14,500 | \$ 14,850 | \$ 15,200 | \$ 15,600 | \$ - | \$ 74,300 |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012 | \$ 868,572 | \$ 40,849 | \$ 45,610 | \$ 46,852 | \$ 48,128 | \$ 49,439 | \$ 50,785 | \$ 355,366 | \$ 596,180 |
| SRF SCADA | 2016 | \$ 1,518,037 | \$ 91,584 | \$ 92,404 | \$ 93,232 | \$ 94,060 | \$ 94,904 | \$ 95,756 | \$ 694,643 | \$ 1,164,999 |
| SRF Loan 2017 | 2017 | \$ 1,275,000 | \$ 34,488 | \$ 35,004 | \$ 35,520 | \$ 36,048 | \$ 36,576 | \$ 37,116 | \$ 1,031,888 | \$ 1,212,152 |
| SRF Loan 2018 | 2018 | \$ 78,500,000 | \$ 347,468 | \$ 2,102,784 | \$ 2,133,900 | \$ 2,165,484 | \$ 2,197,524 | \$ 2,230,044 | \$ 67,322,796 | \$ 78,152,532 |
| PRINCIPAL | | \$ 92,223,909 | \$ 1,430,189 | \$ 3,201,952 | \$ 2,946,004 | \$ 2,938,570 | \$ 2,973,643 | \$ 2,429,302 | \$ 69,404,693 | \$ 83,894,164 |
| INTEREST | | | | | | | | | | |
| Bonds 2005 \$24.67M (Refund 2001 / 2002) | 2001, 2002, 2005 | 3.00%-5.00% | \$ 175,450 | \$ 130,350 | \$ 84,750 | \$ 53,650 | \$ 24,650 | \$ - | \$ - | \$ 293,400 |
| Bonds 2011A \$19.43M (Refund 2008 TMBF) | 2008 (2011 Refund) | 2.48% | \$ 2,156 | \$ 1,790 | \$ 1,462 | \$ 1,101 | \$ 732 | \$ 355 | \$ - | \$ 5,441 |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012 | 2.69% | \$ 15,352 | \$ 15,478 | \$ 14,236 | \$ 12,959 | \$ 11,649 | \$ 10,303 | \$ 31,527 | \$ 96,151 |
| SRF SCADA | 2016 | | \$ 10,814 | \$ 9,994 | \$ 9,166 | \$ 8,337 | \$ 7,493 | \$ 6,641 | \$ 22,120 | \$ 63,751 |
| SRF Loan 2017 | 2017 | | \$ 18,096 | \$ 17,580 | \$ 17,064 | \$ 16,536 | \$ 16,008 | \$ 15,468 | \$ 186,304 | \$ 268,960 |
| SRF Loan 2018 | 2018 | 1.47% | \$ 192,114 | \$ 1,134,708 | \$ 1,103,592 | \$ 1,072,008 | \$ 1,039,968 | \$ 1,007,448 | \$ 13,074,832 | \$ 18,432,555 |
| INTEREST | | | \$ 413,982 | \$ 1,309,900 | \$ 1,230,269 | \$ 1,164,592 | \$ 1,100,501 | \$ 1,040,214 | \$ 13,314,181 | \$ 19,160,258 |
| TOTAL EXPENDITURES | | | \$ 1,844,171 | \$ 4,511,852 | \$ 4,176,273 | \$ 4,103,163 | \$ 4,074,144 | \$ 3,469,516 | \$ 86,188,991 | \$ 106,523,938 |
| Reclaimed Operations | | | | | | | | | | |
| PRINCIPAL | | | | | | | | | | |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012 | \$ 1,019,628 | \$ 47,953 | \$ 49,259 | \$ 50,600 | \$ 51,979 | \$ 53,394 | \$ 54,848 | \$ 438,643 | \$ 698,723 |
| PRINCIPAL | | \$ 1,019,628 | \$ 47,953 | \$ 49,259 | \$ 50,600 | \$ 51,979 | \$ 53,394 | \$ 54,848 | \$ 438,643 | \$ 698,723 |
| INTEREST | | | | | | | | | | |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012 | 2.69% | \$ 18,022 | \$ 16,716 | \$ 15,374 | \$ 13,996 | \$ 12,581 | \$ 11,127 | \$ 45,176 | \$ 114,970 |
| INTEREST | | | \$ 18,022 | \$ 16,716 | \$ 15,374 | \$ 13,996 | \$ 12,581 | \$ 11,127 | \$ 45,176 | \$ 114,970 |
| TOTAL EXPENDITURES | | | \$ 65,975 | \$ 65,975 | \$ 65,975 | \$ 65,975 | \$ 65,975 | \$ 65,975 | \$ 483,819 | \$ 813,693 |

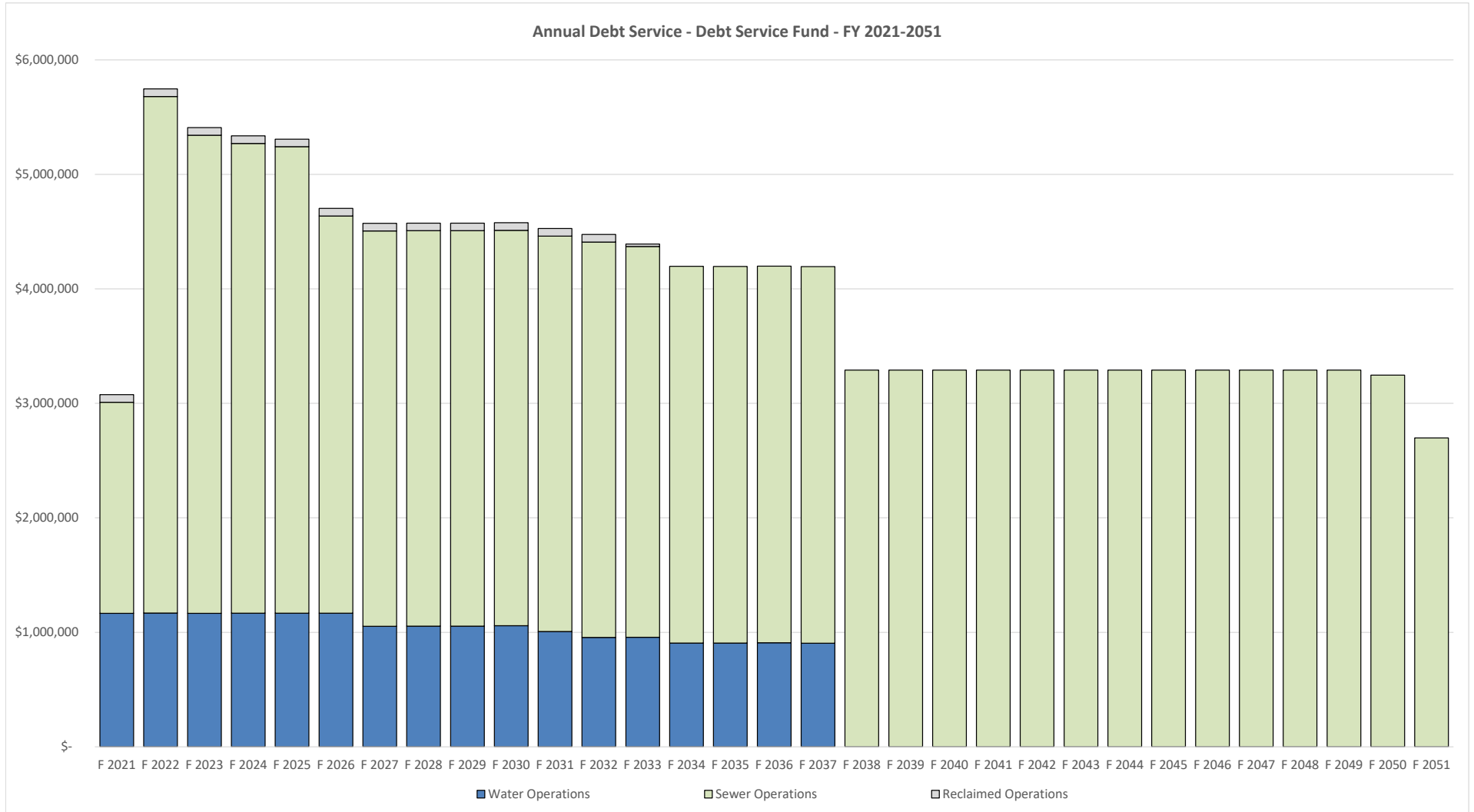
*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed.



City of Franklin, Tennessee
FY 2022 Operating Budget

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

The chart below shows annual debt service for the Proprietary Funds (Water, Wastewater & Reclaimed Water) for all bonds issued from FY 2021-2051. General Obligation Bond Debt Service for the City of Franklin is budgeted within the Debt Service Fund.



*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.



City of Franklin

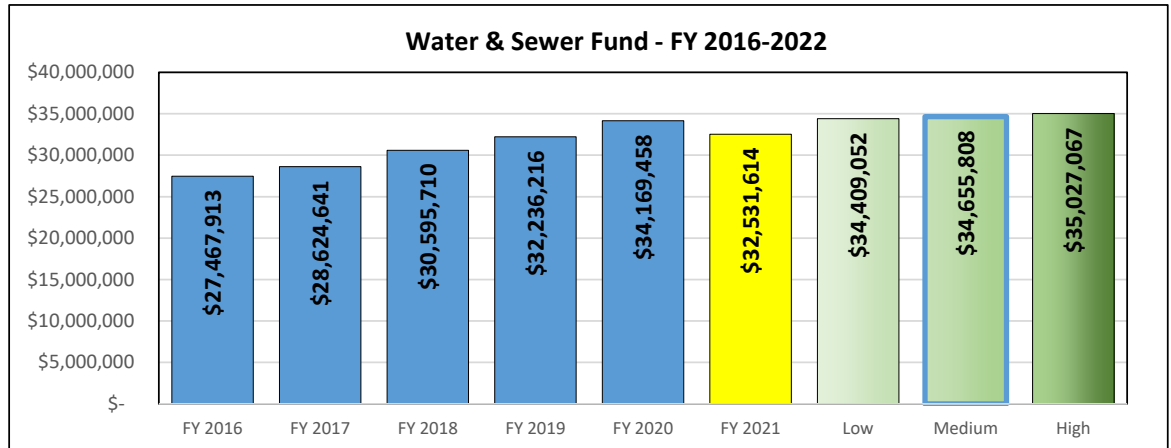
Revenue Model

| | | | |
|--------------|-------------------------|--------------------------------|--------------|
| Fund: | Water/Sewer Fund | Percent of All Revenues | 20.5% |
|--------------|-------------------------|--------------------------------|--------------|

Water & Sewer Fund: 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, paying the General Fund monies to cover the costs of services such as payroll, human resources and other support activities.

Rates are forecast to stay at previous increases of 2.9% for Water and 3.5% for Sewer for CY 2021 and CY 2022. Additionally, a one-time \$1,000,000 of American Rescue Plan monies are planned for sewer infrastructure purposes.

**Note: Revenues shown below are for operational & customer service only. Capital Contributions are not included within this total, and will not necessarily tie to audited financial information.*



| | Actual | | | | | Budget | Forecast (FY 2022) | | | Averages |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 9.5% | 4.2% | 6.9% | 5.4% | 6.0% | -4.8% | 6.7% | 7.5% | 8.7% | |
| Water | | | | | | | | | | 3-yr Average |
| Use of Money & Property | 46,167 | 89,992 | 131,580 | 127,636 | 147,561 | 114,000 | 100,000 | 125,000 | 150,000 | \$ 32,333,795 |
| Rates & Related Customer Service | 10,862,141 | 11,155,292 | 11,425,017 | 11,868,631 | 11,841,481 | 12,200,033 | 12,153,478 | 12,179,693 | 12,272,164 | -0.1% |
| Wastewater | | | | | | | | | | 5-Yr Average |
| Use of Money & Property | 110,042 | 95,071 | 183,627 | 793,210 | 849,274 | 258,750 | 500,000 | 600,000 | 750,000 | \$ 30,618,788 |
| Rates & Related Customer Service | 16,324,715 | 17,146,739 | 18,719,089 | 19,314,087 | 19,932,839 | 19,753,081 | 20,530,824 | 20,626,365 | 20,730,153 | 1.1% |
| Transfer from G/F (ARP Funds) | | | | | | | 1,000,000 | 1,000,000 | 1,000,000 | |
| Transfer from Co. Fac. Tax. | | | | | 1,285,000 | | - | - | - | |
| Reclaimed Water | | | | | | | | | | |
| Use of Money & Property | 38 | 196 | 691 | 1,958 | 600 | 1,000 | 1,000 | 1,000 | 1,000 | |
| Rates & Related Customer Service | 124,810 | 137,351 | 135,705 | 130,694 | 112,703 | 204,750 | 123,750 | 123,750 | 123,750 | |
| Use of F/B | | | | | | 0 | - | - | - | |
| Totals | \$ 27,467,913 | \$ 28,624,641 | \$ 30,595,710 | \$ 32,236,216 | \$ 34,169,458 | \$ 32,531,614 | \$ 34,409,052 | \$ 34,655,808 | \$ 35,027,067 | |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

OTHER GENERAL FUND OPERATING EXPENDITURES

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

Under this operating unit are:

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



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

General Expenses

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|-------------------|------------------|----------------|------------------|------------------|---------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 319,636 | -2,339,393 | 2,017,382 | 572,056 | 3,768,715 | 1,751,335 | 86.8% |
| Operations | 128,123 | 320,279 | -41,335 | 227,454 | 283,071 | 324,406 | -784.8% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 447,759 | -2,019,114 | 1,976,047 | 799,510 | 4,051,786 | 2,075,741 | 105.0% |

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, one-time contributions to the City's closed pension plan, 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.



City of Franklin, Tennessee **FY 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Staffing by Position

There are no staff formally associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-----------------------------------|----------------|--------------------|------------------|----------------|------------------|------------------|----------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | - | - | 320,000 | - | 3,600,310 | 3,280,310 | 1025.1% |
| Employee Benefits | 319,636 | (2,339,393) | 1,697,382 | 572,056 | 168,405 | (1,528,976) | -90.1% |
| Total Personnel | 319,636 | (2,339,393) | 2,017,382 | 572,056 | 3,768,715 | 1,751,335 | 86.8% |
| Operations | | | | | | | |
| Notices, Subscriptions, etc. | 37,666 | 21,158 | 57,530 | 44,705 | 69,071 | 11,541 | 20.1% |
| Utilities | 691 | 658 | 550 | 550 | 550 | - | 0.0% |
| Contractual Services | 115,017 | 87,251 | 82,500 | 93,507 | 206,000 | 123,500 | 149.7% |
| Repair & Maintenance Services | - | - | 1,000 | 1,000 | 1,000 | - | 0.0% |
| Employee programs | - | 3,343 | - | - | - | - | 0.0% |
| Fuel & Mileage | (35,063) | 164,846 | - | 82,494 | - | - | 0.0% |
| Machinery & Equipment (<\$25,000) | - | - | 2,000 | 2,000 | 2,000 | - | 0.0% |
| Rentals | - | - | 100 | 100 | 100 | - | 0.0% |
| Permits | - | - | 350 | 598 | 350 | - | 0.0% |
| Financial Fees | 2,500 | 43,023 | 2,500 | 2,500 | 2,500 | - | 0.0% |
| Other Business Expenses | 4,597 | - | (187,865) | - | 1,500 | 189,365 | -100.8% |
| Debt Service and Lease Payments | 2,715 | - | - | - | - | - | 0.0% |
| Total Operations | 128,123 | 320,279 | (41,335) | 227,454 | 283,071 | 324,406 | -784.8% |
| Capital | - | - | - | - | - | - | 0.0% |
| Total General Expenses | 447,759 | (2,019,114) | 1,976,047 | 799,510 | 4,051,786 | 2,075,740 | 105.0% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Appropriations

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Operations | 466,424 | 486,738 | 451,450 | 445,656 | 506,458 | 55,008 | 12.2% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 466,424 | 486,738 | 451,450 | 445,656 | 506,458 | 55,008 | 12.2% |

Department Goals

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs that are under IRS classifications 501c3, 501c4, 501c6, and government entities.



City of Franklin, Tennessee

FY 2022 Operating Budget

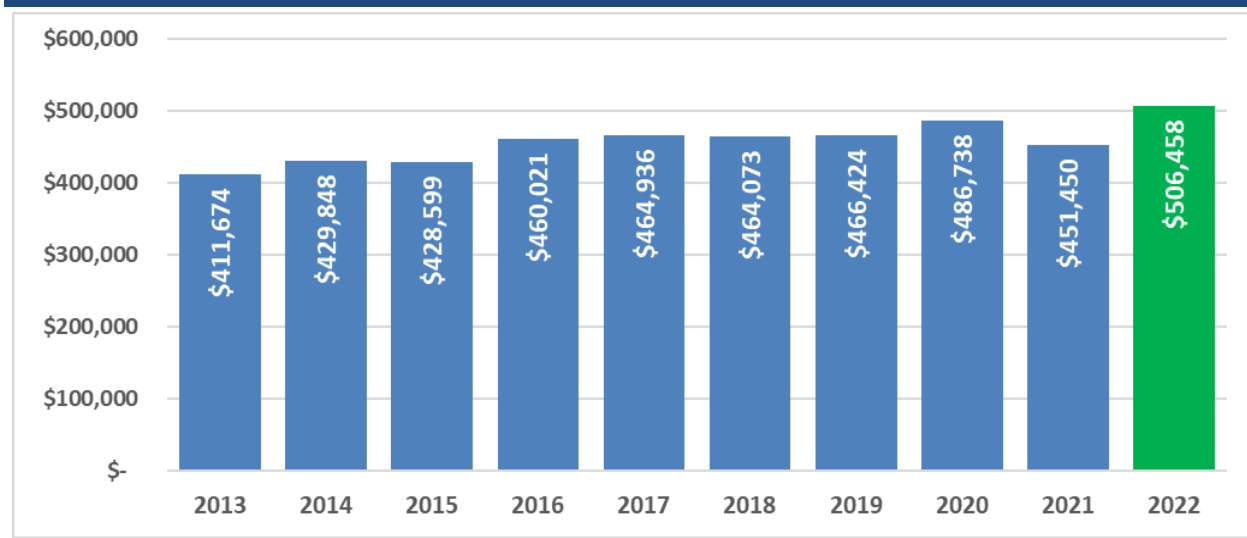
Organizational Chart

There is no organization chart associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Staffing by Position

There are no staff formally associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Ten-Year Appropriations History



Franklin Citizens Survey

| | | 2016 Citizens Survey | | 2019 Citizens Survey | |
|-------------------------------------|--|----------------------|-----------|----------------------|-----------|
| | | Excellent/Good | Fair/Poor | Excellent/Good | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Public Library Services | 93% | 7% | 93% | 7% |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Health Services | 88% | 12% | 88% | 12% |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Animal Control | 79% | 21% | 84% | 16% |



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|---|----------------|----------------|----------------|----------------|----------------|-----------------|----------------|
| | | | | | | \$ | % |
| Operations | | | | | | | |
| Contracted Services | | | | | | | |
| Regional Transit Authority - 91X Bus | 56,185 | 56,185 | 56,185 | - | - | (56,185) | -100.0% |
| Franklin Tomorrow | 34,610 | 34,610 | 31,149 | - | - | (31,149) | -100.0% |
| Sister City Program | 5,100 | 6,300 | 4,950 | - | - | (4,950) | -100.0% |
| TN Rehab @ Franklin | 23,170 | - | - | - | - | - | 0.0% |
| Total Contracted Services | 119,065 | 97,095 | 92,284 | - | - | (92,284) | -100.0% |
| Appropriations to Governments | | | | | | | |
| Health Department | 21,150 | 21,150 | 19,035 | 19,035 | 19,035 | - | 0.0% |
| Animal Control | - | - | 121,858 | 121,858 | 121,976 | 118 | 0.1% |
| Library - Books | 64,220 | 64,220 | 57,798 | 57,798 | 64,220 | 6,422 | 11.1% |
| Regional Transit Authority - 91X Bus | - | - | - | 56,185 | 56,185 | 56,185 | 100.0% |
| TN Reha @ Franklin | - | 28,964 | 20,853 | 15,059 | 20,853 | - | 0.0% |
| Total Appropriations to Gov't | 85,370 | 114,334 | 219,544 | 269,935 | 282,269 | 62,725 | 28.6% |
| Appropriations to Charitable Organizations | | | | | | | |
| ARC | 4,230 | 4,230 | 3,807 | 3,807 | 5,000 | 1,193 | 31.3% |
| Boys & Girls Club | 18,000 | 18,000 | 16,200 | 16,200 | 21,500 | 5,300 | 32.7% |
| Bridges | 15,040 | 15,040 | 13,536 | 13,536 | 18,050 | 4,514 | 33.3% |
| Community Child Care | 29,140 | 29,140 | 26,226 | 26,226 | 30,000 | 3,774 | 14.4% |
| Community Housing Partnership | 8,460 | 8,460 | 7,614 | 7,614 | 8,460 | 846 | 11.1% |
| Franklin Tomorrow | - | - | - | 31,149 | 31,149 | 31,149 | 100.0% |
| Gentry's Education Center | 15,000 | 20,000 | 18,000 | 18,000 | 22,500 | 4,500 | 25.0% |
| Mid Cum Hum Res/Homemaker | 4,700 | 4,700 | 4,230 | 4,230 | 4,230 | - | 0.0% |
| Mid-Cum Hum Res/Ombudsman | 2,500 | 2,500 | 2,250 | 2,250 | 2,250 | - | 0.0% |
| Mid-Cum Meals on Wheels | 10,152 | 10,152 | 9,137 | 9,137 | 9,137 | - | 0.0% |
| Second Harvest/Nashville's Table | 1,500 | 1,500 | - | - | - | - | 0.0% |
| Sister City Program | - | - | - | 4,950 | 5,500 | 5,500 | 100.0% |
| Waves | 22,913 | 22,913 | 20,622 | 20,622 | 22,913 | 2,291 | 11.1% |
| Wmson Co Emergency Relief/Graceworks | 15,000 | 15,000 | 13,500 | 13,500 | 20,000 | 6,500 | 48.1% |
| Animal Control | 110,354 | 118,674 | - | - | - | - | 0.0% |
| Transit Alliance | 5,000 | 5,000 | 4,500 | 4,500 | 5,000 | 500 | 11.1% |
| Davis House | | | | | 15,000 | 15,000 | #DIV/0! |
| Gilda's Club | | | | | 3,500 | 3,500 | #DIV/0! |
| Total Appropriations to Charitable Orgs. | 261,989 | 275,309 | 139,622 | 175,721 | 224,189 | 84,567 | 60.6% |
| Total Operations | 466,424 | 486,738 | 451,450 | 445,656 | 506,458 | 55,008 | 12.2% |
| Total Appropriations | 466,424 | 486,738 | 451,450 | 445,656 | 506,458 | 55,008 | 12.2% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Interfund Transfers

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| | | | Budget | EOY | | \$ | % |
| Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Operations | 4,100,884 | 5,498,033 | 3,538,843 | 3,538,843 | 5,612,364 | 2,073,521 | 58.6% |
| Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total | 4,100,884 | 5,498,033 | 3,538,843 | 3,538,843 | 5,612,364 | 2,073,521 | 58.6% |

Department Summary

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. Ongoing transfers appropriated here include:

- \$250,000 for State Street Aid & Transportation Aid Fund for funding Sidewalks Gaps as provided through the Invest Franklin initiative (2017).
- \$815,364 for the Transit Fund for ongoing support of the Franklin Transit Authority's operations.

An additional \$2,347,000 is being appropriated here for the Capital Projects Fund to support approved CIP related projects. This amount comes from the recognition of the .5% Local Option Sales Tax being received by the City of Franklin after three years going to Williamson County Government from April 2018-March 2021.

In FY 2022, this account serves as a pass through for American Rescue Plan dollars appropriated in FY 2022 for other funds. In FY 2022, \$3,280,310 is being appropriated from the \$9.06 Million appropriation from the Federal government. \$1,080,310 is being appropriated under General Expenses. \$2.2 Million is being appropriated here as follows:

- \$50,000 to the Street Aid & Transportation Aid Fund to account for revenue losses suffered as a result of COVID-19.
- \$1,150,000 to the Hotel/Motel Tax Fund to account for revenue losses suffered as a result of COVID-19.
- \$1,000,000 to the Water Management Fund to provide for investment in Water & Sewer Infrastructure.



City of Franklin, Tennessee

FY 2022 Operating Budget

Organization Chart

There is no organization chart associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.

Staffing by Position

There are no staff formally associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.



City of Franklin, Tennessee
FY 2022 Operating Budget

Interfund Transfers

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|---|------------------------|------------------------|------------------------|---------------------|------------------------|-------------------|--------------|
| | | | | | | \$ | % |
| Personnel | | | | | | | |
| Salaries & Wages | - | - | - | - | - | - | 0.0% |
| Employee Benefits | - | - | - | - | - | - | 0.0% |
| Total Personnel | - | - | - | - | - | - | 0.0% |
| Operations | | | | | | | |
| TRANSFER TO STREET AID & TRANSPORTATION | 250,000 | 250,000 | 250,000 | 250,000 | 300,000 | 50,000 | 20.0% |
| TRANSFER TO SANITATION | - | - | 900,000 | 900,000 | - | (900,000) | -100.0% |
| TRANSFER TO ROAD IMPACT | 251,418 | - | - | - | - | - | 0.0% |
| TRANSFER TO HOTEL/MOTEL FUND | - | - | - | - | 1,150,000 | 1,150,000 | 100.0% |
| TRANSFER TO IN LIEU OF PARKLAND FUND | 228,582 | - | - | - | - | - | 0.0% |
| TRANSFER TO TRANSIT FUND | 795,884 | 371,653 | 903,034 | 903,034 | 815,364 | (87,670) | -9.7% |
| TRANSFER TO DEBT SERVICE FUND | - | 2,500,000 | 94,896 | 94,896 | - | (94,896) | -100.0% |
| TRANSFER TO CAPITAL IMPROVEMENT BONDS | 2,575,000 | 2,376,380 | 1,390,913 | 1,390,913 | 2,347,000 | 956,087 | 68.7% |
| TRANSFER TO SEWER OPERATING | - | - | - | - | 1,000,000 | 1,000,000 | 100.0% |
| Total Operations | 4,100,884 | 5,498,033 | 3,538,843 | 3,538,843 | 5,612,364 | 2,073,521 | 58.6% |
| Capital | | | | | | | |
| | | | | | | - | |
| Total Interfund Transfers | 4,100,884 | 5,498,033 | 3,538,843 | 3,538,843 | 5,612,364 | 2,073,521 | 58.6% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

OTHER SPECIAL FUNDS

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.

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 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

City Facilities Tax Fund

Budget Summary

| | 2019 Actual | 2020 EOY | 2021 | | 2022 Budget | 2021 v. 2022 | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| | | | Budget | EOY | | \$ | % |
| Beginning Fund Balance | 14,410,218 | 15,091,277 | 10,694,849 | 10,694,849 | 11,097,235 | | |
| Revenues | 3,123,798 | 3,485,487 | 1,300,000 | 3,272,564 | 2,678,376 | 1,378,376 | 106.0% |
| Expenditures | 2,442,739 | 7,881,915 | 3,070,480 | 2,870,178 | 545,300 | -2,525,180 | -82.2% |
| Ending Balance | 15,091,277 | 10,694,849 | 8,924,369 | 11,097,235 | 13,230,311 | | |

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 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee
FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 14,410,218 | 15,091,277 | 10,694,849 | 10,694,849 | 11,097,235 | | |
| Revenues | | | | | | | |
| FACILITIES TAXES | 2,610,311 | 3,051,110 | 1,250,000 | 2,972,564 | 2,628,376 | 1,378,376 | 110.3% |
| INTEREST INCOME | 513,487 | 434,377 | 50,000 | 300,000 | 50,000 | - | 0.0% |
| Total Available Funds | 3,123,798 | 3,485,487 | 1,300,000 | 3,272,564 | 2,678,376 | 1,378,376 | 106.0% |
| Expenses | | | | | | | |
| Total Public Safety General | - | - | - | - | 63,000 | 63,000 | 0.0% |
| Total Police | - | 1,576 | - | - | - | - | 0.0% |
| Total Fire | 2,037,166 | 6,183,981 | 3,038,480 | 2,816,843 | - | (3,038,480) | -100.0% |
| Total Parks | 56,375 | 1,515,818 | 32,000 | 53,335 | 164,280 | 132,280 | 413.4% |
| Total SW Collection | 349,198 | 180,540 | - | - | 318,020 | 318,020 | 0.0% |
| Total SW Disposal | - | - | - | - | - | - | 0.0% |
| Total Expenditures | 2,442,739 | 7,881,915 | 3,070,480 | 2,870,178 | 545,300 | (2,525,180) | -82.2% |
| Ending Fund Balance | 15,091,277 | 10,694,849 | 8,924,369 | 11,097,235 | 13,230,311 | | |

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 additional capital projects or new equipment for our growing community. Now that Fire Station 7 is substantially complete, the \$545,300 in expenses in FY 2022 are for new equipment for the City's new Emergency Management Event Position, equipment for the Parks department to support the City's new Urban Street Tree initiative and a new refuse side loader to accommodate growth in the City's residential sanitation services.



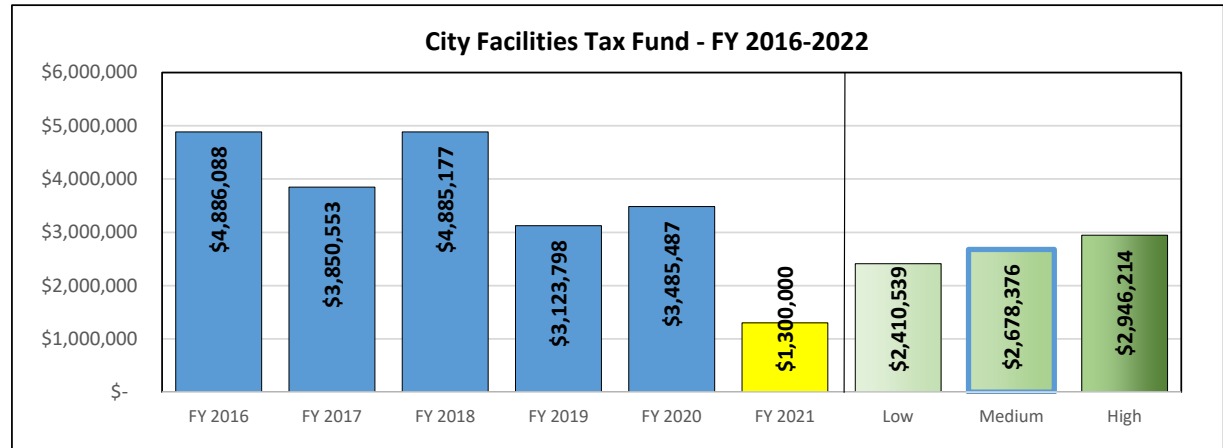
City of Franklin

Revenue Model

| | | | |
|--------------|---------------------------------|--------------------------------|-------------|
| Fund: | City Facilities Tax Fund | Percent of All Revenues | 1.6% |
|--------------|---------------------------------|--------------------------------|-------------|

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

The forecast for FY 2022 is an estimate based upon the historic average of the last five-years **and** year-to-date activity. It is **heavily dependent** upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 96.8% | -21.2% | 26.9% | -36.1% | 11.6% | -62.7% | 85% | 106% | 127% | |
| July | 460,763 | 221,540 | 202,536 | 140,513 | 166,390 | 91,223 | 124,514 | 138,348 | 152,183 | 3-yr Average |
| August | 138,739 | 299,262 | 649,402 | 337,384 | 165,263 | 91,803 | 196,209 | 218,010 | 239,811 | \$ 3,953,176 |
| September | 405,920 | 242,795 | 635,277 | 367,428 | 131,262 | 104,360 | 230,883 | 256,536 | 282,190 | -22.4% |
| October | 693,869 | 663,512 | 437,274 | 152,305 | 685,211 | 154,671 | 383,791 | 426,434 | 469,078 | 5-Yr Average |
| November | 561,169 | 176,544 | 516,609 | 163,543 | 514,554 | 119,663 | 257,835 | 286,484 | 315,132 | \$ 3,845,606 |
| December | 235,832 | 432,916 | 321,669 | 269,292 | 151,610 | 93,019 | 164,037 | 182,264 | 200,490 | -13.2% |
| January | 227,208 | 180,975 | 222,051 | 172,649 | 97,669 | 74,016 | 72,099 | 80,110 | 88,121 | 10-Yr Average |
| February | 575,877 | 575,155 | 470,643 | 110,709 | 169,431 | 113,563 | 252,327 | 280,363 | 308,399 | \$ 3,127,697 |
| March | 302,406 | 372,318 | 211,194 | 108,211 | 232,369 | 87,802 | 130,770 | 145,300 | 159,830 | -5.8% |
| April | 336,678 | 140,530 | 282,850 | 201,792 | 260,000 | 94,166 | 129,933 | 144,370 | 158,807 | |
| May | 325,313 | 119,466 | 163,847 | 418,449 | 104,027 | 94,535 | 113,598 | 126,220 | 138,842 | |
| June | 564,194 | 439,440 | 674,690 | 168,036 | 373,324 | 131,180 | 309,543 | 343,937 | 378,330 | |
| Interest Income | 58,120 | (13,900) | 97,135 | 513,487 | 434,377 | 50,000 | 45,000 | 50,000 | 55,000 | |
| Totals | \$ 4,886,088 | \$ 3,850,553 | \$ 4,885,177 | \$ 3,123,798 | \$ 3,485,487 | \$ 1,300,000 | \$ 2,410,539 | \$ 2,678,376 | \$ 2,946,214 | |

Source: City of Franklin, *Comprehensive Annual Financial Reports - 1990-2020* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

County Facilities Tax Fund

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|-------------------------------|----------------|----------------|----------------|-------------|----------------|--------------|---------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 4,804,517 | 3,958,958 | 3,673,984 | 3,673,984 | 4,427,758 | | |
| Revenues | 904,441 | 1,000,026 | 640,000 | 878,774 | 757,649 | 117,649 | 18.4% |
| Expenditures | 1,750,000 | 1,285,000 | 125,000 | 125,000 | - | -125,000 | -100.0% |
| Ending Balance | 3,958,958 | 3,673,984 | 4,188,984 | 4,427,758 | 5,185,407 | | |

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 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with the County Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the County Facilities Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 4,804,517 | 3,958,958 | 3,673,984 | 3,673,984 | 4,427,758 | | |
| Revenues | | | | | | | |
| COUNTY FACILITY TAX | 759,873 | 889,427 | 625,000 | 875,654 | 742,649 | 117,649 | 18.8% |
| INTEREST INCOME | 144,568 | 110,599 | 15,000 | 3,120 | 15,000 | - | 0.0% |
| Total Available Funds | 904,441 | 1,000,026 | 640,000 | 878,774 | 757,649 | 117,649 | 18.4% |
| Expenses | | | | | | | |
| CAPITAL | 1,750,000 | 1,285,000 | 125,000 | 125,000 | - | (125,000) | -100.0% |
| Total Expenditures | 1,750,000 | 1,285,000 | 125,000 | 125,000 | - | (125,000) | -100.0% |
| Ending Fund Balance | 3,958,958 | 3,673,984 | 4,188,984 | 4,427,758 | 5,185,407 | | |

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 budgeted 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 and FY 2022 as economic conditions warrant continued investment in the City's FY 2019-2028 CIP.



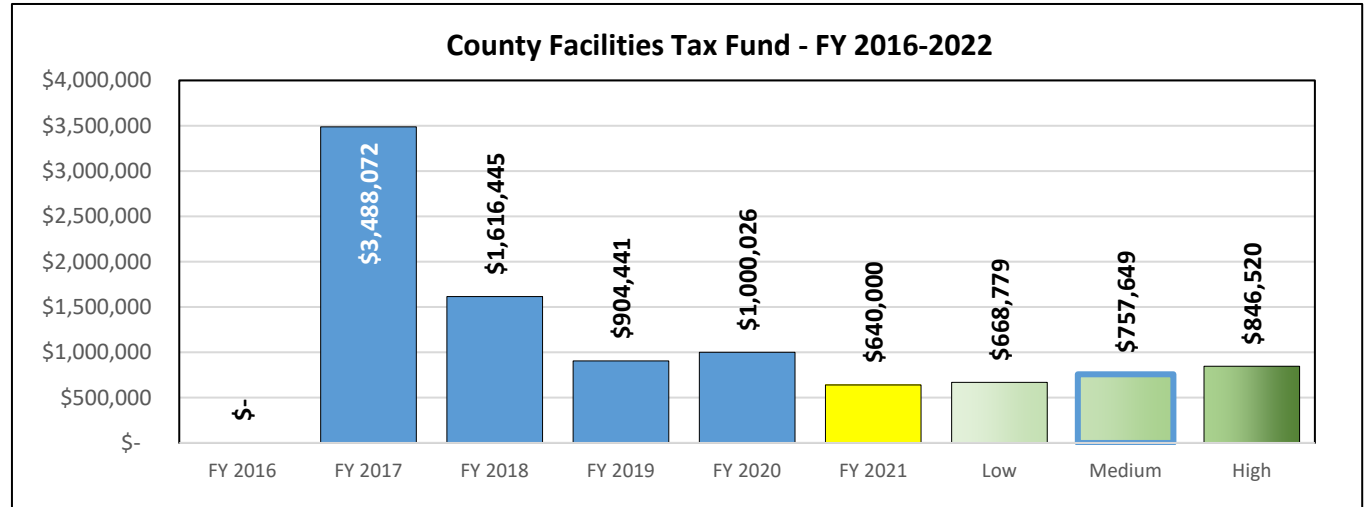
City of Franklin

Revenue Model

| | | | |
|--------------|-----------------------------------|--------------------------------|-------------|
| Fund: | County Facilities Tax Fund | Percent of All Revenues | 0.5% |
|--------------|-----------------------------------|--------------------------------|-------------|

County Facilities Tax: The County Facilities Tax Fund is a brand 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 now monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.

The forecast is *heavily dependent* upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|----------------------------|---------|--------------|--------------|------------|--------------|------------|---------------------|------------|------------|---------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | n/a | n/a | -53.7% | -44.0% | 10.6% | -36.0% | 4.5% | 18.4% | 32.3% | 3-yr Average |
| Tax Collections | - | - | 971,814 | 759,874 | 889,427 | 625,000 | 655,279 | 742,649 | 830,020 | \$ 1,173,637 |
| Transfer from Capital Fund | - | 3,487,056 | 635,074 | - | - | - | - | - | - | -15.2% |
| Interest Income | - | 1,016 | 9,557 | 144,567 | 110,599 | 15,000 | 13,500 | 15,000 | 16,500 | |
| Totals | \$ - | \$ 3,488,072 | \$ 1,616,445 | \$ 904,441 | \$ 1,000,026 | \$ 640,000 | \$ 668,779 | \$ 757,649 | \$ 846,520 | |

Source: City of Franklin, *Comprehensive Annual Financial Report - 2017-2019* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2022 Operating Budget

Hotel/Motel Tax Fund

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|--------------|--------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 5,722,086 | 7,671,058 | 7,503,829 | 7,503,829 | 5,033,904 | | |
| Revenues | 4,317,949 | 3,390,805 | 1,985,260 | 1,873,057 | 3,594,080 | 1,608,819 | 81.0% |
| Expenditures | 2,368,977 | 3,558,034 | 4,542,983 | 4,342,983 | 2,713,600 | -1,829,383 | -40.3% |
| Ending Balance | 7,671,058 | 7,503,829 | 4,946,106 | 5,033,904 | 5,914,384 | | |

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 (traditionally based on collections in the previous full calendar year) to support the Williamson County Convention and Visitors Bureau.



City of Franklin, Tennessee **FY 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|---------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 5,722,086 | 7,671,058 | 7,503,829 | 7,503,829 | 5,033,904 | | |
| Revenues | | | | | | | |
| HOTEL/MOTEL TAXES | 4,103,235 | 3,138,814 | 1,960,260 | 1,853,057 | 2,419,080 | 458,819 | 23.4% |
| TRANSFER FROM G/F | - | - | - | - | 1,150,000 | 1,150,000 | 100.0% |
| INTEREST INCOME | 214,714 | 251,991 | 25,000 | 20,000 | 25,000 | - | 0.0% |
| Total Available Funds | 4,317,949 | 3,390,805 | 1,985,260 | 1,873,057 | 3,594,080 | 1,608,819 | 81.0% |
| Expenses | | | | | | | |
| CONTRACTUAL SERVICES | - | 19,986 | - | - | - | - | 0.0% |
| SERVICES | 114 | - | - | - | - | - | 0.0% |
| REPAIR & MAINT. SERVICES | 1,860 | 185 | - | - | 250,000 | 250,000 | 0.0% |
| OPERATING SUPPLIES | - | 52,366 | - | - | - | - | 0.0% |
| EQUIPMENT <25,000 | - | 1,166 | - | - | - | - | 0.0% |
| INFRASTRUCTURE <100,000 | - | 31,899 | - | - | - | - | 0.0% |
| COOL SPRINGS CONF. CENT. | (304,680) | (133,558) | 500,000 | 300,000 | 150,000 | (350,000) | 0.0% |
| DEBT SERVICE | - | 12,799 | - | - | - | - | 0.0% |
| CONTRACTED SERVICES | 979,812 | 1,004,428 | 1,080,243 | 1,080,243 | 1,080,243 | - | 0.0% |
| TRANSFER TO DEBT SERV. FUND | 1,117,355 | 1,092,153 | 1,281,604 | 1,281,604 | 1,019,071 | (262,533) | -20.5% |
| TRANSFER TO CAPITAL PROJECTS | 195,000 | 1,054,870 | 1,466,850 | 1,466,850 | - | (1,466,850) | -100.0% |
| LAND ACQUISITION | 214,286 | 214,286 | 214,286 | 214,286 | 214,286 | - | 0.0% |
| PARKS & RECREATION FACILITIES | 183,436 | 137,674 | - | - | - | - | 0.0% |
| INFRASTRUCTURE | (13,602) | - | - | - | - | - | 0.0% |
| MACHINERY & EQUIPMENT | (4,604) | 69,780 | - | - | - | - | 0.0% |
| Total Expenditures | 2,368,977 | 3,558,034 | 4,542,983 | 4,342,983 | 2,713,600 | (1,829,383) | -40.3% |
| Ending Fund Balance | 7,671,058 | 7,503,829 | 4,946,106 | 5,033,904 | 5,914,384 | | |

Notes & Objectives

The Hotel-Motel Fund budget has been the most affected of any City-wide by the ongoing COVID-19 caused economic downturn. Revenues were forecast to be 50% lower in FY 2021 - through 6 months they are actually 53% lower than estimates - and down 90% for the remaining few months of FY 2020. Revenues for FY 2022 are forecast to rebound significantly, but until the pandemic truly subsides it is hard to see our tourism industry fully recovering for another 12-30 months. To alleviate this significant reduction in collections, this budget proposes using \$1.15 million of the \$9.06 million in American Rescue Plan monies received from the Federal Government.

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, This budget includes two major changes. First, one new capital expenditure, is to replace the siding around the Eastern Flank Battlefield Event Facility (\$250,000). The second is to fully fund the CVB at the same level as FY 2021. While the standard agreement would only provide around \$550,000 of support (1% of actual CY 2020 hotel/motel tax collections), use of ARP funds will ensure an important agency used to promote tourism maintains its work.



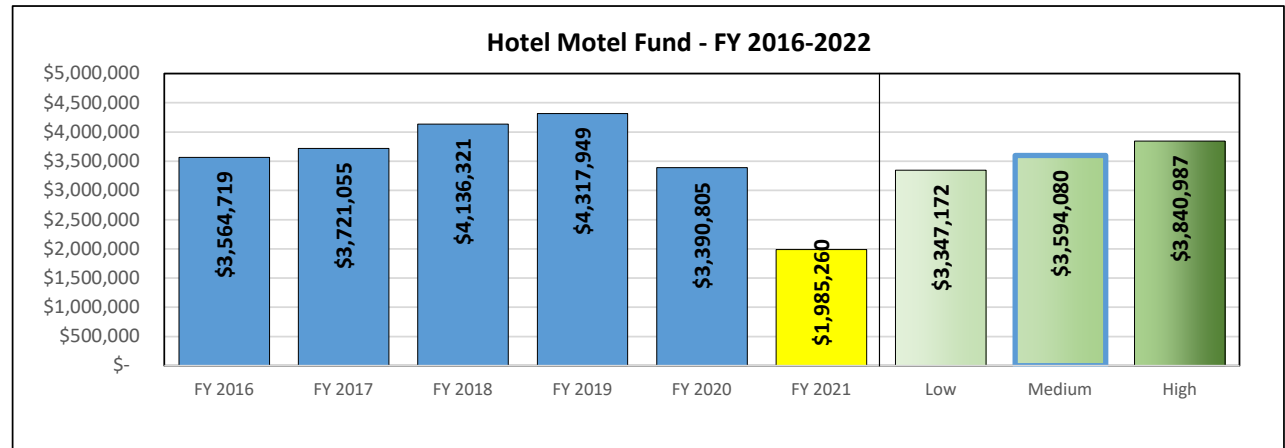
City of Franklin

Revenue Model

| | | | |
|--------------|-------------------------|--------------------------------|-------------|
| Fund: | Hotel Motel Fund | Percent of All Revenues | 2.1% |
|--------------|-------------------------|--------------------------------|-------------|

Hotel Motel Fund: The Hotel/Motel Fund is a special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds can be used to support projects and operations related to tourism.

After a decade of solid growth, the COVID-19 pandemic was devastating but not fatal to Franklin's hospitality and tourism industry. Revenues have been severely curtailed, however, a trend we believe will take years to recover from fully.



| | Actual | | | | | Budget | Forecasts (FY 2022) | | | Averages |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | 8.2% | 4.4% | 11.2% | 4.4% | -21.5% | -41.5% | 68.6% | 81.0% | 93.5% | |
| July | 321,484 | 359,016 | 553,391 | 403,079 | 358,441 | 210,203 | 233,463 | 259,403 | 285,344 | 3-yr Average |
| August | 255,448 | 299,477 | 338,006 | 321,258 | 335,061 | 163,203 | 181,262 | 201,402 | 221,543 | \$ 3,948,358 |
| September | 306,676 | 335,101 | 375,008 | 367,331 | 379,962 | 185,834 | 206,397 | 229,330 | 252,263 | -16.6% |
| October | 323,020 | 357,048 | 387,305 | 406,690 | 420,494 | 199,579 | 221,663 | 246,292 | 270,922 | 5-Yr Average |
| November | 247,283 | 276,090 | 324,040 | 294,609 | 318,100 | 153,814 | 170,834 | 189,816 | 208,797 | \$ 3,826,170 |
| December | 205,388 | 214,176 | 248,608 | 236,852 | 261,294 | 122,864 | 136,459 | 151,621 | 166,783 | -9.6% |
| January | 235,170 | 222,664 | 225,619 | 259,796 | 276,512 | 128,494 | 142,712 | 158,569 | 174,426 | 10-Yr Average |
| February | 266,011 | 255,252 | 279,126 | 270,769 | 319,269 | 146,472 | 162,680 | 180,755 | 198,831 | \$ 3,235,389 |
| March | 348,031 | 341,392 | 376,573 | 393,635 | 201,971 | 175,039 | 194,407 | 216,008 | 237,609 | -3.9% |
| April | 350,962 | 331,685 | 362,495 | 393,281 | 37,682 | 155,498 | 172,704 | 191,894 | 211,083 | 20-Yr Average |
| May | 340,943 | 353,139 | 372,611 | 372,591 | 75,021 | 159,522 | 177,174 | 196,860 | 216,545 | \$ 2,129,074 |
| June | 357,555 | 365,549 | 254,913 | 383,344 | 155,008 | 159,740 | 177,415 | 197,128 | 216,841 | -0.3% |
| Interest Income | 6,750 | 10,466 | 38,626 | 214,714 | 251,991 | 25,000 | 20,000 | 25,000 | 30,000 | |
| American Rescue Plan Subsidy | 0 | 0 | 0 | 0 | 0 | 0 | 1,150,000 | 1,150,000 | 1,150,000 | |
| Totals | \$ 3,564,719 | \$ 3,721,055 | \$ 4,136,321 | \$ 4,317,949 | \$ 3,390,805 | \$ 1,985,260 | \$ 3,347,172 | \$ 3,594,080 | \$ 3,840,987 | |

Source: City of Franklin, *Comprehensive Annual Financial Reports - 1990-2020* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2022 Operating Budget

Debt Service Fund

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|------------------------|----------------|----------------|----------------|-------------|----------------|--------------|-------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 106,587 | 372,887 | 804,607 | 804,607 | 794,400 | | |
| Revenues | 40,568,211 | 56,701,953 | 15,256,144 | 15,256,144 | 16,124,938 | 868,794 | 5.69% |
| Expenditures | 40,301,911 | 56,270,233 | 15,266,351 | 15,266,351 | 16,099,938 | 833,587 | 5.46% |
| Ending Balance | 372,887 | 804,607 | 794,400 | 794,400 | 819,400 | | |

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 FY 2022. 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 2022 evolves, and economic conditions warrant, the City will amend this budget to account for additional borrowing.

Debt Management Policy Ratios

Appendix E of this document provides the City's adopted Debt Management Policy. The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing decade, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy was last reviewed and revised by the Board of Mayor and Alderman in December 2017.

Section V of this policy covers Debt Affordability. There are three ratios the City strives to balance in its overall execution and management of debt:

1) Direct Debt as a % of Full Value less than or equal to 1.75 %

| | |
|-----------------------------------|-------------------|
| Full Value of Franklin: (FY 2020) | \$ 18,920,390,435 |
| 1.75% of Full Value: | \$ 331,106,833 |
| Current Bonded Debt (all funds) | \$ 239,383,504 |
| As % of Full Value: | 1.27% |
| Measure: Favorable | |

2) Direct Debt of Operating Revenues of less than or equal to 3x

| | |
|---|----------------|
| FY 2021 Operating Revenues (All Funds): | \$ 154,594,144 |
| 3x FY 2019 Operating Revenues | \$ 463,782,432 |
| Current Bonded Debt (all funds) | \$ 239,383,504 |
| Direct Debt as x of Operating Revenues | 1.5 |
| Measure: Favorable | |

3) Total Governmental Funds Debt Service as a % of expenditures less than or equal to 25%

| | |
|--|----------------|
| Total Governmental Funds Debt Service: | \$ 16,099,937 |
| Total Governmental Funds Expenditures (All Funds Expenditures LESS Water & Wastewater Funds) | \$ 128,878,434 |
| Gov. Funds Debt Service as % of Gov. Funds Expenditures | 12.5% |
| Measure: Favorable | |



City of Franklin, Tennessee **FY 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

FY 2022 Operating Budget

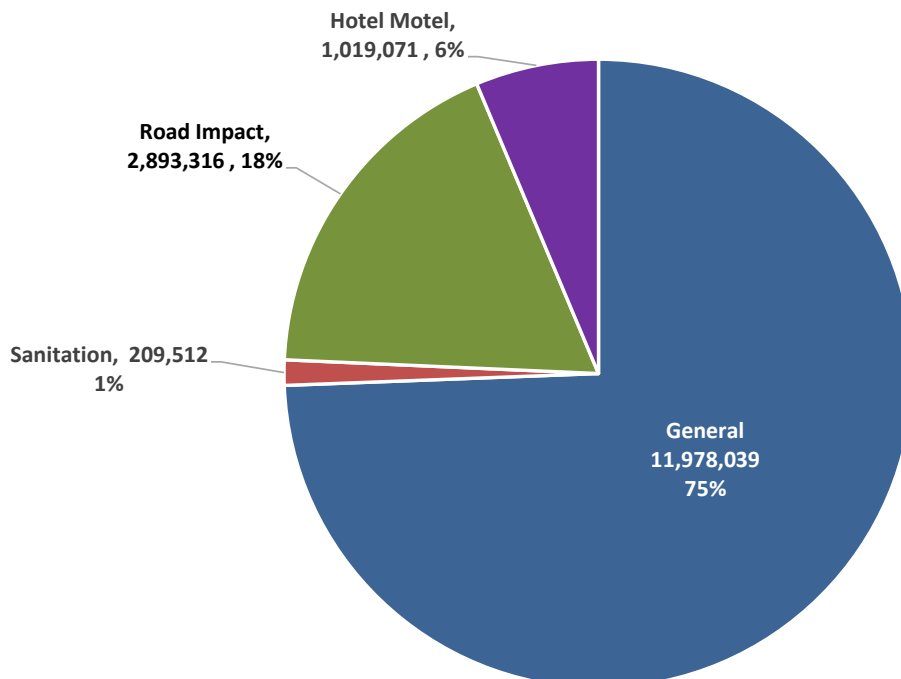
Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 106,587 | 372,887 | 804,607 | 804,607 | 794,400 | | |
| Revenues | | | | | | | |
| TOTAL LOCAL TAXES | 8,661,198 | 10,958,447 | 10,809,651 | 10,809,651 | 11,778,039 | 968,388 | 9.0% |
| TOTAL INTERGOVERNMENTAL | 818,444 | 333,953 | - | - | - | - | 0.0% |
| TOTAL USE OF MONEY & PROPE | 3,979,141 | 7,222,662 | 25,000 | 25,000 | 25,000 | - | 0.0% |
| TOTAL OTHER REVENUE | 27,109,428 | 38,186,891 | 4,421,493 | 4,421,493 | 4,321,899 | (99,594) | -2.3% |
| Total Available Funds | 40,568,211 | 56,701,953 | 15,256,144 | 15,256,144 | 16,124,938 | 868,794 | 5.7% |
| Expenses (Debt Service by Fund) | | | | | | | |
| Debt Issuance/Refinancing | 26,670,360 | 38,316,818 | 0 | 0 | 0 | - | 0.0% |
| General | 9,275,960 | 13,944,158 | 11,109,651 | 11,109,651 | 11,978,039 | 868,388 | 7.8% |
| Sanitation | 96,930 | 208,255 | 209,064 | 209,064 | 209,512 | 448 | 0.2% |
| Road Impact | 3,022,167 | 2,707,090 | 2,662,232 | 2,662,232 | 2,893,316 | 231,084 | 8.7% |
| Hotel Motel | 1,236,494 | 1,093,911 | 1,285,404 | 1,285,404 | 1,019,071 | (266,333) | -20.7% |
| Total Expenditures | 40,301,911 | 56,270,233 | 15,266,351 | 15,266,351 | 16,099,938 | 833,587 | 5.5% |
| Ending Fund Balance | 372,887 | 804,607 | 794,400 | 794,400 | 819,400 | | |

Notes & Objectives

The Debt Service Fund for FY 2022 includes all currently issued G.O. Bonds, including the recently issued 2019A-B and 2019C-E Refunding Bonds.

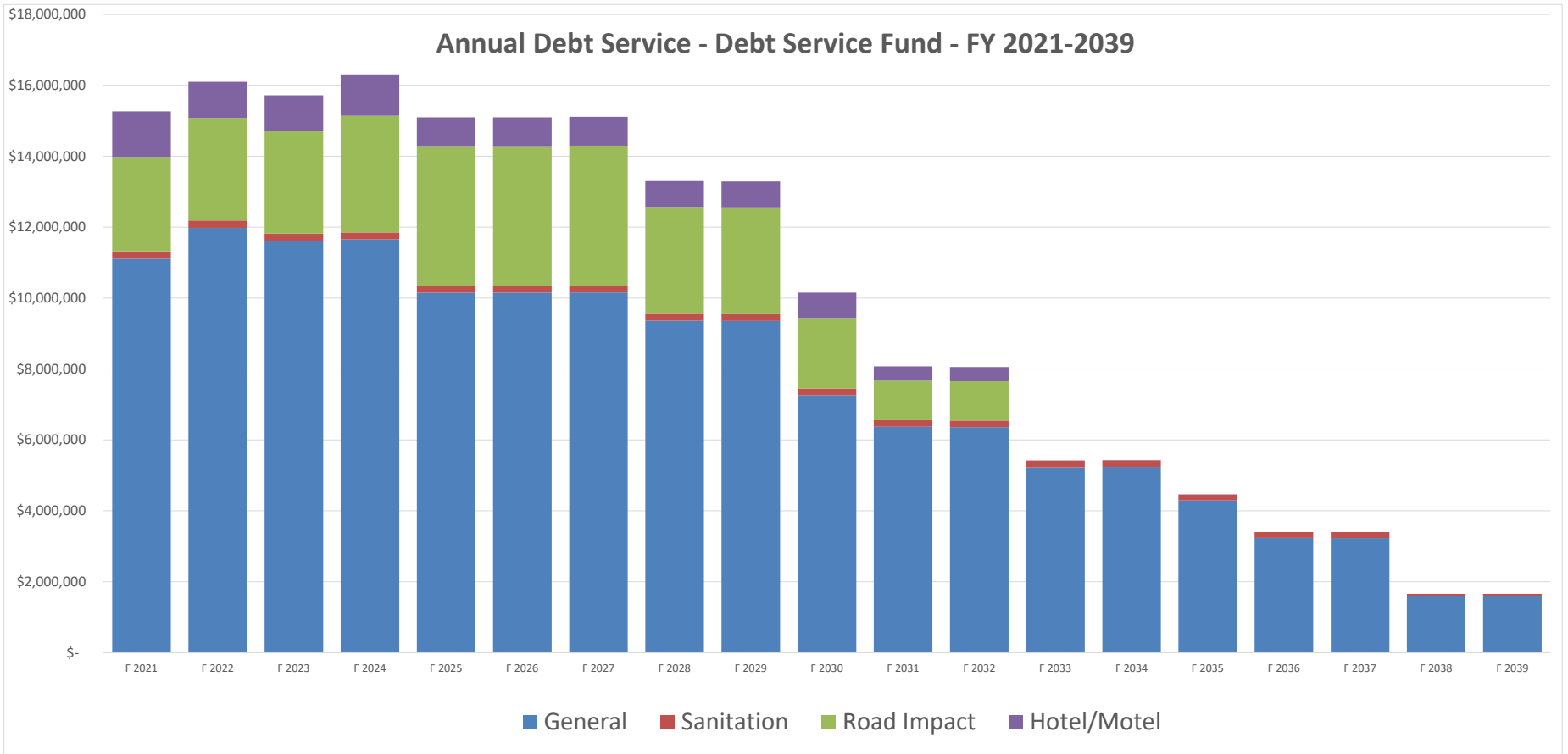
Below is FY 2022 G.O. Debt Service by fund. Water & Wastewater Debt is budgeted separately under the Water Management Department budget.





Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2020-2039. Four funds - General, Sanitation, Road Impact and Hotel/Motel provide funding to service debt. Water & Wastewater Debt service is budgeted within the Water & Wastewater Fund.



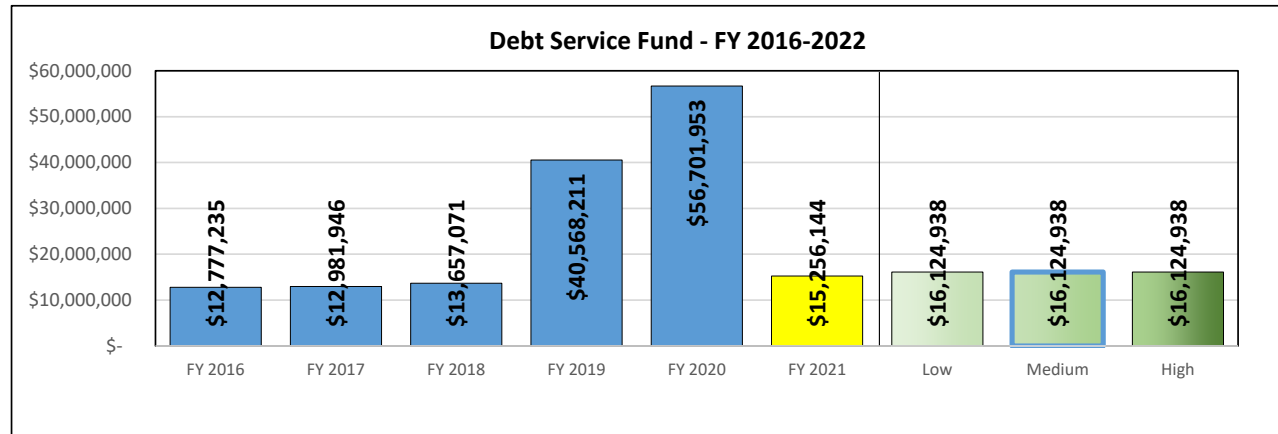


City of Franklin

Revenue Model

| | | | |
|--------------|--------------------------|--------------------------------|-------------|
| Fund: | Debt Service Fund | Percent of All Revenues | 9.5% |
|--------------|--------------------------|--------------------------------|-------------|

Debt Service Fund: The Debt Service Fund was created in FY 2010 for the purpose of accounting for resources set aside to fund debt service (payments of long term debt principal, interest, and related costs). All funds which have debt service are accounted for within this fund - General, Road Impact, Sanitation and Hotel / Motel.



| | Actual | | | | | Budget | Forecast (FY 2022) | | | Averages |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| PROPERTY TAXES COLLECTED | 7,338,632 | 6,710,855 | 8,505,949 | 8,661,198 | 10,958,447 | 10,809,651 | 11,778,039 | 11,778,039 | 11,778,039 | 3-yr Average |
| REBATE ON BAB / RZEDB | 840,316 | 846,359 | 843,028 | 818,444 | 333,953 | 0 | - | - | - | \$ 36,975,745 |
| INTEREST INCOME | 3,296 | 4,355 | 16,390 | 108,247 | 142,438 | 25,000 | 25,000 | 25,000 | 25,000 | -19.6% |
| BOND PROCEEDS | 0 | 0 | 0 | 22,940,000 | 31,550,000 | 0 | - | - | - | 5-Yr Average |
| PREMIUMS ON BONDS | 0 | 0 | 0 | 3,870,894 | 7,080,224 | 0 | - | - | - | \$ 27,337,283 |
| TRANSFER FROM GENERAL FUND | 0 | 792,914 | 0 | 0 | 2,500,000 | 0 | - | - | - | -8.8% |
| TRANSFER FROM WATER | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 10-Yr Average |
| TRANSFER FROM SEWER | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | \$ 23,037,269 |
| TRANSFER FROM SOLID WASTE | 599,772 | 618,054 | 273,390 | 96,930 | 208,317 | 209,064 | 209,512 | 209,512 | 209,512 | -6.8% |
| TRANSFER FROM ROAD IMPACT | 2,674,006 | 2,689,493 | 2,699,646 | 2,755,143 | 2,636,421 | 2,730,825 | 2,893,316 | 2,893,316 | 2,893,316 | |
| TRANSFER FROM HOTEL/MOTEL | 1,121,213 | 1,119,916 | 1,118,668 | 1,117,355 | 1,092,153 | 1,281,604 | 1,019,071 | 1,019,071 | 1,019,071 | |
| Totals | \$ 12,777,235 | \$ 12,981,946 | \$ 13,657,071 | \$ 40,568,211 | \$ 56,701,953 | \$ 15,256,144 | \$ 16,124,938 | \$ 16,124,938 | \$ 16,124,938 | |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2020 & Estimates from Finance & Revenue Management Departments.

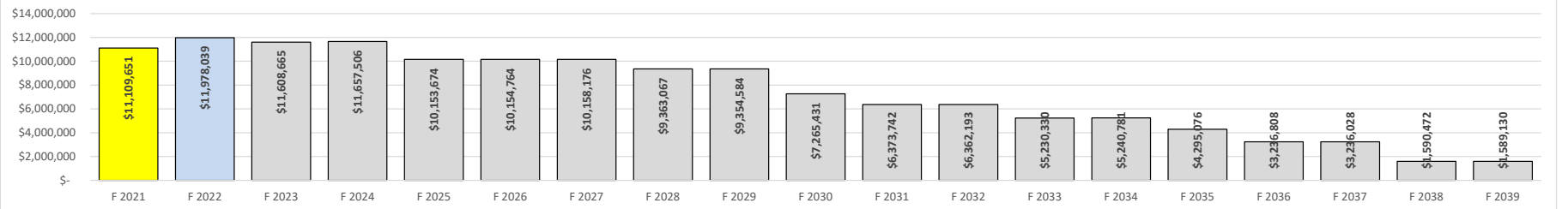


City of Franklin, Tennessee
FY 2022 Operating Budget

Debt Service Fund - General Fund Payment Schedule

| Purpose | Issue Year | Orig. Amt. Issued / Interest Rate | F 2021 | F 2022 | F 2023 | F 2024 | F 2025 | F 2026 | Balance (2027-2039) | Total Outstanding (2022-2039) |
|--|----------------------|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|
| PRINCIPAL | | | | | | | | | | |
| Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale) | 2010 | \$ 10,451,700 | \$ 856,800 | \$ 888,300 | \$ 926,100 | \$ 963,900 | \$ - | \$ - | \$ - | \$ 2,778,300 |
| Bonds 2012 - \$22.5m (Various - Refunding) | 2009 / 2012 (Refund) | \$ 9,225,000 | \$ 639,600 | \$ 653,950 | \$ 668,300 | \$ 682,650 | \$ 697,000 | \$ 711,350 | \$ 725,700 | \$ 4,138,950 |
| Bonds 2013 - \$10m (Pension Bonds) | 2013 | \$ 10,000,000 | \$ 1,030,000 | \$ 1,060,000 | \$ 1,090,000 | \$ 1,125,000 | \$ - | \$ - | \$ - | \$ 3,275,000 |
| Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle) | 2013 | \$ 7,405,000 | \$ 330,000 | \$ 340,000 | \$ 350,000 | \$ 355,000 | \$ 365,000 | \$ 375,000 | \$ 3,470,000 | \$ 5,255,000 |
| Bonds 2015 - \$15m (Various) | 2015 | \$ 14,925,000 | \$ 601,975 | \$ 631,825 | \$ 661,675 | \$ 696,500 | \$ 726,350 | \$ 756,200 | \$ 8,173,925 | \$ 11,646,475 |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.) | 2017 | \$ 21,848,400 | \$ 783,520 | \$ 826,000 | \$ 863,760 | \$ 906,240 | \$ 925,120 | \$ 972,320 | \$ 14,193,040 | \$ 18,686,480 |
| Bonds 2019A - \$29.585 m Roads/Equipment | 2019 | \$ 29,585,000 | \$ 1,322,040 | \$ 1,393,890 | \$ 1,460,950 | \$ 1,168,760 | \$ 1,221,450 | \$ 1,283,720 | \$ 18,992,350 | \$ 25,521,120 |
| Bonds 2019B - Refunding 2009 \$44M BAB | 2019 | \$ 14,911,000 | \$ 1,238,250 | \$ 1,300,000 | \$ 1,361,750 | \$ 1,426,750 | \$ 1,498,250 | \$ 1,573,000 | \$ 5,187,000 | \$ 12,346,750 |
| Bonds 2019C - Refunding Bonds \$29.245M | 2019 | \$ 29,245,000 | \$ - | \$ 182,750 | \$ 182,750 | \$ 612,750 | \$ 1,307,200 | \$ 1,369,550 | \$ 8,920,350 | \$ 12,575,350 |
| Bonds 2019D - Taxable Refunding Bonds | 2019 | \$ 2,305,000 | \$ - | \$ 208,500 | \$ 213,750 | \$ 216,600 | \$ 219,450 | \$ 225,150 | \$ 230,850 | \$ 1,313,850 |
| PRINCIPAL | | \$ 193,832,350 | \$ 6,802,185 | \$ 7,484,765 | \$ 7,779,035 | \$ 8,154,150 | \$ 6,959,820 | \$ 7,266,290 | \$ 59,893,215 | \$ 97,537,275 |
| INTEREST | | | | | | | | | | |
| Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale) | 2010 | 2.0% - 4.0% | \$ 135,765 | \$ 101,493 | \$ 65,961 | \$ 28,917 | \$ - | \$ - | \$ - | \$ 196,371 |
| Bonds 2012 - \$22.5m (Various - Refunding) | 2009 / 2012 (Refund) | 2.13% | \$ 101,783 | \$ 88,159 | \$ 74,231 | \$ 59,996 | \$ 45,455 | \$ 30,609 | \$ 15,457 | \$ 313,907 |
| Bonds 2013 - \$10m (Pension Bonds) | 2013 | 1.0% - 3.5% | \$ 134,410 | \$ 106,600 | \$ 74,800 | \$ 39,375 | \$ - | \$ - | \$ - | \$ 220,775 |
| Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle) | 2013 | 2.0% - 4.0% | \$ 173,418 | \$ 166,818 | \$ 158,318 | \$ 149,568 | \$ 140,693 | \$ 131,203 | \$ 574,590 | \$ 1,321,190 |
| Bonds 2015 - \$15m (Various) | 2015 | 3.0% - 5.0% | \$ 461,471 | \$ 431,372 | \$ 399,781 | \$ 366,697 | \$ 331,872 | \$ 302,818 | \$ 1,375,644 | \$ 3,208,184 |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.) | 2017 | 2.73% | \$ 848,326 | \$ 809,150 | \$ 767,850 | \$ 724,662 | \$ 706,537 | \$ 660,281 | \$ 3,759,952 | \$ 7,428,430 |
| Bonds 2019A - \$29.585 m Roads/Equipment | 2019 | 2.72% | \$ 1,238,550 | \$ 1,172,448 | \$ 1,102,754 | \$ 1,029,706 | \$ 971,268 | \$ 910,196 | \$ 5,656,128 | \$ 10,842,500 |
| Bonds 2019B - Refunding 2009 \$44M BAB | 2019 | 1.90% | \$ 679,250 | \$ 617,338 | \$ 552,338 | \$ 484,250 | \$ 412,913 | \$ 338,000 | \$ 526,988 | \$ 2,931,825 |
| Bonds 2019C - Refunding Bonds \$29.245M | 2019 | | \$ 494,929 | \$ 607,332 | \$ 598,195 | \$ 589,057 | \$ 558,420 | \$ 493,060 | \$ 1,352,092 | \$ 4,198,155 |
| Bonds 2019D - Taxable Refunding Bonds | 2019 | | \$ 26,620 | \$ 26,620 | \$ 22,459 | \$ 18,184 | \$ 13,852 | \$ 9,463 | \$ 4,848 | \$ 95,428 |
| Bonds 2021 - To be issued | 2021 | TBD | | \$ 353,000 | | | | | | \$ 353,000 |
| INTEREST | | | \$ 4,294,522 | \$ 4,480,330 | \$ 3,816,686 | \$ 3,490,412 | \$ 3,181,010 | \$ 2,875,630 | \$ 13,265,698 | \$ 31,109,765 |
| PAYING AGENT & OTHER DEBT FEES | | | | | | | | | | |
| Various | | | \$ 12,944 | \$ 12,944 | \$ 12,944 | \$ 12,944 | \$ 12,844 | \$ 12,844 | \$ 136,904 | \$ 201,424 |
| PAYING AGENT & OTHER DEBT FEES | | | \$ 12,944 | \$ 12,944 | \$ 12,944 | \$ 12,944 | \$ 12,844 | \$ 12,844 | \$ 136,904 | \$ 201,424 |
| TOTAL EXPENDITURES | | | \$ 11,109,651 | \$ 11,978,039 | \$ 11,608,665 | \$ 11,657,506 | \$ 10,153,674 | \$ 10,154,764 | \$ 73,295,817 | \$ 128,848,464 |

Annual Debt Service - General Fund - FY 2021-2039

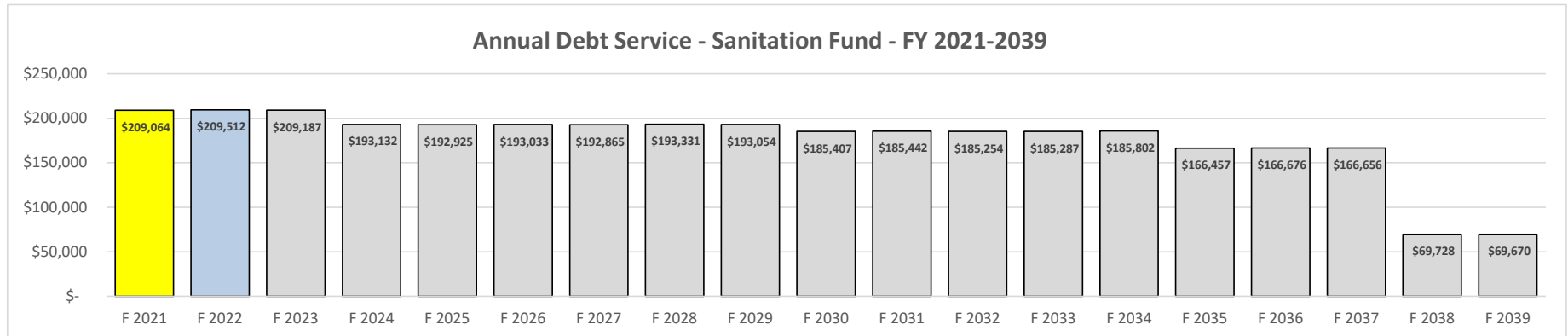




City of Franklin, Tennessee
FY 2022 Operating Budget

Debt Service Fund - Sanitation Fund Payment Schedule

| Purpose | Issue Year | Orig. Amt. Issued / Interest Rate | F 2021 | F 2022 | F 2023 | F 2024 | F 2025 | F 2026 | Balance (2027-2039) | Total Outstanding (2022-2039) |
|--|------------|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|
| PRINCIPAL | | | | | | | | | | |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.) | 2017 | \$ 1,271,600 | \$ 46,480 | \$ 49,000 | \$ 51,240 | \$ 53,760 | \$ 54,880 | \$ 57,680 | \$ 841,960 | \$ 1,108,520 |
| Bonds 2019A - \$29.585m | 2019 | \$ 1,600,000 | \$ 57,960 | \$ 61,110 | \$ 64,050 | \$ 51,240 | \$ 53,550 | \$ 56,280 | \$ 832,650 | \$ 1,118,880 |
| PRINCIPAL | | \$ 4,871,600 | \$ 104,440 | \$ 110,110 | \$ 115,290 | \$ 105,000 | \$ 108,430 | \$ 113,960 | \$ 1,674,610 | \$ 2,227,400 |
| INTEREST | | | | | | | | | | |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.) | 2017 | 2.73% | \$ 50,324 | \$ 48,000 | \$ 45,550 | \$ 42,988 | \$ 41,913 | \$ 39,169 | \$ 223,048 | \$ 440,670 |
| Bonds 2019 - \$29.585m | 2019 | | \$ 54,300 | \$ 51,402 | \$ 48,346 | \$ 45,144 | \$ 42,582 | \$ 39,904 | \$ 247,972 | \$ 475,350 |
| INTEREST | | | \$ 104,624 | \$ 99,402 | \$ 93,897 | \$ 88,132 | \$ 84,495 | \$ 79,073 | \$ 471,020 | \$ 916,019 |
| TOTAL EXPENDITURES | | | \$ 209,064 | \$ 209,512 | \$ 209,187 | \$ 193,132 | \$ 192,925 | \$ 193,033 | \$ 2,145,630 | \$ 3,143,419 |

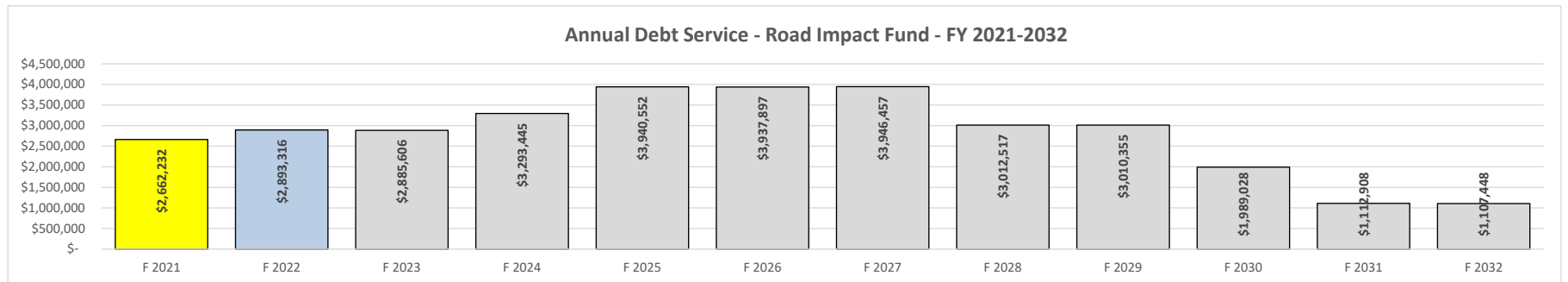




City of Franklin, Tennessee
FY 2022 Operating Budget

Debt Service Fund - Road Impact Payment Schedule

| Purpose | Issue Year | Orig. Amt. Issued / Interest Rate | F 2021 | F 2022 | F 2023 | F 2024 | F 2025 | F 2026 | Balance (2027-2032) | Total Outstanding (2022-2032) |
|--|----------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------------------|
| PRINCIPAL | | | | | | | | | | |
| Bonds 2005 - \$4.5m (McEwen ROW) - 45% | 2005 | \$ 2,025,000 | \$ 173,250 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Bonds 2012 - \$22.5m (Various - Refunding) | 2009 / 2012 (Refund) | \$ 11,475,000 | \$ 795,600 | \$ 813,450 | \$ 831,300 | \$ 849,150 | \$ 867,000 | \$ 884,850 | \$ 902,700 | \$ 5,148,450 |
| Bonds 2019B - Refunding 2009 \$44M BAB | 2019 | \$ 7,937,240 | \$ 659,130 | \$ 692,000 | \$ 724,870 | \$ 759,470 | \$ 797,530 | \$ 837,320 | \$ 2,761,080 | \$ 6,572,270 |
| Bonds 2019C - Refunding Bonds \$29.245M | 2019 | \$ 29,245,000 | \$ - | \$ 178,500 | \$ 178,500 | \$ 598,500 | \$ 1,276,800 | \$ 1,337,700 | \$ 8,712,900 | \$ 12,282,900 |
| Bonds 2019D - Taxable Refunding Bonds | 2019 | \$ 2,305,000 | \$ - | \$ 156,950 | \$ 161,250 | \$ 163,400 | \$ 165,550 | \$ 169,850 | \$ 174,150 | \$ 991,150 |
| PRINCIPAL | | \$ 28,724,000 | \$ 1,627,980 | \$ 1,840,900 | \$ 1,895,920 | \$ 2,370,520 | \$ 3,106,880 | \$ 3,229,720 | \$ 12,550,830 | \$ 24,994,770 |
| INTEREST | | | | | | | | | | |
| Bonds 2005 - \$4.5m (McEwen ROW) - 45% | 2005 | Variable | \$ 527 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Bonds 2012 - \$22.5m (Various - Refunding) | 2009 / 2012 (Refund) | 2.13% | \$ 126,608 | \$ 109,662 | \$ 92,336 | \$ 74,629 | \$ 56,542 | \$ 38,075 | \$ 19,228 | \$ 390,472 |
| Bonds 2019B - Refunding 2009 \$44M BAB | 2019 | 1.90% | \$ 361,570 | \$ 328,614 | \$ 294,014 | \$ 257,770 | \$ 219,797 | \$ 179,920 | \$ 280,520 | \$ 1,560,633 |
| Bonds 2019C - Refunding Bonds \$29.245M | 2019 | | \$ 524,615 | \$ 593,208 | \$ 585,543 | \$ 575,358 | \$ 545,433 | \$ 481,593 | \$ 1,320,648 | \$ 4,101,783 |
| Bonds 2019D - Taxable Refunding Bonds | 2019 | | \$ 20,082 | \$ 20,082 | \$ 16,943 | \$ 13,718 | \$ 10,450 | \$ 7,139 | \$ 3,657 | \$ 71,990 |
| INTEREST | | | \$ 1,033,402 | \$ 1,051,566 | \$ 988,836 | \$ 921,475 | \$ 832,222 | \$ 706,727 | \$ 1,624,053 | \$ 6,124,878 |
| PAYING AGENT & OTHER DEBT FEES | | | | | | | | | | |
| Various | | | \$ 850 | \$ 850 | \$ 850 | \$ 1,450 | \$ 1,450 | \$ 1,450 | \$ 3,830 | \$ 9,880 |
| PAYING AGENT & OTHER DEBT FEES | | | \$ 850 | \$ 850 | \$ 850 | \$ 1,450 | \$ 1,450 | \$ 1,450 | \$ 3,830 | \$ 9,880 |
| TOTAL EXPENDITURES | | | \$ 2,662,232 | \$ 2,893,316 | \$ 2,885,606 | \$ 3,293,445 | \$ 3,940,552 | \$ 3,937,897 | \$ 14,178,713 | \$ 31,129,528 |

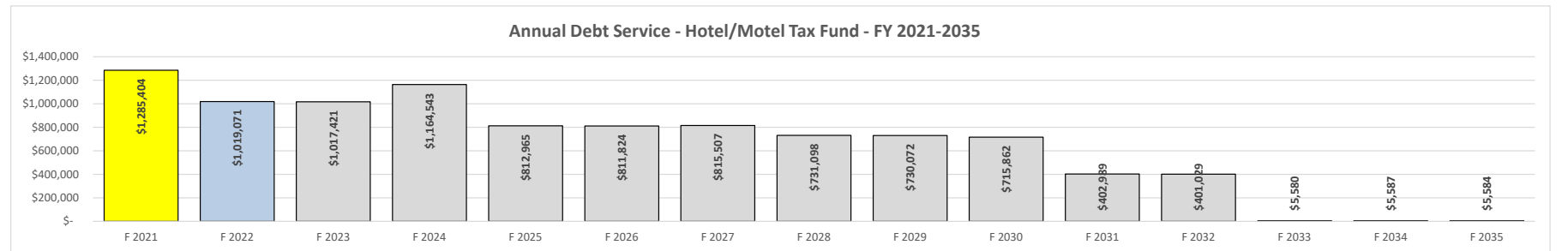




City of Franklin, Tennessee
FY 2022 Operating Budget

Debt Service Fund - Hotel / Motel Payment Schedule

| Purpose | Issue Year | Orig. Amt. Issued / Interest Rate | F 2021 | F 2022 | F 2023 | F 2024 | F 2025 | F 2026 | Balance (2027-2035) | Total Outstanding (2022-2035) |
|--|----------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-------------------|---------------------|-------------------------------|
| PRINCIPAL | | | | | | | | | | |
| Bonds 2005 - \$4.5m (Country Club) - 55% | 2005 | \$ 2,475,000 | \$ 211,750 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0% | 2010 (Refund) | \$ 6,138,300 | \$ 503,200 | \$ 521,700 | \$ 543,900 | \$ 566,100 | \$ - | \$ - | \$ - | \$ 1,631,700 |
| Bonds 2012 - \$22.5m Refunding | 2009 / 2012 (Refund) | \$ 1,800,000 | \$ 124,800 | \$ 127,600 | \$ 130,400 | \$ 133,200 | \$ 136,000 | \$ 138,800 | \$ 141,600 | \$ 807,600 |
| Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only) | 2015 | \$ 75,000 | \$ 3,025 | \$ 3,175 | \$ 3,325 | \$ 3,500 | \$ 3,650 | \$ 3,800 | \$ 41,075 | \$ 58,525 |
| Bonds 2019B - Refunding 2009 \$44M BAB | 2019 | \$ 91,760 | \$ 7,620 | \$ 8,000 | \$ 8,380 | \$ 8,780 | \$ 9,220 | \$ 9,680 | \$ 31,920 | \$ 75,980 |
| Bonds 2019C - Refunding Bonds \$29.245M | 2019 | \$ - | \$ - | \$ 63,750 | \$ 63,750 | \$ 213,750 | \$ 456,000 | \$ 477,750 | \$ 3,111,750 | \$ 4,386,750 |
| PRINCIPAL | | \$ 16,259,810 | \$ 850,395 | \$ 724,225 | \$ 749,755 | \$ 925,330 | \$ 604,870 | \$ 630,030 | \$ 3,326,345 | \$ 6,960,555 |
| INTEREST | | | | | | | | | | |
| Bonds 2005 - \$4.5m (Country Club) - 55% | 2005 | Variable | \$ 644 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0% | 2010 (Refund) | 2.0% - 4.0% | \$ 79,735 | \$ 59,607 | \$ 38,739 | \$ 16,983 | \$ - | \$ - | \$ - | \$ 115,329 |
| Bonds 2012 - \$22.5m Refunding | 2009 / 2012 (Refund) | 2.13% | \$ 19,860 | \$ 17,202 | \$ 14,484 | \$ 11,706 | \$ 8,869 | \$ 5,973 | \$ 3,016 | \$ 61,250 |
| Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only) | 2015 | 3.0% - 5.0% | \$ 2,319 | \$ 2,168 | \$ 2,009 | \$ 1,843 | \$ 1,668 | \$ 1,522 | \$ 6,913 | \$ 16,122 |
| Bonds 2019B - Refunding 2009 \$44M BAB | 2019 | 1.90% | \$ 4,180 | \$ 3,799 | \$ 3,399 | \$ 2,980 | \$ 2,541 | \$ 2,080 | \$ 3,243 | \$ 18,042 |
| Bonds 2019C - Refunding Bonds \$29.245M | 2019 | | \$ 328,064 | \$ 211,860 | \$ 208,823 | \$ 205,485 | \$ 194,798 | \$ 171,998 | \$ 471,660 | \$ 1,464,623 |
| INTEREST | | | \$ 434,802 | \$ 294,636 | \$ 267,453 | \$ 238,997 | \$ 207,876 | \$ 181,572 | \$ 484,832 | \$ 1,675,365 |
| PAYING AGENT & OTHER DEBT FEES | | | | | | | | | | |
| Various | | | \$ 207 | \$ 210 | \$ 213 | \$ 216 | \$ 219 | \$ 222 | \$ 2,133 | \$ 3,213 |
| PAYING AGENT & OTHER DEBT FEES | | | \$ 207 | \$ 210 | \$ 213 | \$ 216 | \$ 219 | \$ 222 | \$ 2,133 | \$ 3,213 |
| TOTAL EXPENDITURES | | | \$ 1,285,404 | \$ 1,019,071 | \$ 1,017,421 | \$ 1,164,543 | \$ 812,965 | \$ 811,824 | \$ 3,813,310 | \$ 8,639,133 |





City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Parkland Dedication Fund

Budget Summary

| | 2019 Actual | 2020 Actual | 2021 Budget | 2021 EOY | 2022 Budget | 2021 v. 2022 | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|----------------|
| | | | | | | \$ | % |
| Beginning Fund Balance | 6,141,130 | 8,005,878 | 8,236,553 | 8,236,553 | 7,240,260 | | |
| Revenues | 1,864,748 | 1,757,183 | 768,750 | 750,032 | 1,044,768 | 276,018 | 35.9% |
| Expenditures | - | 1,526,508 | 1,511,850 | 1,746,325 | - | -1,511,850 | -100.0% |
| Ending Balance | 8,005,878 | 8,236,553 | 7,493,453 | 7,240,260 | 8,285,028 | | |

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 2022 Operating Budget**

Organizational Chart

There is no organization chart associated with the Parkland Dedication Fund. It is supervised by personnel in the Parks and Finance Departments.

Staffing by Position

There are no staff formally associated with the Parkland Dedication Fund. It is supervised by personnel in the Parks and Finance Departments.



City of Franklin, Tennessee
FY 2022 Operating Budget

Budget

| | Actual 2019 | Actual 2020 | Budget 2021 | EOY 2021 | Budget 2022 | Difference \$ % | |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|----------------|
| Beginning Fund Balance | 6,141,130 | 8,005,878 | 8,236,553 | 8,236,553 | 7,240,260 | | |
| Revenues | | | | | | | |
| In Lieu of Parkland Receipts | 1,394,772 | 1,464,200 | 750,000 | 680,032 | 1,024,768 | 274,768 | 36.6% |
| Interest Income | 241,394 | 292,983 | 18,750 | 70,000 | 20,000 | 1,250 | 6.7% |
| Transfer From General Fund | 228,582 | - | - | - | - | - | 0.0% |
| Total Available Funds | 1,864,748 | 1,757,183 | 768,750 | 750,032 | 1,044,768 | 276,018 | 35.9% |
| Expenses (Operations) | | | | | | | |
| Transfer to Capital Projects | - | 1,526,508 | 1,511,850 | 1,511,850 | - | (1,511,850) | -100.0% |
| Land Acquisition | - | - | - | 234,475 | - | - | 0 |
| Total Expenditures | - | 1,526,508 | 1,511,850 | 1,746,325 | - | (1,511,850) | -100.0% |
| Ending Fund Balance | 8,005,878 | 8,236,553 | 7,493,453 | 7,240,260 | 8,285,028 | | |

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 \$1,526,508 shown in FY 2020 was transferred to Capital Projects Fund for design of several parks related projects. The \$1,511,850 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 and a greenway near Harlinsdale Farm.

Future expenditures will be dependent upon continuing economic conditions and what priorities have been identified by the FY 2019-2028 CIP.



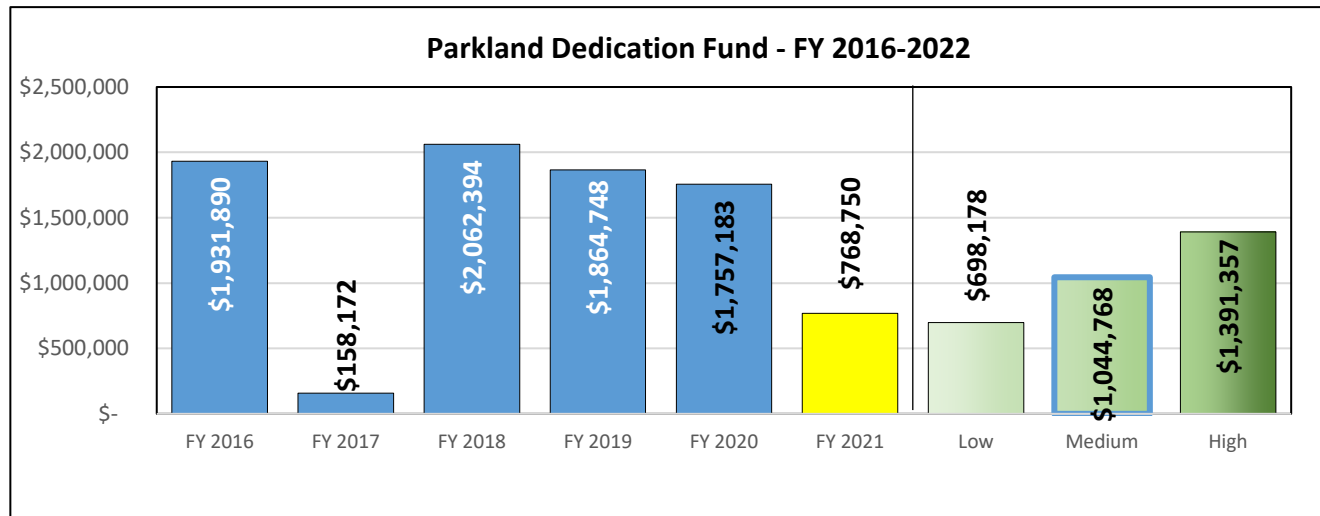
City of Franklin

Revenue Model

| | | | |
|--------------|---------------------------------|--------------------------------|-------------|
| Fund: | Parkland Dedication Fund | Percent of All Revenues | 0.6% |
|--------------|---------------------------------|--------------------------------|-------------|

Parkland Dedication Fund: 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 for developers seeking alternatives to the development of greenspace within developments. Funds can be used only for the acquisition or development of public parks, greenways/blue ways, open space sites, and related facilities.

The forecast for FY 2022 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. This forecast also makes no assumption for amount of *available* revenue as a result of changes made last year in the Parkland Dedication Ordinance, but rather gross annual receipts. Specific spendable balances will be addressed through the CIP process.



| | Actual | | | | | Budget | Forecast (FY 2022) | | | Averages |
|------------------------------|---------------------|-------------------|---------------------|---------------------|---------------------|-------------------|--------------------|---------------------|---------------------|---------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Low | Medium | High | |
| % yr/yr. | -22.5% | -91.8% | 1203.9% | -9.6% | -5.8% | -56.3% | -9.2% | 35.9% | 81.0% | |
| In Lieu of Parkland Receipts | 1,923,145 | 137,454 | | | | 0 | 683,178 | 1,024,768 | 1,366,357 | 3-yr Average |
| Quadrant 1 | | | 1,188,552 | 713,244 | 1,411,712 | 500,000 | | | | \$ 1,894,775 |
| Quadrant 2 | | | 88,008 | 178,218 | 0 | 137,500 | | | | -19.8% |
| Quadrant 3 | | | 157,110 | 448,230 | 0 | 0 | | | | 5-Yr Average |
| Quadrant 4 | | | 576,386 | 55,080 | 52,488 | 112,500 | | | | \$ 1,554,877 |
| Interest Income | 8,745 | 20,718 | 52,338 | 241,394 | 292,983 | 18,750 | 15,000 | 20,000 | 25,000 | -20.0% |
| Transfers from General Fund | - | - | - | 228,582 | | - | - | - | - | |
| Totals | \$ 1,931,890 | \$ 158,172 | \$ 2,062,394 | \$ 1,864,748 | \$ 1,757,183 | \$ 768,750 | \$ 698,178 | \$ 1,044,768 | \$ 1,391,357 | |

Source: City of Franklin, *Comprehensive Annual Financial Reports - 2015-2019* & Estimates from Finance & Revenue Management Departments.



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City of Franklin, Tennessee

FY 2022 Operating Budget

APPENDICIES

The Appendices section of the budget provides supplemental information for aid and reference to citizens, elected officials and staff alike necessary to evaluate the FY 2022 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

Under this section is:

- **Capital**
 - Appendix A - Capital Summary
 - Appendix B - Capital Projects Financing FY 2021-2030 & *Invest Franklin*
 - Appendix C – Impacts of Capital Improvements on FY 2022 Budget

- **Policies**
 - Appendix D – General Fund - Fund Balance Policy
 - Appendix E - Debt Management Policy
 - Appendix F – Capital Assets Policy
 - Appendix G – Investments Policy

- **Operating Budget - Supplemental Information**
 - Appendix H - General Fund Expenditures By Account
 - Appendix I - Program Enhancement Requests
 - Appendix J - Pay Structure
 - Appendix K – **Franklin Forward**: Strategic Plan

- **Reference Information**
 - Appendix L - Expenditure Classifications
 - Appendix M - Additional Demographic & Economic Information
 - Appendix N - Glossary of Terms



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

APPENDICIES: Capital

Under this section is:

- **Capital**
 - **Appendix A - Capital Summary**
 - **Appendix B - Capital Projects Financing & *Invest Franklin***
 - **Appendix C – Impacts of Capital Improvements on FY 2022 Budget**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Appendices: Capital

Appendix A: Capital

Although major capital investment projects are accounted for within multi-year Capital Project Funds, some capital items remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants. These items are distributed throughout the various funds presented herein in two of the three primary sections in each fund: Operations and Capital. The lists on the following pages detail all capital items, listed by fund, by those assigned to the Operations section of each budget and then to the Capital section.

All told, the City of Franklin plans to initially spend more than \$18.7 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately \$6.0 million is assigned to Operations and \$12.7 million to Capital.

Of the \$6.0 million assigned to Operations:

1. \$1.9 million in the General Fund is assigned for various equipment and improvement needs including routine machinery & equipment, computer hardware and fiber optic purchases. In addition, a new Fleet Replacement program is being proposed which could result in significant modernization of 20-25% of the City's entire fleet. Total expenditures and costs are still to be determined.
2. \$3.8 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.

Of the \$12.7 million assigned to Capital:

1. \$4.1 million in the General Fund, \$3.3 million to be directly appropriated within the General Fund and \$818,000 to be funded thru a to be issued 2021 G.O. Bond Proceeds. The vast majority appropriated within the General Fund is assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset 80% by grants), and equipment for the Fire, Parks, Police and Streets departments.
2. \$545,300 in the City Facilities Tax Fund, for Emergency Management (Fire/Police) and Parks and Sanitation equipment.
3. \$464,286 in the Hotel/Motel Fund for the annual commitment for the acquisition of the Carter's Hill properties and Siding of the Eastern Flank Event Facility.
4. \$836,000 in the Sanitation and Environmental Services Fund for two replacement Side Loaders and a replacement tractor for the Transfer Station.
5. \$450,000 in the Transit Fund for replacement vehicles.
6. \$6.1 million in the Water /Sewer Fund for various improvements and equipment.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendices: Capital

This list is preliminary because the BOMA has received an updated financing model for the next phase of projects included within the FY 2021-2030 Capital Improvement Program. This financing model and any re-prioritization of approved 2019-2028 CIP projects will occur later into FY 2022.

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2022 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ↑ (Increase in cost), = (nominal change), ↓ (decrease in cost) and an estimate- of that change. *(Estimate is an assumption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

| Department | Request | Amount | Bond Funded | Total | Impact on Operations | |
|---|---|---------------------|-------------------|---------------------|----------------------|------------------------------------|
| | | | | | Impact Indicator | Annual Amount of increase/decrease |
| Operations | | | | | | |
| General Fund: | | | | | | |
| City-Wide | Fleet Replacement Program | TBD | | TBD | ↓ | TBD |
| City-Wide | Fiber Optic Projects & Supplies | \$ 125,000 | \$ - | \$ 125,000 | ↓ | \$ (5,000) |
| City-Wide | Computer Hardware | \$ 869,980 | \$ - | \$ 869,980 | = | \$ - |
| City-Wide | Machinery & Equipment | \$ 959,516 | \$ - | \$ 959,516 | = | \$ - |
| TOTAL | | \$ 1,954,496 | \$ - | \$ 1,954,496 | | \$ (5,000) |
| Street Aid | | | | | | |
| Streets | Street Resurfacing | \$ 2,200,497 | \$ - | \$ 2,200,497 | = | \$ - |
| Streets | Pavement Restoration | \$ 1,145,600 | \$ - | \$ 1,145,600 | ↓ | \$ (250,000) |
| Streets | Sidewalks | \$ 525,000 | \$ - | \$ 525,000 | = | \$ - |
| TOTAL | | \$ 3,871,097 | \$ - | \$ 3,871,097 | | \$ (250,000) |
| Drug Fund | | | | | | |
| Police | Century Court Firing Range Upgrades | \$ 150,000 | | \$ 150,000 | = | \$ - |
| TOTAL | | \$ 150,000 | \$ - | \$ 150,000 | | \$ - |
| Total all Capital Expenditures budgeted in Operations: | | | | \$ 5,975,593 | | \$ (255,000) |
| Capital | | | | | | |
| General Fund: | | | | | | |
| Police | Crusiers | \$ 1,333,334 | | \$ 1,333,334 | ↓ | \$ (50,000) |
| Fire | Engine 2 | \$ - | \$ 818,250 | \$ 818,250 | ↓ | \$ (10,000) |
| Fire | Tower ALS Upgrade | \$ 115,500 | | \$ 115,500 | = | \$ - |
| TOC | Various traffic flow/control improvements | \$ 1,795,000 | | \$ 1,795,000 | ↑ | \$ 25,000 |
| Streets | Trailer Mounted Leaf Vacuum | \$ 80,650 | | \$ 80,650 | = | \$ - |
| TOTAL | | \$ 3,324,484 | \$ 818,250 | \$ 4,142,734 | | \$ (35,000) |
| Facilities Tax: | | | | | | |
| Admin | Equipment for Emergency Management Function | \$ 63,000 | | \$ 63,000 | = | \$ - |
| Parks | Vehicles for new Personnel | \$ 85,000 | | \$ 85,000 | ↑ | \$ 5,000 |
| Parks | Heavy Duty Field Topmaker | \$ 37,000 | | \$ 37,000 | ↓ | \$ (35,000) |
| Parks | Chipper (Urban Forestry Initiative) | \$ 42,300 | | \$ 42,300 | ↓ | \$ (10,000) |
| SES | New Side Loader | \$ 318,000 | | \$ 318,000 | ↑ | \$ 5,000 |
| TOTAL | | \$ 545,300 | \$ - | \$ 545,300 | | \$ (35,000) |



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendices: Capital

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2022 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ↑ (Increase in cost), = (nominal change), ↓ (decrease in cost) and an estimate- of that change. *(Estimate is an assumption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

| Department | Request | Amount | Bond Funded | Total | Impact on Operations | |
|--|--|----------------------|-------------|----------------------|----------------------|------------------------------------|
| | | | | | Impact Indicator | Annual Amount of increase/decrease |
| Hotel/Motel | | | | | | |
| Parks | Carter's Hill Park Acquisition (7 year commitment) | \$ 214,286 | | \$ 214,286 | = | \$ - |
| Parks | Re-Siding - Eastern Flank Event Facility | \$ 250,000 | | \$ 250,000 | = | \$ - |
| TOTAL | | \$ 464,286 | \$ - | \$ 464,286 | | \$ - |
| Sanitation Fund: | | | | | | |
| SES Collection | Replace Rear Loader with Automated Side Loader | \$ 318,000 | | \$ 318,000 | ↓ | \$ (10,000) |
| SES Collection | Replace Rear Loader with Automated Side Loader | \$ 318,000 | | \$ 318,000 | ↓ | \$ (10,000) |
| SES Collection | Replace Tractor for Transfer Station | \$ 200,000 | | \$ 200,000 | ↓ | \$ (5,000) |
| TOTAL | | \$ 836,000 | \$ - | \$ 836,000 | | \$ (25,000) |
| Transit Fund | | | | | | |
| Transit | Bus Shelters | \$ 250,000 | | \$ 250,000 | = | \$ - |
| Transit | Replacement vehicles | \$ 200,000 | | \$ 200,000 | = | \$ - |
| TOTAL | | \$ 450,000 | \$ - | \$ 450,000 | | \$ - |
| Water & Sewer Fund | | | | | | |
| Water | Various capital improvements | \$ 2,017,500 | | \$ 2,017,500 | ↑ | \$ 25,000 |
| Wastewater | Various capital improvements | \$ 3,701,000 | | \$ 3,701,000 | ↑ | \$ 50,000 |
| Reclaimed | Various capital improvements | \$ 400,000 | | \$ 400,000 | ↑ | \$ 5,000 |
| TOTAL | | \$ 6,118,500 | \$ - | \$ 6,118,500 | | \$ 80,000 |
| Total all Capital Expenditures budgeted in Capital: | | \$ 11,888,570 | | \$ 12,706,820 | | \$ (15,000) |
| Total All Capital proposed FY 2022 | | | | \$ 18,682,413 | | \$ (270,000) |



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS FINANCING & *Invest Franklin*

The City of Franklin regularly engages in updating its ten-year Capital Improvement Plan or CIP. The 2021-2030 Capital Improvement Program is currently under development and monthly updates on previously approved projects have been presented to the Board of Mayor and Aldermen throughout 2021. Staff will be presenting a modified financing plan from the FY 2019-2028 CIP later in the calendar year.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS FINANCING & *Invest Franklin*

Invest Franklin Summary*: In June 2016, the BOMA approved the Invest Franklin initiative as part of approving the FY 2017 budget and setting the property tax rate. The initiative dedicates \$.07 of the total property tax rate (currently \$.4176/\$100 of assessed value) for capital projects (primarily infrastructure & transportation related). The tables on the next page show how much revenue has been generated through this initiative.

**Please note, there will be no further cash generated by the Invest Franklin initiative after FY 2019, as the 7 cents annually will be dedicated to service debt issued to pay for Invest Franklin prioritized projects.*



Appendix B: CAPITAL PROJECTS & *Invest Franklin*



City of Franklin, Tennessee
FY 2022 Operating Budget

Appendices: Capital

| | |
|--|---------------------|
| FY 2017 | |
| Total Property Tax Levy (.4176/\$100 of assessed value) | \$ 19,203,126 |
| <u>Value of one cent</u> | <u>\$ 459,845</u> |
| Total 2017 value of the \$.07 Invest Franklin Initiative | \$ 3,218,915 |
| FY 2017 Invest Franklin Collection | \$ 3,218,915 |
| Less: Sidewalk Gap Expenditure | \$ (250,000) |
| Ending Balance Invest Franklin Collections FY 2017 | \$ 2,968,915 |
| | |
| FY 2018 | |
| Total Property Tax Levy (.4176/\$100 of assessed value) | \$ 20,126,690 |
| <u>Value of one cent</u> | <u>\$ 481,961</u> |
| Total 2018 value of the \$.07 Invest Franklin Initiative | \$ 3,373,727 |
| FY 2018 Invest Franklin Collection | \$ 3,373,727 |
| Less: Debt Service on 2017 G.O. Bonds | \$ (1,528,007) |
| Available Balance Invest Franklin Collections | \$ 1,845,720 |
| Less: Sidewalk Gap Expenditure | \$ (250,000) |
| Ending Balance Invest Franklin Collections FY 2018 | \$ 1,595,720 |
| | |
| FY 2019 | |
| Total Property Tax Levy (.4176/\$100 of assessed value) | \$ 20,730,491 |
| <u>Value of one cent</u> | <u>\$ 496,420</u> |
| Total 2019 value of the \$.07 Invest Franklin Initiative | \$ 3,474,939 |
| FY 2019 Invest Franklin Collection | \$ 3,474,939 |
| Less: Debt Service on 2017 G.O. Bonds | \$ (1,630,497) |
| Available Balance Invest Franklin Collections | \$ 1,844,442 |
| Less: Sidewalk Gap Expenditure | \$ (250,000) |
| Ending Balance Invest Franklin Collections FY 2019 | \$ 1,594,442 |
| | |
| Cumulative Balance Invest Franklin Initiative | |
| Ending Balance Invest Franklin Collections FY 2017 | \$ 2,968,915 |
| Ending Balance Invest Franklin Collections FY 2018 | \$ 1,595,720 |
| Ending Balance Invest Franklin Collections FY 2019 | \$ 1,594,442 |
| Total Balance Invest Franklin Initiative (end of FY 2019) | \$ 6,159,076 |



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2022 Operating Budget

Major capital investment projects are presented to the City’s Capital Investment Committee and approved by the Board of Mayor & Aldermen after the committee’s input. Appendix A illustrates the increasing, nominal and decreasing annual operating budget impacts for approved capital projects in the FY 2022 budget. Although just an estimate, it is hoped that this “stop-light” approach to categorizing operating impacts is a good start and will assist policy and decision makers, staff and taxpayers understand how investments today continue to make financial impacts well into the future.

In addition, the City of Franklin monitors operating impacts of certain financing sources for capital improvements:

Capital Improvements Utilizing Bond Funds

As part of the ongoing Capital Improvement Process and the construction of a future Capital Improvement Budget, issuing new bonds to finance necessary capital projects will continue to happen. Future debt issuance will depend wholly upon the capacity of the City to service the debt, and that is governed by the City’s Debt Service Policy, which can be found in Appendix E.

The operating impact of these projects is varied – while it is true that newer facilities will lead to efficiencies, the greatest impact will be to improve the road network around our growing city. There will be a negative impact to maintenance budgets as the City builds more and more roads, but that cost is undetermined at this time.

Capital Improvements Utilizing Leasing

The City sparingly uses leasing as a means of acquiring capital equipment. Final lease payments were made in FY 2019 for equipment, though the City is proposing a third-party leasing arrangement for fleet equipment in the FY 2022 budget.

Capital Improvements Utilizing Federal and State Funding

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



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

APPENDICIES: Policies

The City has adopted financial policies related to investments, General Fund reserves, debt management, utilization of reserve funds, and cash receipting. The investment policy, updated in April 2021, provides for the primary objectives, in order of priority, of investment activities of non-pension funds shall be safety, liquidity, and return. The reserve policy established an emergency and cash flow reserve of a minimum of 33% of budgeted General Fund expenditures (which is forecast to be \$27.87 million in FY 2022). As of September 2014, the reserve policy also includes a capital funding reserve for fund balance in excess of 45% of budgeted General Fund expenditures (which is forecast to be over \$17 million in FY 2022). The debt policy provides written guidance and restrictions for the amount and type of debt the City will issue, the issuance process, and the management of the debt portfolio. In August 2012, the City adopted a policy for the utilization and replacement of committed funds. In October 2014, the City adopted a pension funding policy. The City also adopted a cash receipting policy in November 2014. The City adopted documentation of internal controls in April 2015. Most recently, the City has adopted a Disbursements Policy.

The City continues to explore adopting additional best practice financial policies including budgeting, revenues, economic development, enterprise risk management, capital improvements, and reserves for funds other than the General Fund.

The policies included herein in this appendices are those which most pertain to the budget process.

Under this section is:

- **Policies**
 - **Appendix D – General Fund - Fund Balance Policy**
 - **Appendix E - Debt Management Policy**
 - **Appendix F – Capital Assets Policy**
 - **Appendix G – Investments Policy**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

CITY OF FRANKLIN

T E N N E S S E E

General Fund Fund Balance Policy

Adopted by Board of Mayor & Aldermen, May 12, 2009

Addendum Adopted by Board of Mayor & Aldermen, August 28, 2012

Policy Update Adopted by Board of Mayor & Aldermen, September 23, 2014



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

City of Franklin General Fund Fund Balance Policy

Objectives for Establishing the Fund Balance Policy

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

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

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

- **The Reserve Fund** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all non-spendable and restricted components of fund balance are included within the Reserve Fund).*



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

- **The Designated Fund** consists of funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all committed, and some assigned components of fund balance are included within the Designated Fund).*
- **The Undesignated/Unreserved Fund** consists of three accounts: the Capital Funding Account, the Financial Stabilization Account, and the Surplus Account.
 - The Capital Funding Account as set forth in this policy will consist of amounts in excess of 45% of General Fund budgeted expenditures.
 - **The Financial Stabilization Account** as set forth in this policy will consist of 33% of General Fund budgeted expenditures.
 - **The Supplemental Reserve Account** should be used for new programs or positions desired outside of the current and established budget or for one-time capital investments upon approval by the Board of Mayor and Alderman. There is no minimum percentage requirement for this account. All additional net revenues, after establishing that all other components of the General Fund Balance are sufficient, may flow into this account.

(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, some assigned and all unassigned components of fund balance are included within the Undesignated/Unreserved Fund).

General Fund Replenishment Priorities (Priority order):

1. Appropriate funds deposited into the Reserve Fund Account to meet all third party mandated requirements.
2. Funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes.
3. Thirty-three [33%] percent of the General Fund budgeted expenditures should be maintained in the Financial Stabilization Fund Account of the Undesignated/Unreserved Fund.
4. Funds in excess of forty-five [45%] percent of General Fund budgeted expenditures would be maintained in the *Capital Funding Account of the Undesignated/Unreserved Fund*.
5. All remaining funds other than those identified in 1 through 4 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.



Appendix D – Policies: General Fund - Fund Balance

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

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

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

Financial Stabilization Fund Subaccounts

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

A. Contingency Subaccount

The Contingency Subaccount is intended for unanticipated expenses or revenue shortfalls impacting programs already approved in conjunction with the current year’s budget. The Contingency Subaccount shall not be used to fund new programs or positions added outside of the current year budget.

Funds in the Contingency Subaccount may be used towards expenses outside of the budget only as follows:

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

B. Emergency Subaccount

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

C. Cash Flow Stabilization Subaccount

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

D. Debt Service Subaccount

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

E. Property/Casualty/Health Insurance Subaccount

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

F. Other Post Employment Benefits Obligation (OPEB) Subaccount

The City records a liability related to the Other Post Employment Benefits Obligation (OPEB). This subaccount shall be established to meet the level of unfunded liability as determined by the City administrators. If a Trust Fund is later established pursuant to the OPEB liability, the OPEB Subaccount can be extinguished from the Financial Stabilization Fund Account.

Sizing of Financial Stabilization Fund Account and Subaccounts

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

extinguished from the Financial Stabilization Fund Account.

Use of Financial Stabilization Fund Account

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

Restoration of the Financial Stabilization Account and Subaccounts

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

Transfer of Additional Financial Stabilization Fund Account Funds

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

Use of the Capital Funding Account

The Capital Funding Account should only be used to provide additional capital funding for projects included in the City's Capital Investment Plan (CIP). These funds would typically be transferred from the General Fund to a capital projects fund where project payments would be made.

Restoration of the Capital Funding Account

The Capital Funding Account would exist only as funds are available and not subject to formal restoration.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

Fund Balance Policy Adoption

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



City of Franklin, Tennessee
FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

**General Fund
Fund Balance Policy Addendum
Order of Use of Funds**

Stabilization Funds

Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. The City’s governing body has the authority to establish a Financial Stabilization Account that will be a **Committed Fund Balance**.

A Financial Stabilization Account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.) or financial stability.

For FY 2022 the City of Franklin projects to have \$27,874,319 in its stabilization account as follows:

| Urgent Event | Percent of Total 33% | Amount |
|--------------------------------|-----------------------------|---------------|
| Contingency | 5% | \$ 4,223,382 |
| Emergency | 5% | \$ 4,223,382 |
| Cash Flow Stabilization | 14% | \$11,825,468 |
| Debt Service | 3% | \$ 2,534,029 |
| Property/Liability/Health | 4% | \$ 3,378,705 |
| Other Post Employment Benefits | 2% | \$ 1,689,353 |
| | 33% | \$27,874,319 |

Authority to Commit Funds

The Board of Mayor and Aldermen has the authority to set aside funds for a specific purpose. Any funds set aside as Committed Fund Balance requires the passage of a resolution by a simple majority vote. The passage of a resolution must take place prior to June 30th of the applicable fiscal year. If the actual amount of the commitment is not available by June 30th, the resolution must state the process or formula necessary to calculate the actual amount as soon as information is available.

Default Order of Use of Funds

By default, when both restricted (by outside parties) and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it. When **committed (by the Board)**, assigned (usually by management) and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

Potential Use of Funds Resolution

The recognition of an urgent event must be established by the Board of Mayor and Aldermen or their designee (e.g. City Administrator). If established by the Board’s designee, the specific urgent event must be reported to the governing body at their next meeting.

Potential urgent events are:

1. Disaster (flood, tornado, etc.) that funds must be expended prior to any potential reimbursement.
2. Health claims or other specific expenditures included within the stabilization fund exceeding a specified threshold. This would allow the stabilization funds in the General Fund to be used in cases



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

when the specific expenditures exceed 10% of budgeted amount, or a specific amount such as \$100,000.

If due to an urgent event, funds are needed from the stabilization fund in excess of funds currently budgeted:

1. Anticipated funds in excess of budgeted funds will be temporarily deducted from the Stabilization fund.
2. After actual expenditures used are determined, a budget amendment will be submitted to the City's governing body to amend the budget for the excess funds used if unassigned funds are available.
3. In the event that unassigned funds are not available, the Board will replenish the Financial Stabilization Account balance to the established minimum level within four years in equal increments unless otherwise provided.

Date last reviewed: June 15, 2012

Updated numbers: May 2021



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee **FY 2022 Operating Budget**

Appendix E – Debt Management Policy

The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing seven years, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy attached on the ensuing pages is the most recent version reviewed and revised by the Board of Mayor and Alderman in December 2017.

CITY OF FRANKLIN

T E N N E S S E E

Debt Management Policy

Prepared by
Public Financial Management, Inc.
Originally Adopted on June 23, 2009
Revised and Adopted by Finance Committee, March 10, 2016
Revised and Adopted by Board of Mayor & Aldermen, April 12, 2016
Revised and Proposed by Staff, November 30, 2017

Table of Contents

| | |
|---|----|
| Introduction..... | i |
| Policy Statement | 1 |
| Goals and Objectives | 1 |
| Issuance Process..... | 1 |
| Credit Quality and Credit Enhancement | 2 |
| Debt Affordability..... | 2 |
| Bond Structure | 3 |
| Types of Debt..... | 4 |
| Use of Synthetic Debt..... | 6 |
| Refinancing Outstanding Debt..... | 6 |
| Methods of Issuance | 7 |
| Underwriter Selection | 8 |
| Consultants..... | 9 |
| Disclosure | 11 |
| Debt Policy Review | 12 |

Introduction

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

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

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

City of Franklin
Debt Management Policy

I. Policy Statement

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

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

II. Goals & Objectives

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

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

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

III. Issuance Process

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

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

IV. Credit Quality and Credit Enhancement

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

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

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

1. Bond Insurance

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

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

2. Letters of Credit

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

V. Debt Affordability

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

Total Budget Resources

- Net Direct Debt divided by Operating Revenues $\leq 3.00X$
As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.
- Total Governmental Funds Debt Service as a percent of Expenditures $\leq 25\%$
As defined by Standard & Poor's U.S. Local Governments General Obligation Ratings: Methodology and Assumptions dated September 12, 2013.

Property Tax Base

- Net Direct Debt as a percent of Full Value (Market or Taxable Value) $\leq 1.75\%$
As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.

As part of the City's effort to manage these metrics and the impact such have on the City's credit rating, the City, along with its Financial Advisor, will calculate the indicative ratings per Moody's and S&P's applicable local government criteria.

VI. Bond Structure

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

1. Term

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

2. Capitalized Interest

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

3. Debt Service Structure

General Obligation debt issuance shall be planned to achieve relatively net level debt service or level principal amortization considering the City's outstanding debt obligations, while matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream. Debt which is supported by project revenues and is intended to be self-supporting will be structured to achieve level proportional coverage to expected available revenues.

4. Call Provisions

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

5. Original Issuance Discount/Premium

Bonds with original issuance discount/premium will be permitted.

6. Deep Discount Bonds

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

7. Structured Products

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

VII. Types of Debt

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

Security Structure

1. General Obligation Indebtedness

The City may issue general obligation indebtedness supported by the full faith and credit of the City. General Obligation indebtedness shall be used to finance capital projects that do not have independent creditworthiness and significant ongoing revenue streams. The City may also use its General Obligation pledge or other tax-revenue pledge to support other revenue-supported debt, if such support improves the economics of the revenue-supported debt issue (including pledges required to participate in a debt program) and is used in accordance with these guidelines. (For example, the City may borrow from the State of Tennessee Revolving Loan Fund Program ("SRF Program") for funding of capital improvements for the Water & Wastewater Utility. The SRF Program often requires the City's full faith and credit pledge and a supporting pledge of the City's state shared revenues in addition to a revenue pledge.)

2. Revenue Indebtedness

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

3. Capital Leases

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

Duration

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

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

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

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

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

- a) *Bond Anticipation Notes (BANs)*, including commercial paper notes issued as BANs, may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs shall not mature more than 2 years from the date of issuance. BANs can be rolled in accordance with federal law and State statute. BANs shall mature within 6 months after substantial completion of the financed facility.
- b) *Revenue Anticipation Notes (RANs) and Tax Anticipation Notes (TANs)* shall be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to Federal IRS and state requirements and limitations.
- c) *Lines of Credit* shall be considered as an alternative to other short-term borrowing options. A *line* of credit shall be structured to limit concerns as to the Internal Revenue Code.
- d) *Intrafund Loans* shall only be used to fund operational deficiencies among accounts or for capital projects to be paid from current fiscal year revenues. Such intrafund loans shall in no event extend beyond twelve (12) months and shall only be issued in compliance with state regulations and limitations.
- e) *Other Short-Term Debt*, including commercial paper notes, may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable to issue debt in a fixed rate mode. The City will determine and utilize the least costly method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal.

Interest Rate Modes

Fixed Rate Debt

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

Variable Rate Debt

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

1. The following circumstances may result in the consideration of issuing variable rate debt:
 - a) *Asset-Liability Matching*
 - b) *Construction Period Funding*
 - c) *High Interest Rates.* Interest rates are above historic averages.
 - d) *Variable Revenue Stream.* The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.
 - e) *Adequate Safeguards Against Risk.* Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.
 - f) *Financial Advisor Analysis.* An analysis from the City's Financial Advisor evaluating and quantifying the risks and returns involved in the variable rate financing and recommending variable rate as the lowest cost option.
 - g) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that present value savings of at least 3% results from issuing synthetic fixed rate debt relative to traditional fixed rate debt.

VIII. Use of Synthetic Debt

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

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

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

IX. Refinancing Outstanding Debt

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

1. Debt Service Savings

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

2. Restructuring for economic purposes

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

3. Term of Refunding Issues

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

4. Escrow Structuring

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

5. Arbitrage

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

X. Methods of Issuance

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

1. Competitive Sale

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

The City's Financial Advisor shall not be permitted to bid on the City's competitive bond sale.

2. Negotiated Sale

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

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

The City's Financial Advisor shall not be permitted to serve as the underwriter on the City's negotiated bond sale.

3. Private Placement

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

The City's Financial Advisor shall not be permitted to purchase the City's debt through a private placement.

XI. Underwriter Selection (Negotiated Transaction)

Senior Manager Selection

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

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

Co-Manager Selection

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

Selling Groups

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

Underwriter's Counsel

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

Underwriter's Discount

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

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

Evaluation of Underwriter Performance

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

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

Syndicate Policies

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

Designation Policies

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

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

XII. Consultants

Financial Advisor

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

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

Financial Advisory Services

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

- Advise the City on financial matters relating to proposed capital financing projects.
- Analyze the current debt profile and recommend appropriate changes to ensure correct mix of fixed rate debt, variable rate debt and structured products to accomplish the City's immediate and long-term fiscal objectives.
- Working with the City staff and their legal advisors, prepare Preliminary Official Statement, Official Statement, Notice of Bond Sale and other related documents.
- Advise and assist in presentations to rating agencies.
- Assist the City in obtaining competitive bids from bond underwriters, trustees, paying agents/registrars, printers and escrow verification agents, as necessary.
- In the event the City undertakes negotiated underwritings, the Financial Advisor shall represent the City's interests in all aspects of the negotiated transaction, including underwriter selection, revenue and transaction structuring, credit enhancement and pricing scales.
- Arrange for electronic disclosure and bidding services.
- Develop five and ten year debt strategies that incorporate the City's capital financing plans and revenue constraints. Discuss funding alternatives and cost benefits of proposed

strategies. Determine the City's debt or bonding capacity and the revenue impact of capital projects.

- Assist the City in identifying and obtaining new sources of funding for capital needs such as new revenues, asset sales, state and/or federal grants or incentive programs.
- Assess use of swaps and other structured products, and propose strategies, to meet the City's financing objectives.
- Develop a formal written debt policy, which incorporates the City's financial and operational objectives.
- Perform annual credit/scorecard calculations using the applicable local government criteria as provided by Moody's and Standard & Poor's.
- Perform bi-annual review of the City's credit/scorecard calculations in comparison to peer cities.
- Conduct necessary analysis and feasibility studies relating to financing of City projects, including cash flows, sources and uses, and sensitivity analysis of variables in a financing, such as interest rate, maturities, and rate of principal redemption.
- Propose innovative financing techniques, which may assist the City in minimizing costs, simplifying debt financing or achieving the City's objectives.
- Provide consultation and research on tax issues faced by the City relative to the financing of public infrastructure.
- Advise the City in complying with and preparing continuing disclosure information pursuant to Security and Exchange Commission rules.
- Cooperate and confer with the City's Bond Counsel and other advisors retained by the City.
- Review all financing documents and advise the City's Finance Director accordingly.
- Undertake such additional actions as will lead to the prompt and successful delivery of the proceeds and the production and availability of bonds.
- Make recommendations on legislation, as requested, which may significantly affect the bond's cost of financing.

Conflict of Interest

The City requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest. Specifically, underwriters shall clearly identify itself in writing as an underwriter and not a financial advisor from the earliest stages of its relationship with the City. The underwriter must clarify its primary role as a purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the City.

Bond Counsel

The City shall enter into an engagement letter agreement with the legal counsel representing the City in a debt transaction. City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all legal requirements necessary for issuance, and a determination of the proposed debt's federal income tax status.

The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues.

Disclosure by Financing Team Members

All financing team members, and their associated costs to perform such services, either on an on-time or continued basis, will be required to provide full and complete disclosure to the City and its governing body. Any and all Financing Team Members shall also disclose agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

XIII. Disclosure

The City will provide annual financial and economic information to the Electronic Municipal Market Access facility of the Municipal Securities Rulemaking Board. The City will also notify the MSRB of any of the following material events:

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

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

XIV. Debt Policy Review

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix F – Capital Assets Policy

The City of Franklin has recently adopted a capital assets policy. The policy attached on the ensuing pages was reviewed and approved by the Board of Mayor and Alderman in June 2019. It will be reviewed again in June 2023.



HISTORIC
FRANKLIN
TENNESSEE

CAPITAL ASSETS POLICY

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

Table of Contents

| | |
|---|----|
| 1. General Policy | 1 |
| 2. Capital Assets Tracking from Acquisition to Disposal | 1 |
| 2A. Capital Assets Defined | 1 |
| 2B. Assets Other Than Capital Assets Defined | 1 |
| 2C. Non-City Assets Defined | 2 |
| 2D. Capital Asset Thresholds | 2 |
| 2E. Capital Asset Responsibilities | 2 |
| 2F. Capital Asset Categories | 3 |
| 2G. Capital Asset Costs | 5 |
| 2H. Non-Capital Assets Costs | 7 |
| 2I. Capital Asset Coding | 9 |
| 3. Capital Assets Reporting in the Finance Statements | 10 |
| 3A. Depreciation | 10 |
| 3B. Estimated Life of Capital Assets | 11 |
| 3C. Other Capital Asset Considerations | 12 |
| 3D. Capital Asset Reductions | 13 |
| 4. Procedures | 13 |
| 5. Exceptions to Policy/Reporting of Exceptions | 13 |

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

1. General Policy

The purpose of this policy is to provide guidance regarding capital assets:

- (1) tracking from acquisition to disposal, and
- (2) reporting in the financial statements in accordance with standards established by the Governmental Accounting Standards Board (GASB). Capital assets represent the most significant amounts on the balance sheet in the City's Comprehensive Annual Finance Report (CAFR).

2. Capital Assets Tracking from Acquisition to Disposal

2A. Capital Assets Defined

The City has various assets. To be a capital asset, three (3) criteria must be met:

- (1) Either a tangible asset owned by the City or an intangible asset in which the City has rights but not ownership. (For examples of intangible assets, please see page 12)
- (2) An asset with an initial, individual cost of more than the capital asset threshold (see Capital Asset Thresholds) for the asset type, and
- (3) An asset with an estimated useful life of three (3) or more years.

2B. Assets Other Than Capital Assets Defined

All assets are not capital assets. The City has two (2) other asset classifications not included in capital assets:

- (1) **Departmental Non-Capital Assets.** These are items in use (equipment, furniture, fire hydrants, etc.) that individually do not meet the capital asset criteria. At the discretion of the City's Comptroller, if an asset inventory purchase total exceeds the Capital Asset Threshold the purchase will be reviewed as necessary for potential depreciation as a capital asset.
- (2) **Financial Inventory.** These are items held in inventory (stored parts or supplies) that comprise \$25,000 or more in total within a department. Generally, these departments have included Water/Wastewater, Streets-Traffic, Streets-Fleet, Police (ammunition), and SES (waste containers). Departments perform a minimum of an annual count of financial inventory. Finance performs a spot check review of financial inventory usually after the department count. Other spot checks may be done more than annually.

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

2C. *Non-City Assets Defined*

If another government owns a capital asset, the other government reports the capital asset even if the City is responsible for its maintenance. Maintenance responsibility should be used only when ownership is unclear.

2D. *Capital Asset Thresholds*

Assets purchased, constructed, or received through capital lease or donation must be uniformly grouped into capital asset types. The following table summarizes the capitalization thresholds for the city’s capital asset types. Amounts are capitalized when the cost or value equals or exceeds the applicable threshold amount. Projects will remain open for twelve (12) months after construction is complete to capture any late occurring costs. The threshold normally is applied to individual items in a group of similar items, rather than to the group as a whole. (Ex. fire hydrants, etc.)

| Type | Threshold Amount |
|----------------|------------------|
| Land | Purchase Price |
| Buildings | \$100,000 |
| Improvements | \$100,000 |
| Infrastructure | \$100,000 |
| Equipment | \$25,000 |

For assets funded with federal grants, the federal thresholds will be used in place of the above amounts to determine capitalization.

2E. *Capital Assets Responsibilities*

To ensure best practices, the following capital assets responsibilities are in place:

- a. **Capital Investment Planning.** Departments should include estimates by asset type (street portion, streetscape portion, traffic signal portion, etc.) of capital investment projects.
- b. **Budgeting.** Departments should strive to itemize capital asset acquisitions in their budgets by asset type (land, building, equipment, etc.).
- c. **Tracking.** Departments should maintain a list of its capital assets from acquisition to disposal. The preferred method of tracking is within a computer database. This list should include:
 - (a) Asset description
 - (b) Asset identifier (address, VIN, Serial ID, tag number if applicable, etc.)
 - (c) Date of acquisition
 - (d) Asset cost or value when acquired
 - (e) Estimated useful life
 - (f) Date of disposal (in the fiscal year the asset is disposed. The asset would be removed from the list in the following fiscal year.)

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

- d. **Acquisitions.** Acquisitions should strive to be shown by each asset (if 10 vehicles meeting the capital asset criteria are purchased, there should be 10 transactions with each having an asset identifier).
- e. **Disposals.** Report any assets deemed to be surplus and unneeded by the department so that proper transfer or disposal can proceed. Theft or loss of property should be reported immediately. A police report should be obtained on all losses suspected of being stolen.
- f. **Reporting.** At least annually, departments shall provide their lists to Risk Management (HR) and Finance. All departments are required to prepare and maintain an annual inventory of all assets assigned to their respective department. A second inventory listing of only assets with cost basis that are over the capitalization threshold for financial reporting should be prepared and submitted to Finance. Department directors are responsible for the inventories of their respective department.
- g. **Review.** At least annually, Finance will spot check capital assets. Depending on the capital asset, Finance may recommend tagging capital assets to enhance tracking.

2F. Capital Asset Categories

The City reports five (5) categories of capital assets: Land, Buildings, Improvements, Infrastructure, and Equipment. Each category is further identified by type.

Land. Land is the surface or crust of the earth, which may be used to support structures. Land improvements consist of betterments, site preparation and site improvements (other than buildings) of a permanent nature that ready the land for its intended use. The costs associated with improvements to land are added to the cost of the land. Land and land improvements are inexhaustible assets and do not depreciate over time. For financial reporting, infrastructure right-of-way (ROW) or easements are reported in the land classification

The City reports two (2) types of capital assets as land:

- (1) **Land Acquired (including right of way).** Expenditures for the purchase of land, including right-of-way. This includes land the City has ownership.
- (2) **Easements Acquired.** Expenditures for the purchase of easements. This includes property the City has rights but not ownership. Temporary easements are at the discretion of the City's Comptroller, since it depends on length of the temporary acquisition.

Buildings. A building is a structure that is permanently attached to the land and is not intended to be transportable or moveable. Building improvements are capital events that materially extend the useful life of a building, increase the value of a building or both. A building improvement should be capitalized and recorded as an increase to the value of the existing building if the cost of the improvement meets or exceeds the capitalization threshold and increases the estimated useful life.

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

The City reports three (3) types of capital assets as buildings:

- (1) **Buildings Acquired.** Expenditures for acquiring existing buildings.
- (2) **Building Design and Construction.** Expenditures for design and construction of new buildings. This includes parking garages.
- (3) **Building Improvements.** Expenditures for improvements made to existing buildings. Improvements means any expenditure greater than the asset type threshold that adds new capacity to an existing building or extends the estimated useful life of an existing building. This includes an addition, a new roof, or a new HVAC system.

Improvements. Improvements other than buildings include depreciable improvements and betterments made to land of a permanent nature, other than buildings that add value to land, but do not have an indefinite useful life.

The City reports two (2) types of capital asset as improvements:

- (1) **Parks and Recreation Facilities.** Cost of acquisition and improvements to City parks.
- (2) **Distribution and Collection Systems.** Cost of acquisition and improvements to City's water, sewer, and reclaimed distribution systems.

Infrastructure. Infrastructure assets are capitalized. The city has elected to apply depreciation expense for these assets. Costs for both maintenance and preservation of these assets are expensed in the period incurred.

Additions and improvements to existing infrastructure assets that increase capacity or efficiency are capitalized. Examples of additions and improvements that increase capacity or efficiency include adding a new lane or widening the lanes of an existing road, or alignment improvements.

For purposes of infrastructure accounting and reporting, the city has determined that roads will consist of lane miles of roadways and dissimilar assets such as drainage systems, lighting, and signalization are recorded separately.

Infrastructure is overseen by Engineering, Street Department, IT, or the Water Management Department.

The City reports eight (8) types of capital assets as infrastructure:

- (1) **Drainage.** Cost of improving drainage.
- (2) **Streets.** Cost of adding or improving streets.
- (3) **Curb and Gutter.** Cost of adding or improving curb and gutter.
- (4) **Gateway Enhancement and Streetscape.** Cost designated for adding or improving gateway enhancement and streetscape.
- (5) **Bridges and Tunnels.** Cost of adding or improving bridges and tunnels.
- (6) **Sidewalks.** Cost of adding or improving sidewalks.
- (7) **Traffic Signals.** Cost of acquiring and installing traffic signals.
- (8) **Streetlights.** Cost of installing or improving streetlights.

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

Equipment. Machinery and equipment is an apparatus, tool, or conglomeration of pieces to form a tool, or purchased equipment, used in operations. These items can be fixed or movable tangible assets. They will stand alone and not become a part of a basic structure or building.

The City reports fives (5) types of capital assets as equipment:

- (1) **Furniture and Fixtures.** Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost more than the capital asset type threshold. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.
- (2) **Vehicles.** Expenditures for on-road rolling stock with a unit cost in excess of the capital asset type threshold each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, pickup truck bed covers and bed liners, patrol car light bars, window tinting, etc.). Examples of vehicles include trailers, motorcycles, automobiles (e.g., sedans, pick-up trucks, SUVs) and on-road trucks to which the City affixes a license plate. Does NOT include off-road rolling stock to which the City does NOT affix a license plate.
- (3) **Machinery and Equipment.** Expenditures for machinery and equipment with a unit cost in excess of the capital asset type threshold each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.
- (4) **Computer Hardware.** Computer hardware with a unit cost over the capital asset type threshold.
- (5) **Computer Software.** Non-recurring cost of computer software with a unit cost over the capital asset type threshold. For internally generated computer software, only costs incurred during the application development stage are considered capital assets.

2G. Capital Asset Costs

Capital assets are stated at historical cost or, in some instances, estimated historical cost. Donated capital assets, donated works of art and similar items, and any capital assets received in service concession arrangements are reported at acquisition value. Major outlays for capital assets and improvements are capitalized as projects are constructed. The cost of normal maintenance and repairs that do not add to the value of an asset or materially extend the asset's life is not capitalized.

Capital assets, except for land, land improvements and intangible assets with an indefinite useful life are depreciated over their estimated useful lives.

Land

Costs to include as land include:

- Original purchase price or estimated acquisition value at time of donation
- Professional fees (closing fees, title searches, architect, legal, engineering, appraisal, surveying, environmental assessments, etc.)
- Land excavation, fill, grading, drainage, and clearing

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

- Demolition of existing buildings and improvements (less salvage)
- Removal, relocation, or reconstruction of property of others (railroad, telephone and power lines)
- Water wells (including the initial cost for drilling, the pump and its casing)
- Accrued and unpaid taxes at date of acquisition

Buildings Acquired

Costs to include for buildings acquired include:

- Original purchase price
- Expenses for remodeling, reconditioning or altering the structure of a purchased building to make it ready to use for the purpose for which it was acquired (including internal payroll and payroll-related costs of employees directly involved in the activity)
- Environmental compliance costs (i.e., asbestos abatement)
- Professional fees (legal, architect, inspections, title searches, etc.)
- Payment of unpaid or accrued taxes on the building to date of purchase
- Cancellation or buyout costs of existing leases
- Other costs required to place the asset into operation

Buildings Designed and Constructed

Costs to be capitalized for buildings designed and constructed include:

- Completed structure costs
- Expenses incurred for the preparation of plans, specifications, blueprints, etc.
- Cost of building permits
- Professional fees (architectural, engineering, legal, management fees for design and supervision, etc.)
- Cost of permanently attached fixtures or machinery that cannot be removed without impairing the use of the building

Building Improvements

Costs to be capitalized for building improvements include:

- Similar costs included above in constructed buildings but rather associated with additions to buildings (expansions, extensions, or enlargements)
- Conversion of areas including attics, basements, etc., to usable space
- Structures attached to the building such as covered patios, sunrooms, garages, carports, enclosed stairwells, etc.
- Installation or upgrade of heating and cooling systems
- Installation/upgrade of wall or ceiling covering such as carpeting, tiles, paneling, or parquet
- Structural changes such as reinforcement of floors or walls, installation or replacement of beams, rafters, joists, steel grids, or other interior framing
- Installation or upgrade of window or door frames, upgrading of windows or doors, built-in closet and cabinets

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

- Interior renovation associated with casings, baseboards, light fixtures, ceiling trim, etc.
- Installation or upgrade of plumbing and electrical wiring
- Installation or upgrade of phone or closed-circuit television systems, networks, fiber optic cable or wiring required in the installation of equipment (that will remain in the building)

Improvements

Costs to be capitalized as improvements include:

- Park buildings
- Park fencing and gates, parking lots, driveways, parking barriers (would not include restriping or resurfacing of existing lots and driveways)
- Outside sprinkler systems
- Recreation areas and athletic fields (including bleachers)
- Paths and trails
- Water and wastewater lines
- Lift Stations, Booster Stations, Water Tanks, Treatment Facilities
- Swimming pools, tennis courts, basketball courts
- Fountains

Equipment

Costs to be included as equipment include:

- Acquisition cost, which is the net invoice price of the equipment including the cost of modifications, site preparation, assembly, attachments accessories, or auxiliary apparatus necessary to make the equipment operable.
- Separately invoiced associated charges such as the cost of installation transportation, or protective in-transit insurance, must also be included in determining the acquisition cost
- If a group of smaller items is acquired, and all items are needed to make the equipment operational for its intended purpose, all must be included when determining whether the purchase is classified as a capital asset or not
- A reduction for any trade-in value of a prior owned asset

2H. Non-Capital Assets Costs

The costs of normal maintenance and repairs that do not add to the value or materially extend the useful life of the asset are not capitalized. Repairs or replacements that are merely costs to retain an asset in its normal capacity are not to be capitalized. Repairs or replacements that have an effect on a capital asset's functionality (effectiveness or efficiency) or materially extends a capital asset's expected useful life should be capitalized.

Costs that are not included in capital assets:

- Assets the City does not own or have rights
- Assets not meeting the asset type threshold amount
- Assets not having an estimated useful life of three (3) years or more
- Adding, removing and/or moving walls in conjunction with renovation projects that are not considered major rehabilitation projects and that do not increase the value of

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

- the building
- Improvement projects of minimal or no added life expectancy and/or value to the building
- Plumbing or electrical repairs
- Cleaning, pest extermination, or other periodic maintenance
- Interior decoration, such as draperies, blinds, curtain rods, wallpaper
- Exterior decoration, such as detachable awnings, uncovered porches, decorative fences, etc.
- Maintenance-type interior renovation, such as repainting, touch-up plastering, replacement of carpet, tile, or panel sections, sink and fixture refinishing, etc.
- Maintenance-type exterior renovation such as repainting, replacement of deteriorated siding, roof, or masonry sections
- Replacement of a part or component of a building with a new part of the same type and performance capabilities, such as replacement of an old boiler with a new one of the same type and performance capabilities
- Any other maintenance-related expenditure which does not increase the value or useful life of the building
- Repairs and maintenance—retain value rather than provide additional value to an asset. The cost of normal maintenance and repairs that do not add to the value of an asset or materially extend the asset's life is not capitalized
- Replacement machinery and equipment—must be evaluated as a stand-alone purchase using the capital asset criteria
- Modifications and upgrades of existing machinery and equipment— should be evaluated on a case-by-case basis. Equipment modification and upgrade costs will be capitalized when they materially extend the useful life, increase the capacity, or improve the efficiency of the original asset and meet, or exceed the city's capitalization threshold. The expenditures are capitalized and reported as a child asset of the existing machinery and equipment. The asset value and useful life of the original piece of equipment are not modified.
- Costs of extended warranties and/or maintenance agreements, which can be separately identified from the cost of the equipment, should not be capitalized.
- Training costs, which can be separately identified from the cost of the equipment, should not be capitalized.
- Items acquired for resale
- Feasibility studies
- Capitalized Interest, which is interest incurred on debt during the construction period of a capital asset

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

2I. Capital Asset Coding

Like other costs, capital asset costs are expensed in all funds. (However, at fiscal year-end, in proprietary funds (water and wastewater), the expense is changed to capital assets and depreciated in the general ledger.)

The fund and department that owns or has rights to the asset should also be used with the expenditure codes below.

The following expenditure codes should be used for capital and non-capital asset acquisitions:

| Asset Type | Capital Asset | Non-Capital Asset |
|-----------------------------------|----------------------|--------------------------|
| LAND | | |
| Land Acquired | 89110 | n/a |
| Easements Acquired | 89120 | 85170 |
| BUILDINGS | | |
| Buildings Acquired | 89210 | 85180 |
| Building Design & Construction | 89220 | 85182 |
| Building Improvements | 89230 | 85184 |
| IMPROVEMENTS | | |
| Parks & Recreation Facilities | 89310 | 83710 |
| Distribution Systems | 89320 | 83720 |
| INFRASTRUCTURE | | |
| Drainage | 89410 | 83810 |
| Streets | 89420 | 83820 |
| Curb & Gutter | 89430 | 83830 |
| Gateway Enhancement & Streetscape | 89440 | 83840 |
| Bridges & Tunnels | 89450 | 83850 |
| Sidewalks | 89460 | 83860 |
| Traffic Signals | 89470 | 83870 |
| Streetlights | 89480 | 83880 |
| EQUIPMENT | | |
| Furniture, Fixtures | 89510 | 83510 |
| Vehicles | 89520 | 83520 |
| Machinery & Equipment | 89530 | 83530 |
| Computer Hardware | 89540 | 83540 |
| Computer Software | 89550 | 83560 |

If capital assets are sold, proceeds from the sale should be recorded to the revenue account (36800). The fund used would be the one with ownership of the asset.

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

3. Capital Assets Reporting in the Financial Statements

3A. Depreciation

Although capital assets are expensed for budget purposes, they are shown as capital assets in the government-wide balance sheet of the financial statements. They are reclassified to capital assets through fiscal year-end worksheet adjustments. Depreciation of these assets are also done by worksheet adjustments. However, in proprietary funds (water and wastewater), the expenses are changed at fiscal year-end to capital assets accounts and depreciated.

Depreciation is the systematic and rational allocation of net cost (cost less estimated residual value) over the depreciable asset's estimated useful life. The City calculates depreciation on a straight-line basis over the estimated useful life. The City begins depreciation in the first month of use for a full month, or if the starting month is not known, depreciation is assumed for ½ of the fiscal year of implementation.

Residual value is the estimate of what an asset may be sold for at the end of its service life. The City utilizes capital assets until they are deemed worthless, so a residual value of zero (0) is assigned to all capital assets.

For infrastructure, the city elected to depreciate infrastructure costs in lieu of using the modified approach. Under the modified approach, depreciation expense would not have been recorded for infrastructure capital assets that met certain condition requirements.

Land acquired, easements acquired, and drainage are not depreciated.

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

3B. Estimated Life of Capital Assets

The City uses straight-line depreciation over the estimated useful life of the capital asset. Estimated life may vary between asset type. Unless material, the City does not adjust depreciation where actual life differs from estimated life.

The City uses the following estimated life schedule for its capital assets:

| Capital Asset Type | Estimated Life (years) |
|--|-------------------------------|
| LAND | |
| Land Acquired | Not depreciated |
| Easements Acquired | Not depreciated |
| BUILDINGS | |
| Buildings Acquired | 50 less years since built |
| Building Design & Construction | 50 |
| Building Improvements | 25 |
| IMPROVEMENTS | |
| Parks & Recreation Facilities | 10-50 |
| Distribution Systems | 10-50 |
| INFRASTRUCTURE | |
| Drainage | Not depreciated |
| Streets | 50 |
| Curb & Gutter | 40 |
| Gateway Enhancement & Streetscape | 20 |
| Bridges & Tunnels (road bridges) | 40 |
| Bridges & Tunnels (pedestrian bridges) | 30 |
| Sidewalks | 30 |
| Traffic Signals | 20 |
| Streetlights | 20 |
| EQUIPMENT | |
| Furniture, Fixtures | 3-10 |
| Vehicles * | 5-10 yrs (based on warranty) |
| Machinery & Equipment | 3-10 yrs (based on warranty) |
| Computer Hardware | 3-10 |
| Computer Software | 3-10 |

*Fire Apparatus Expected Life is up to 15 years

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

3C. Other Capital Asset Considerations

Intangible Assets

An asset that possesses lack of physical substance, nonfinancial nature, and initial useful life extending beyond three (3) or more reporting periods. Computer software is the most commonly known type of intangible. Other items could include easements, land use rights, patents, trademarks, etc. For example, the City may receive rights to use land that another government has ownership.

Trade-Ins

When the purchase of a new capital asset includes the trade-in of a similar old asset, the expenditure is the amount paid. For CAFR reporting, the book value of the old asset is added to the amount paid to reflect the acquisition cost of the new asset. No gain or loss is recorded. (For example, if a copier costs \$25,000 with a \$3,000 trade-in allowance for an old copier that has a book value of \$8,000, the asset cost of the new copier is \$30,000. This is the book value of the old asset \$8,000 + the cost paid for the new copier \$22,000.)

Installment Purchases

Some capital assets are acquired and owned by the City but the full acquisition price may not be immediately paid in full. The payments may occur over multiple years. For these types of purchases, each payment will be expensed. Then, for financial reporting, the capital asset will be reported at its total value along with a deferred outflow for the outstanding payments due.

Construction in Progress

Construction in Progress (CIP) is an asset account that represents the temporary accumulation of costs, such as labor, materials, equipment, and any ancillary charges directly attributable to the construction of the project. The accumulation of costs continues in the CIP account until the project is complete. Once the asset is complete and placed into service, the costs are transferred from CIP to the appropriate capital asset category. This concept would be the same for buildings, infrastructure, or internally generated assets.

Impairments

A capital asset is impaired when its service utility has permanently declined significantly and unexpectedly. Events or changes in circumstances that may be indicative of impairment include evidence of physical damage, changes in legal or environmental factors, technological changes or evidence of obsolescence, changes in the manner or duration of use of a capital asset, and construction stoppage.

Generally, an asset would be considered impaired if both:

- The expenses associated with the potentially impaired asset (i.e., continued operation and maintenance, including depreciation, or cost associated with restoration) are significant compared to its useable capacity.
- The event or change in circumstances was outside the normal life cycle of the asset.

CITY OF FRANKLIN, TENNESSEE
Capital Assets Policy

When a department learns of a capital asset impairment, or other type of loss (other than from sales) it should contact HR Risk Management and the Finance Department.

In the event a capital asset is impaired, there are two options for reporting the impairment:

- If the asset will no longer be used then the book value of the asset should be written down to the lower of carrying value or fair market value
- If the asset will continue to be used then the book value of the asset should be adjusted by the net of the impairment loss and restoration costs.

Estimated impairment losses will be evaluated and recorded based on the above considerations. Losses should be recorded as a direct expense to the business function that owned the asset.

3D. Capital Asset Reductions

Capital Assets no longer owned or in possession of the City shall be removed from the capital asset records.

1. Sold and/or Retired – These assets will be removed from the capital asset records upon formal notification from the responsible party of such disposition. City policy regarding the sale/disposal of surplus equipment will be followed.
2. Transferred Assets – Assets that are transferred to proprietary (business-type) funds will be accounted for separately from the governmental activities of the City and will be removed from the capital asset records (in relation to governmental activities) upon transfer to a proprietary fund (i.e. the asset will be accounted for in the proprietary fund).
3. Missing – Assets not seen for two consecutive annual periods will be classified as missing and will be removed from the capital asset records upon formal notification to inventory control. These assets no longer will be searched for in regular annual inventories. However, if an asset is located at some time in the future, it will be reactivated in the system.

4. Procedures

The Finance Department will implement procedures that are in accordance with this policy. Each department is responsible for reviewing their business practices and processes for capital assets and determine where risks exist and where and how controls can be established to mitigate these risks.

5. Exceptions to Policy/Reporting of Exceptions

If a capital assets situation arises that is not covered within this policy, the City Administrator may authorize the method of handling. The capital assets exception will be reported at the next available Board of Mayor and Aldermen (BOMA) meeting as an action on behalf of the Board by the City Administrator.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix G – Investments Policy

The City of Franklin has adopted an investments policy. The policy attached on the ensuing pages was reviewed, updated and approved by the Board of Mayor and Alderman in April 2021. It will be reviewed again in June 2025 or as needed.



H I S T O R I C
F R A N K L I N
T E N N E S S E E

Investment Policy

3/26/2021

Policy Statement

It is the policy of the City of Franklin to invest its funds in a manner which will provide for the safety of principal with a market rate investment return, while meeting daily cash flow requirements, and conforming to all state statutes governing the investment of funds under control of the City.

Table of Contents

- 1.0 Introduction 3
- 2.0 Governing Authority 3
- 3.0 Scope 3
- 4.0 Objectives 3
 - Safety
 - Liquidity
 - Return on Investment
 - Legal Considerations
- 5.0 Standards of Care..... 4
 - Delegation of Authority
 - Prudence
 - Ethics and Conflict of Interest
- 6.0 Authorized Counterparty Institutions 5
- 7.0 Safekeeping, Custody, and Controls 6
 - Delivery vs. Payment
 - Third Party Safekeeping
 - Internal Controls
- 8.0 Suitable and Authorized Investments 6
- 9.0 Investing Parameters..... 9
- 10.0 Maturity Constraint 10
- 11.0 Reporting and Performance Measurement..... 10
 - Reporting
 - Performance Measurement
- 12.0 Policy Adoption 11
- GLOSSARY OF TERMS 12

1.0 Introduction

This Investment Policy defines the parameters to which funds are to be invested by the City of Franklin (City). These guidelines are intended to be broad enough to allow designated investment staff to function properly within the parameters of responsibility and authority, yet specific enough to safeguard the investment assets adequately. This policy applies to all activities related to the prudent investing of its financial assets.

2.0 Governing Authority

The City of Franklin's investment program shall be operated in conformance with federal, state, and other legal requirements, including TCA 6-56-106, titled Suitable and Authorized Investments, which governs the investment of public funds by cities and towns.

3.0 Scope

This policy applies to the investment of all funds of the City of Franklin, excluding the retirement funds. Retirement funds and proceeds from certain bond issues, as well as separate foundation or endowment assets, are covered by separate policies.

- **Pooling of funds:** Except for cash in certain restricted and special funds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.
- **Special Funds:** Those funds that are considered restricted and special funds are: City of Franklin Employee retirement Fund, Adequate Facilities Tax Fund, Road Impact Fund, Stormwater Fund, and retainage accounts.

4.0 Objectives

All the City's investment activity will be conducted in a manner that emphasizes attainment of the following four (4) controlling objectives:

- **Safety:** Safety of principal is the most foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- *Credit Risk:* The City will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:

Limiting investments to the types of securities listed in this Investment Policy;

Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business;

Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

- **Interest Rate Risk:** The City will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;

Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

- **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). Alternatively, a portion of the portfolio may be placed in money market mutual funds, bank repurchase agreements, or local government investment pools, which offer same-day liquidity for short-term funds.
- **Return:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:
 - A security with declining credit may be sold early to minimize loss of principal;
 - A security swap would improve the quality, yield, or target duration in the portfolio; Liquidity needs of the portfolio require that the security be sold.
- **Local Considerations:** The City of Franklin seeks to promote local economic development through various programs and activities. Included is a program of rewarding local financial institutions that increase their commitments to private economic growth and local housing investment.

The City may accept a proposal from an eligible institution that provides for a reduced rate of interest provided that such institution documents the use of deposited funds for community development projects.

The Board of Mayor and Aldermen recognizes that a Linked Deposit Program might diminish short-term investment yields by up to 10 basis points in exchange for potential expansion of the tax base.

5.0 Standards of Care

- **Delegation of Authority:**

Governing Body: The Board of Mayor and Aldermen will retain ultimate fiduciary responsibility for the portfolios and have the authority to direct the management of the investment program.

Chief Financial Officer: Authority to manage the investment program is granted to the Chief Financial officer, hereinafter referred to as Investment Officer. The investment officer shall establish written procedures for the operation of the investment program, consistent with this

investment policy. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate all activities of the program.

Investment Adviser: The City may engage the services of an external non-discretionary investment adviser to assist with the management of the City's investment portfolio in a manner that is consistent with the City's objectives and this policy. Such advisers shall provide recommendation and advices regarding the City's investment program including but not limited to advice related to the purchase and sale of investments in accordance with this Investment Policy.

The investment adviser's responsibilities include the following:

- Determine the targeted risk profile and allocation among allowable investments
- Determine the number, type and structure of investments within the confines set forth by and reflected in this Investment Policy.

- **Prudence:**

The standard of prudence to be used in the context of managing the overall portfolio is the prudent person rule which states:

Investments will be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs not in regard to speculation but in regard to the permanent disposition of the funds considering the probable income as well as the probable safety of the capital.

- **Ethics and Conflict of Interest:**

City of Franklin employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program or which could impair their ability to make impartial investment decisions. They shall disclose any material financial interests and any large personal financial / investment positions that could be related to the performance of the City's portfolio.

6.0 Authorized Counterparty Institutions

- **Broker/Dealers:** The Investment Officer shall maintain and review annually a list of all authorized broker/dealers that are approved to transact with the City for investment purposes.

The Investment Officer or designee may utilize the investment advisor's approved broker/dealer list in lieu of the City's own approved list. The advisor must submit the approved list to the City annually and provide updates throughout the year as they occur. The advisor must maintain documentation of appropriate license, professional credentials and financial statements of broker/dealers on the list.

Annual review must include the following documentation:

- Proof of FINRA Registration
- Proof of State Registration
- Financial Review
- Broker Check for Violations

- **Financial Institution Depositories:** All financial institutions who desire to become depositories must meet the statute requirements to maintain deposits in the State of Tennessee and must provide the following:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
 - Proof of state registration
 - Evidence of adequate insurance coverage
- **Investment Advisers:** The City may engage the services of an external investment adviser, with the approval of the Board of Mayor & Aldermen, to assist with the management of its investment portfolio in a manner that is consistent with the City's controlling objectives. Such advisers may be granted the authority to purchase and sell investments in accordance with this Investment Policy, and the adviser may only provide non-discretionary management services, which requires prior authorization from the City on all transactions.

Such Advisers must be registered under the Investment Advisers Act of 1940, with the Securities and Exchange Commission, and their performance will be periodically reviewed by City management. Investment advisory services will be acquired through a competitive bidding process.

- **Minority and Community Financial Institutions:** From time to time, the investment officer may choose to invest in instruments offered by minority and community financial institutions. All terms and relationships will be fully disclosed prior to purchase, will be reported to the Budget and Finance Committee on a regular basis, and should be consistent with state or local law.

7.0 Safekeeping, Custody, and Controls

- **Delivery vs. Payment:**

All trades of marketable securities will be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in the City's safekeeping institution prior to the release of funds.

- **Third Party Safekeeping:**

The investment officer shall designate all safekeeping arrangements and an agreement of the terms shall be executed in writing. The third-party custodian shall be required to provide a statement to the City listing, at a minimum, each specific security, book yield, description, maturity date, market value, par value, purchase date, and CUSIP number. All securities pledged to the City for certificates of deposit or demand deposits shall be held in a segregated account at the issuing financial institution.

- **Internal Controls:**

Management will establish and maintain internal controls designed to provide reasonable assurance that the assets of the City are protected from loss, theft or misuse. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived.

8.0 Suitable and Authorized Investments

All investments of the City are limited by the Tennessee Code Annotated 6-56-106 Statute.

This policy recognizes S&P, Moody's and Fitch as the major Nationally Recognized Statistical Ratings Organizations (NRSRO).

In the case of split ratings, where the major NRSROs issue different ratings, at least two must have the AA- or its equivalent.

Minimum credit ratings and percentage limitations apply to the time of purchase.

Idle Funds of the City:

- 1) **U. S. Treasury Obligations:** Bonds, notes or treasury bills of the United States;
- 2) **GSE – Primary Agency Obligations:** Government Sponsored Enterprises (GSEs) – Non-convertible debt securities of the following federal government: Federal Home Loan Banks (FHLB); Federal National Mortgage Association (FNMA), the Federal Farm Credit Bureau (FFCB). and the Federal Home Loan Mortgage Corporation (FHLMC),
- 3) **GSE – Secondary Agency Obligations:** Any other obligations not listed as primary agency, that are guaranteed as to principal and interest by the United States or any of its agencies. They include but are not limited to: Private Export Funding Corporation (PEFCO), Tennessee Valley Authority (TVA), Financing Corporation (FICO) and Federal Agricultural Mortgage Corporation, (Farmer Mac). Securities must be rated.
- 4) **Certificates of deposit and other evidences of deposit at state and federally chartered banks and savings and loan associations:** Certificates of deposit, including negotiable and non-negotiable at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.
- 5) **Bank Deposits** at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.
- 6) **Repurchase Agreements:** Obligations of the United States or its agencies under a repurchase agreement for a shorter time than the maturity date of the security itself if the market value of the security itself is more than the amount of funds invested; provided, that municipalities may invest in repurchase agreements only if the comptroller of the treasury or the comptroller's designee approves repurchase agreements as an authorized investment, and if such investments are made in accordance with procedures established by the state funding board;
- 7) **Local Government Investment Pool:** Part of the State Pooled Investment Fund administered by the Tennessee Department of Treasury.
- 8) **Bankers' Acceptances:** prime bankers' acceptances that are eligible for purchase by the federal reserve. Required A1+
- 9) **Money Market Mutual Funds:** Institutional share class of money market mutual funds investing ONLY in government obligations and rated AAAM or equivalent by at least one nationally recognized rating agency (NSRSO).

- 10) **Commercial Paper:** Prime commercial paper that is rated at least A1+ or equivalent by at least two (2) nationally recognized rating services;
- 11) **Municipal Debt Obligations of the City:** The City's own bonds or notes issued in accordance with title 9, chapter 21.
- 12) **Investment in the instruments or any type of investment authorized pursuant to a municipality's charter that is of a type that is not included in this part shall require the following:**
 - a. The municipality's legislative body must authorize the investment by ordinance; and
 - b. The legislative body must adopt a written enforceable investment policy by ordinance to govern the use of investments, with the policies being no less restrictive than those established by the state funding board to govern state investments in these types of instruments.

Investment in instruments allowable in the section are prohibited until the legislative body has adopted written policies to govern the use of the investments or an ordinance has been passed to authorize the investment.

Bond Proceeds Only:

Proceeds of bonds, notes and other obligations issued by municipalities, reserves held in connection therewith and the investment income therefrom, may be invested in obligations that:

- 1) **Ratings:** Are rated in either of the two (2) highest rated categories by a nationally recognized rating agency of such obligation (AA- S&P, Aa3, Moody's or AA- by Moody's.
- 2) **US Treasury or Agency Bonds** that are direct general obligations of a state of the United States,
- 3) **Municipal Bonds:** a political subdivision or instrumentality thereof, having general taxing powers; and
- 4) **Maturity:** Have a final maturity on the date of investment of not to exceed forty-eight (48) months or that may be tendered by the holder to the issuer thereof, or an agent of the issuer, at not less than forty-eight-month interval.

Collateralization:

In accordance with State law (TCA 9-4-105) full collateralization will be required on all demand deposit accounts, including checking accounts, negotiable certificates of deposit, and non-negotiable certificates of deposit, except when the institution issuing the certificate of deposit belongs to the Tennessee Bank Collateral Pool.

9.0 Investing Parameters

Diversification:

The City will diversify the investment of all funds in accordance with the following table:

Table of Constraints on the Portfolio

| Issue Type | Maximum % Holdings | Maximum % per Issuer | Collateral Required | Ratings S&P | Ratings Moody's |
|---|---------------------------|-----------------------------|--|------------------------|------------------------|
| US Treasury Obligations | 100% | None | N/A | N/A | N/A |
| US Agency Primary Securities FHLB, FNMA, FHLMC, FFCB | 100% | 35% | N/A | N/A | N/A |
| US Agency Secondary Securities FICO, FARMER MAC etc. | 10% | 5% | N/A | AA- | Aa3 |
| Certificates of Deposit and other evidences of deposits, CDARS and ICS Funds | 25% | 10% | Fully Collateralized or other evidences of deposit under section 6-56-106 (a)(4) | N/A | N/A |
| Bank Deposits | 50% | None | Fully Collateralized or other evidences of deposit under section 6-56-106 (a)(4) | N/A | N/A |
| Repurchase Agreements | 10% | None | Fully Collateralized US Treasury or Agency Securities | N/A | N/A |
| Local Government Investment pool | 30% | None | Participant | N/A | N/A |
| Money Market Funds - Govt Only | 10% | N/A | N/A | AAAm | AAA |
| Bankers Acceptance | 10% | 5% | N/A | A1+ | P1 |
| Commercial Paper (Must be rated by two rating agencies and under 90 days) | 20% | 5% | N/A | A1+ | P1 |
| City of Franklin Notes or Bonds | 10% | N/A | N/A | N/A | N/A |

10.0 Maturity Constraint

Total Portfolio Maturity Constraints:

| Maturity Constraints | Minimum % of Total Portfolio |
|--------------------------------------|-------------------------------------|
| Under 30 days | 10% |
| Under 2 year | 50% |
| Under 4 years | 100% |
| Maturity Constraints | Maximum in Years |
| Weighted Average Maturity | 2 |
| Security Structure Constraint | Maximum % of Total Portfolio |
| Callable Agency Securities | 25% |

11.0 Reporting and Performance Measurement

- **Reporting:**

The Investment Officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the last quarter. This management summary will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have confirmed to the investment policy. The report should be provided to the City Administrator and to the Finance Committee. The report will include the following:

- An asset listing of individual securities showing par value, cost and accurate and complete market value of each security, type of investment, issuer, and interest rate
- Average maturity of the portfolio and modified duration of the portfolio
- Maturity distribution of the portfolio
- Average portfolio credit quality
- Time-weighted total rate of return for the portfolio for the prior one month, three months, twelve months, year-to-date, and since inception compared to the Benchmark Index returns for the same periods
- Average weighted yield to maturity of the portfolio on investments as compared to applicable benchmarks
- Distribution by type of investment
- Compliance report

- **Performance Reporting:**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return over interest rate cycles. A market benchmark shall be established for the investment component of the portfolio and a comparison of the benchmark risk and return characteristics will be made to the investment portfolio.

The City's cash management portfolio shall be designed with the objective of regularly meeting or exceeding a performance benchmark such as a U.S. Treasury Indices. The selected benchmark will be used for low risk investment transactions and therefore comprise a minimum standard for the cash portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with the risk limitations identified herein and prudent investment principles.

12.0 Policy Adoption

This Investment Policy is formally approved and adopted by the Board of Mayor & Aldermen.

Executive Board Chairperson

Date

GLOSSARY OF TERMS

- **Agency Securities:** Government sponsored enterprises of the US Government.
- **Bond:** An interest-bearing security issued by a corporation, government, governmental agency, or other body. It is a form of debt with an interest rate, maturity, and face value, and specific assets sometimes secure it. Most bonds have a maturity of greater than one year and generally pay interest semiannually. *See* Debenture.
- **Broker:** An intermediary who brings buyers and sellers together and handles their orders, generally charging a commission for this service. In contrast to a principal or a dealer, the broker does not own or take a position in securities.
- **Collateral:** Securities or other property that a borrower pledges as security for the repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.
- **Commercial Paper:** Short-term, unsecured, negotiable promissory notes issued by corporations.
- **Current Maturity:** The amount of time left until an obligation matures. For example, a one- year bill issued nine months ago has a current maturity of three months.
- **CUSIP:** A CUSIP number identifies securities. CUSIP stands for Committee on Uniform Security Identification Procedures, which was established to develop a uniform method of identifying municipal, U.S. government, and corporate securities.
- **Dealer:** An individual or firm that ordinarily acts as a principal in security transactions. Typically, dealers buy for their own account and sell to a customer from their inventory.
- **Delivery:** Either of two methods of delivering securities: delivery vs. payment and delivery vs. receipt (also called “free”). Delivery vs. payment is delivery of securities with an exchange of money for the securities.
- **Duration:** A measure used to calculate the price sensitivity of a bond or portfolio of bonds to changes in interest rates. This equals the sum of the present value of future cash flows.
- **General Obligation Bonds (GOs):** Bonds secured by the pledge of the municipal issuer’s full faith and credit, which usually includes unlimited taxing power.
- **Government Bonds:** Securities issued by the federal government; they are obligations of the U.S. Treasury; also known as “governments.”
- **Investment Securities:** Securities purchased for an investment portfolio, as opposed to those purchased for resale to customers.
- **Liquidity:** The ease at which a security can be bought or sold (converted to cash) in the market. A large number of buyers and sellers and a high volume of trading activity are important components of liquidity.
- **Mark to Market:** Adjustment of an account or portfolio to reflect actual market price rather than book price, purchase price or some other valuation.
- **Prudent Person Rule:** A long-standing common-law rule that requires a trustee who is investing for another to behave in the same way as a prudent individual of reasonable discretion and intelligence who is seeking a reasonable income and preservation of capital.
- **Treasury Bill (T-Bill):** An obligation of the U.S. government with a maturity of one year or less. T-bills bear no interest but are sold at a discount.
- **Treasury Bonds and Notes:** Obligations of the U.S. government that bear interest. Notes have maturities of one to ten years; bonds have longer maturities.
- **Yield:** The annual rate of return on an investment, expressed as a percentage of the investment.
- **Yield to Maturity:** The average annual yield on a security, assuming it is held to maturity; equals to the rate at which all principal and interest payments would be discounted to produce a present value equal to the purchase price of the bond.



City of Franklin, Tennessee
FY 2022 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

APPENDICIES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
 - **Appendix H - General Fund Expenditures By Account**
 - **Appendix I - Program Enhancement Requests**
 - **Appendix J - Pay Structure**
 - **Appendix K – FranklinForward – Strategic Plan**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget

Appendix H: General Fund by Account

| | Actual 2019 | Actual 2020 | Budget 2021 | Estd 2021 | Budget 2022 | Difference '21 vs. '22 | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|---------------|
| | A | B | C | D | E | F (E-C) | G (E/C) |
| Personnel | | | | | | | |
| 81110 REGULAR PAY | \$33,320,837 | \$35,317,639 | \$37,603,914 | \$35,558,536 | \$41,079,770 | \$ 3,475,856 | 9.2% |
| 81120 OVERTIME PAY | \$ 1,901,819 | \$ 1,965,994 | \$ 1,995,295 | \$ 1,664,558 | \$ 2,040,497 | \$ 45,202 | 2.3% |
| 81130 COURT OVERTIME PAY | \$ 98,726 | \$ 60,383 | \$ 127,120 | \$ 29,867 | \$ 129,662 | \$ 2,542 | 2.0% |
| 81150 TEMPORARY WORK BY NON-CITY EMPLOYEES | \$ 48,436 | \$ 18,748 | \$ 55,060 | \$ 990 | \$ 55,060 | \$ - | 0.0% |
| 81198 CAPITAL FUND CONTRIBUTION | \$ - | \$ - | \$ - | \$ - | \$ (56,000) | \$ (56,000) | 100.0% |
| 81199 VACANCY ADJUSTMENT | \$ - | \$ - | \$ (1,252,255) | \$ - | \$ (1,311,781) | \$ (59,526) | 4.8% |
| TOTAL WAGES | \$35,369,818 | \$37,362,764 | \$38,529,134 | \$37,253,951 | \$41,937,208 | \$ 3,408,074 | 8.8% |
| 81210 MAYOR & ALDERMEN | \$ 130,055 | \$ 129,295 | \$ 134,371 | \$ 134,371 | \$ 131,935 | \$ (2,436) | -1.8% |
| 81220 CITY JUDGE | \$ 25,000 | \$ 25,000 | \$ 25,108 | \$ 25,000 | \$ 25,608 | \$ 500 | 2.0% |
| 81230 PLANNING COMMISSION & BOZA | \$ 11,050 | \$ 9,450 | \$ 14,000 | \$ 9,400 | \$ 14,000 | \$ - | 0.0% |
| 81250 JUDICIAL COMMISSION-WARRANTS | \$ 221,691 | \$ - | \$ 3,500 | \$ - | \$ 3,500 | \$ - | 0.0% |
| TOTAL OFFICIALS FEES | \$ 387,796 | \$ 163,745 | \$ 176,979 | \$ 168,771 | \$ 175,043 | \$ (1,936) | -1.1% |
| 81410 FICA (EMPLOYER'S SHARE) | \$ 2,577,881 | \$ 2,725,498 | \$ 2,812,592 | \$ 2,776,698 | \$ 2,952,702 | \$ 140,110 | 5.0% |
| 81420 MEDICAL PREMIUMS | \$ 7,485,707 | \$ 6,021,928 | \$10,109,323 | \$ 8,865,024 | \$10,541,406 | \$ 432,083 | 4.3% |
| 81421 MEDICAL PREMIUMS - RETIREES | \$ - | \$ 978,255 | \$ - | \$ 138,408 | \$ - | \$ - | 0.0% |
| 81422 NEAR-SITE CLINIC (URGENT TEAM) | \$ - | \$ 35 | \$ - | \$ 225,002 | \$ 226,134 | \$ 226,134 | 100.0% |
| 81425 VISION PREMIUMS | \$ (13,633) | \$ (14,467) | \$ 3,423 | \$ 20,714 | \$ 12,756 | \$ 9,333 | 272.7% |
| 81430 DENTAL INSURANCE PREMIUMS | \$ 597,844 | \$ 535,600 | \$ 645,660 | \$ 360,639 | \$ 439,278 | \$ (206,382) | -32.0% |
| 81431 FSA ADMINISTRATION | \$ - | \$ - | \$ - | \$ 4,350 | \$ 4,415 | \$ 4,415 | 100.0% |
| 81433 GROUP INSURANCE PREMIUMS | \$ - | \$ - | \$ 756 | \$ 221,036 | \$ 232,215 | \$ 231,459 | 30616.3% |
| 81440 EE HEALTH INSURANCE CONTRIBUTIONS | \$ (2,015,378) | \$ (1,923,144) | \$ (2,105,213) | \$ (1,705,677) | \$ (1,992,753) | \$ 112,460 | -5.3% |
| 81441 CONTRIBUTIONS TO HEALTH SAVINGS ACCOUNT | \$ 116,820 | \$ 133,320 | \$ 249,499 | \$ 102,500 | \$ 278,000 | \$ 28,501 | 11.4% |
| 81442 RETIREE HEALTH INSURANCE CONTRIBUTIONS | \$ - | \$ (214,654) | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 81443 EE DENTAL INSURANCE CONTRIBUTIONS | \$ - | \$ - | \$ - | \$ (177,954) | \$ (263,249) | \$ (263,249) | 100.0% |
| 81444 EE VISION INSURANCE CONTRIBUTIONS | \$ - | \$ - | \$ - | \$ (8,532) | \$ (12,194) | \$ (12,194) | 100.0% |
| 81445 CONTRIBUTIONS TO RETIREMENT HEALTH SAVINGS | \$ - | \$ 22,802 | \$ - | \$ 20,516 | \$ - | \$ - | 0.0% |
| 81450 RETIREMENT CONTRIBUTIONS | \$ 4,929,430 | \$ 3,622,386 | \$ 4,981,479 | \$ 5,032,647 | \$ 4,130,820 | \$ (850,659) | -17.1% |
| 81455 DEFERRED COMP MATCH | \$ 555,991 | \$ 242,911 | \$ 224,308 | \$ 235,625 | \$ 222,475 | \$ (1,833) | -0.8% |
| 81456 TCRS CONTRIBUTIONS (CITY) | \$ - | \$ 406,943 | \$ 593,330 | \$ 475,069 | \$ 682,824 | \$ 89,494 | 15.1% |
| 81460 UNEMPLOYMENT CLAIMS | \$ 3,145 | \$ 9,262 | \$ 17,819 | \$ 18,600 | \$ 17,845 | \$ 26 | 0.1% |
| 81470 WORKERS COMPENSATION PREMIUMS | \$ 402,460 | \$ 378,238 | \$ 477,046 | \$ 397,377 | \$ 500,900 | \$ 23,854 | 5.0% |
| 81475 WORKERS COMPENSATION CLAIMS | \$ 214,896 | \$ 245,703 | \$ 26,631 | \$ 83,065 | \$ 27,672 | \$ 1,041 | 3.9% |
| 81480 TOOL ALLOWANCE | \$ 5,967 | \$ 5,613 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ - | 0.0% |
| 81481 CLOTHING ALLOWANCE | \$ 16,959 | \$ 18,897 | \$ 22,848 | \$ 22,848 | \$ 23,305 | \$ 457 | 2.0% |
| 81482 CAR ALLOWANCE | \$ 20,307 | \$ 19,292 | \$ 4,800 | \$ 1,939 | \$ - | \$ (4,800) | -100.0% |
| TOTAL BENEFITS | \$14,898,395 | \$13,214,418 | \$18,070,300 | \$17,115,894 | \$18,030,550 | \$ (39,750) | -0.2% |
| TOTAL PERSONNEL | \$50,656,009 | \$50,740,927 | \$56,776,413 | \$54,538,616 | \$60,142,801 | \$ 3,366,388 | 5.9% |
| Operations | | | | | | | |
| 82110 MAILING & OUTBOUND SHIPPING SERVICES | \$ 30,597 | \$ 41,792 | \$ 46,100 | \$ 32,921 | \$ 40,981 | \$ (5,119) | -11.1% |
| 82120 FREIGHT FOR INBOUND PURCHASED ITEMS | \$ 15,279 | \$ 7,190 | \$ 35,547 | \$ 2,790 | \$ 23,459 | \$ (12,088) | -34.0% |
| 82130 VEHICLE LICENSES & TITLES | \$ 3,760 | \$ 2,928 | \$ 3,465 | \$ 1,738 | \$ 3,399 | \$ (66) | -1.9% |
| 82140 VEHICLE TOW-IN SERVICES | \$ 8,173 | \$ 16,321 | \$ 15,171 | \$ 14,700 | \$ 15,312 | \$ 141 | 0.9% |
| TOTAL TRANSPORTATION CHARGES | \$ 57,809 | \$ 68,231 | \$ 100,283 | \$ 52,149 | \$ 83,151 | \$ (17,132) | -17.1% |
| 82210 PRINTING & COPYING SERVICES, OUTSOURCED | \$ 32,374 | \$ 29,097 | \$ 39,097 | \$ 30,377 | \$ 39,259 | \$ 162 | 0.4% |
| 82230 ARCHIVING/RECORDS MANAGEMENT SERVICES | \$ 18,475 | \$ 16,867 | \$ 28,750 | \$ 13,450 | \$ 24,500 | \$ (4,250) | -14.8% |
| 82240 TRANSCRIPTION FEES | \$ 6,223 | \$ 2,787 | \$ 26,473 | \$ 5,350 | \$ 25,137 | \$ (1,336) | -5.0% |
| 82245 FINGERPRINTING FEES | \$ 68 | \$ 105 | \$ 100 | \$ 120 | \$ 108 | \$ 8 | 8.0% |
| 82250 TESTING & PHYSICALS | \$ 168,336 | \$ 180,437 | \$ 185,560 | \$ 152,893 | \$ 249,011 | \$ 63,451 | 34.2% |
| 82255 INVESTIGATIVE POLYGRAPHS | \$ 1,650 | \$ 500 | \$ 1,000 | \$ - | \$ 500 | \$ (500) | -50.0% |
| 82260 UNIFORM RENTAL & SERVICES | \$ 42,927 | \$ 41,535 | \$ 50,788 | \$ 34,060 | \$ 51,824 | \$ 1,036 | 2.0% |
| 82270 LANDFILL & BIOSOLIDS MANAGEMENT SERVICES | \$ 3,297 | \$ 335 | \$ 3,020 | \$ 2,600 | \$ 2,870 | \$ (150) | -5.0% |
| 82280 LAB FEES | \$ - | \$ - | \$ 500 | \$ - | \$ 500 | \$ - | 0.0% |
| 82299 OTHER OPERATING SERVICES | \$ 14,547 | \$ 9,909 | \$ 19,320 | \$ 25,045 | \$ 21,064 | \$ 1,744 | 9.0% |
| TOTAL OPERATING SERVICES | \$ 287,897 | \$ 281,572 | \$ 354,608 | \$ 263,895 | \$ 414,773 | \$ 60,165 | 17.0% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Appendix H: General Fund by Account

| | Actual 2019 | Actual 2020 | Budget 2021 | Estd 2021 | Budget 2022 | Difference '21 vs. '22 | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|----------------|
| | <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> |
| 82310 LEGAL NOTICES | \$ 32,343 | \$ 37,987 | \$ 48,726 | \$ 40,626 | \$ 49,449 | \$ 723 | 1.5% |
| 82320 CITY ELECTIONS | \$ - | \$ 62,745 | \$ - | \$ - | \$ 65,000 | \$ 65,000 | 100.0% |
| 82330 CITIZENS ACADEMIES | \$ 16,807 | \$ 11,761 | \$ 19,264 | \$ 4,500 | \$ 19,516 | \$ 252 | 1.3% |
| 82340 LEADERSHIP RETREATS | \$ - | \$ - | \$ 9,150 | \$ - | \$ 9,150 | \$ - | 0.0% |
| 82350 DUES FOR MEMBERSHIPS | \$ 99,934 | \$ 119,196 | \$ 156,676 | \$ 129,881 | \$ 151,168 | \$ (5,508) | -3.5% |
| 82355 PROFESSIONAL STANDARDS / ACCREDITATION | \$ 33,598 | \$ 16,061 | \$ 27,415 | \$ 18,440 | \$ 25,822 | \$ (1,593) | -5.8% |
| 82360 PUBLIC RELATIONS & EDUCATION (CITY SPONSORED) | \$ 81,455 | \$ 86,949 | \$ 117,017 | \$ 116,392 | \$ 149,567 | \$ 32,550 | 27.8% |
| 82370 PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED) | \$ 25,184 | \$ 7,823 | \$ 23,136 | \$ 8,526 | \$ 21,589 | \$ (1,547) | -6.7% |
| 82371 EMERGENCY RELIEF | \$ 3,472 | \$ 247,268 | \$ 2,000 | \$ 105,739 | \$ 2,000 | \$ - | 0.0% |
| 82372 UNITED WAY CAMPAIGN | \$ 600 | \$ 63 | \$ 650 | \$ 100 | \$ 675 | \$ 25 | 3.8% |
| 82373 RECRUITMENT | \$ 8,558 | \$ 2,627 | \$ 10,050 | \$ 1,550 | \$ 10,050 | \$ - | 0.0% |
| 82385 SPECIAL CENSUS | \$ - | \$ (3,421) | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 82390 PUBLICATIONS, NON-TRAINING | \$ 41,103 | \$ 26,347 | \$ 46,362 | \$ 26,303 | \$ 42,371 | \$ (3,991) | -8.6% |
| TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY | \$ 343,054 | \$ 615,406 | \$ 460,446 | \$ 452,057 | \$ 546,357 | \$ 85,911 | 18.7% |
| 82410 ELECTRIC SERVICE | \$ 1,214,522 | \$ 1,150,160 | \$ 1,292,525 | \$ 1,225,077 | \$ 1,291,645 | \$ (880) | -0.1% |
| 82420 WATER & SEWER SERVICE | \$ 196,069 | \$ 199,335 | \$ 206,313 | \$ 243,326 | \$ 210,191 | \$ 3,878 | 1.9% |
| 82430 STORMWATER SERVICE | \$ 26,216 | \$ 26,945 | \$ 31,218 | \$ 27,172 | \$ 27,988 | \$ (3,230) | -10.3% |
| 82435 SOLID WASTE SERVICE | \$ 92,082 | \$ 85,936 | \$ 93,269 | \$ 92,615 | \$ 96,791 | \$ 3,522 | 3.8% |
| 82440 NATURAL GAS SERVICE | \$ 65,563 | \$ 61,957 | \$ 67,212 | \$ 49,159 | \$ 67,067 | \$ (145) | -0.2% |
| 82450 TELEPHONE SERVICE | \$ 48,114 | \$ 50,572 | \$ 70,649 | \$ 68,575 | \$ 61,288 | \$ (9,361) | -13.3% |
| 82451 800 MHZ ACCESS LINE SERVICE | \$ 43,659 | \$ 2,507 | \$ 55,499 | \$ 11,780 | \$ 55,492 | \$ (7) | 0.0% |
| 82455 CELLULAR TELEPHONE SERVICE | \$ 194,838 | \$ 199,993 | \$ 236,837 | \$ 210,116 | \$ 262,969 | \$ 26,132 | 11.0% |
| 82470 INTERNET & RELATED SERVICES | \$ 60,117 | \$ 84,080 | \$ 95,782 | \$ 131,418 | \$ 100,889 | \$ 5,107 | 5.3% |
| 82481 CDPD CHARGES | \$ 111,477 | \$ 96,587 | \$ 110,313 | \$ 89,883 | \$ 112,519 | \$ 2,206 | 2.0% |
| 82483 CONNECTION CHARGES | \$ 1,809 | \$ 1,894 | \$ 2,000 | \$ 600 | \$ 1,000 | \$ (1,000) | -50.0% |
| TOTAL UTILITIES | \$ 2,054,466 | \$ 1,959,966 | \$ 2,261,617 | \$ 2,149,721 | \$ 2,287,839 | \$ 26,222 | 1.2% |
| 82510 COMPUTER SERVICES | \$ 1,904,030 | \$ 1,639,801 | \$ 2,122,535 | \$ 2,091,836 | \$ 2,251,737 | \$ 129,202 | 6.1% |
| 82520 LEGAL SERVICES | \$ 85,801 | \$ 27,243 | \$ 71,800 | \$ 35,800 | \$ 101,850 | \$ 30,050 | 41.9% |
| 82530 AUDIT SERVICES | \$ 24,500 | \$ 24,750 | \$ 22,500 | \$ 22,500 | \$ 23,000 | \$ 500 | 2.2% |
| 82540 ENGINEERING SERVICES | \$ 197,708 | \$ 289,868 | \$ 386,500 | \$ 153,912 | \$ 182,000 | \$ (204,500) | -52.9% |
| 82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES | \$ 86,400 | \$ - | \$ 30,000 | \$ - | \$ - | \$ (30,000) | -100.0% |
| 82560 CONSULTANT SERVICES | \$ 436,373 | \$ 525,879 | \$ 313,050 | \$ 286,550 | \$ 825,300 | \$ 512,250 | 163.6% |
| 82599 OTHER CONTRACTUAL SERVICES | \$ 836,194 | \$ 1,044,667 | \$ 1,101,157 | \$ 1,075,866 | \$ 1,385,430 | \$ 284,273 | 25.8% |
| TOTAL CONTRACTUAL SERVICES | \$ 3,571,006 | \$ 3,552,208 | \$ 4,047,542 | \$ 3,666,464 | \$ 4,769,317 | \$ 721,775 | 17.8% |
| 82610 VEHICLE REPAIR & MAINTENANCE SERVICES | \$ 736,573 | \$ 579,605 | \$ 748,177 | \$ 723,457 | \$ 741,238 | \$ (6,939) | -0.9% |
| 82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES | \$ 474,316 | \$ 470,836 | \$ 555,427 | \$ 500,662 | \$ 564,885 | \$ 9,458 | 1.7% |
| 82640 PAVING & REPAIR SERVICES | \$ 415,014 | \$ 28,305 | \$ 48,740 | \$ 51,100 | \$ 49,045 | \$ 305 | 0.6% |
| 82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES | \$ 26,846 | \$ 13,825 | \$ 17,000 | \$ 17,000 | \$ 17,500 | \$ 500 | 2.9% |
| 82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES | \$ 1,777 | \$ 17,768 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ - | 0.0% |
| 82643 SIGN MAINTENANCE SERVICES | \$ 800 | \$ - | \$ 15,875 | \$ 250 | \$ 11,815 | \$ (4,060) | -25.6% |
| 82647 SIDEWALK REPAIR | \$ - | \$ 5,579 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 82649 FIBER OPTIC SERVICE | \$ - | \$ - | \$ - | \$ 10,000 | \$ - | \$ - | 0.0% |
| 82650 PARK & FIELD MAINTENANCE SERVICES | \$ 62,530 | \$ 48,970 | \$ 71,500 | \$ 71,500 | \$ 68,000 | \$ (3,500) | -4.9% |
| 82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICES | \$ 6,370 | \$ 4,329 | \$ 22,340 | \$ 22,340 | \$ 22,935 | \$ 595 | 2.7% |
| 82652 LANDSCAPING SERVICES | \$ 82,608 | \$ 134,169 | \$ 62,130 | \$ 73,600 | \$ 84,790 | \$ 22,660 | 36.5% |
| 82653 IRRIGATION SERVICES | \$ 25,757 | \$ 5,623 | \$ 14,210 | \$ 10,150 | \$ 17,080 | \$ 2,870 | 20.2% |
| 82654 GROUNDS MAINTENANCE SERVICES | \$ 239,731 | \$ 226,310 | \$ 248,830 | \$ 268,830 | \$ 264,300 | \$ 15,470 | 6.2% |
| 82655 TREE SERVICES | \$ 9,300 | \$ 2,380 | \$ 15,000 | \$ 21,000 | \$ 29,000 | \$ 14,000 | 93.3% |
| 82660 BUILDING REPAIR & MAINTENANCE SERVICES | \$ 579,365 | \$ 465,231 | \$ 616,105 | \$ 504,666 | \$ 602,702 | \$ (13,403) | -2.2% |
| 82699 OTHER REPAIR & MAINTENANCE SERVICES | \$ 18,099 | \$ 14,872 | \$ 13,611 | \$ 6,150 | \$ 13,915 | \$ 304 | 2.2% |
| TOTAL REPAIR & MAINTENANCE SERVICES | \$ 2,679,086 | \$ 2,017,802 | \$ 2,456,445 | \$ 2,288,205 | \$ 2,494,705 | \$ 38,260 | 1.6% |
| 82720 TUITION ASSISTANCE PROGRAM | \$ 101,702 | \$ 97,086 | \$ 135,000 | \$ 115,000 | \$ 135,000 | \$ - | 0.0% |
| 82730 EMPLOYEE ASSISTANCE PROGRAM | \$ 12,978 | \$ 18,006 | \$ 20,000 | \$ 20,000 | \$ 25,000 | \$ 5,000 | 25.0% |
| 82740 EMPLOYEE WELLNESS PROGRAM | \$ 21,104 | \$ 15,167 | \$ 38,350 | \$ 20,035 | \$ 36,850 | \$ (1,500) | -3.9% |
| 82750 EMPLOYEE RECOGNITION/RECEPTIONS | \$ 39,883 | \$ 53,874 | \$ 46,763 | \$ 39,680 | \$ 44,137 | \$ (2,626) | -5.6% |
| 82760 SAFETY PROGRAMS | \$ 29,743 | \$ 45,149 | \$ 39,245 | \$ 39,245 | \$ 39,800 | \$ 555 | 1.4% |
| 82780 TRAINING, OUTSIDE | \$ 266,826 | \$ 214,822 | \$ 315,391 | \$ 233,274 | \$ 418,116 | \$ 102,725 | 32.6% |
| 82790 TRAINING, IN-HOUSE | \$ 44,619 | \$ 42,309 | \$ 95,749 | \$ 57,791 | \$ 104,221 | \$ 8,472 | 8.8% |
| TOTAL EMPLOYEE PROGRAMS | \$ 516,855 | \$ 486,413 | \$ 690,498 | \$ 525,025 | \$ 803,124 | \$ 112,626 | 16.3% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Appendix H: General Fund by Account

| | Actual 2019 | Actual 2020 | Budget 2021 | Estd 2021 | Budget 2022 | Difference '21 vs. '22 | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|----------------|
| | <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> |
| 82810 REGISTRATIONS | \$ 142,672 | \$ 97,546 | \$ 211,040 | \$ 52,930 | \$ 219,370 | \$ 8,330 | 3.9% |
| 82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY) | \$ 18,144 | \$ 16,688 | \$ 34,055 | \$ 10,000 | \$ 31,900 | \$ (2,155) | -6.3% |
| 82830 AIR TRAVEL | \$ 36,436 | \$ 31,484 | \$ 80,463 | \$ 4,350 | \$ 85,565 | \$ 5,102 | 6.3% |
| 82840 LODGING | \$ 105,592 | \$ 80,978 | \$ 152,796 | \$ 27,200 | \$ 147,075 | \$ (5,721) | -3.7% |
| 82850 MEALS (OUTSIDE WILLIAMSON COUNTY) | \$ 21,196 | \$ 20,789 | \$ 50,070 | \$ 5,800 | \$ 49,980 | \$ (90) | -0.2% |
| 82890 OTHER TRAVEL EXPENSES | \$ 575 | \$ 909 | \$ 2,893 | \$ 740 | \$ 2,485 | \$ (408) | -14.1% |
| TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL | \$ 324,615 | \$ 248,394 | \$ 531,317 | \$ 101,020 | \$ 536,375 | \$ 5,058 | 1.0% |
| 83110 OFFICE SUPPLIES | \$ 90,654 | \$ 94,185 | \$ 123,194 | \$ 90,685 | \$ 114,196 | \$ (8,998) | -7.3% |
| 83120 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE) | \$ 5,675 | \$ 3,877 | \$ 9,700 | \$ 7,550 | \$ 9,025 | \$ (675) | -7.0% |
| 83130 EMPLOYEE BENEVOLENCE ITEMS | \$ 6,853 | \$ 7,912 | \$ 8,306 | \$ 7,980 | \$ 8,371 | \$ 65 | 0.8% |
| 83140 MEALS & FOOD (INSIDE WILLIAMSON COUNTY) | \$ 93,210 | \$ 74,087 | \$ 95,404 | \$ 46,061 | \$ 95,576 | \$ 172 | 0.2% |
| TOTAL OFFICE SUPPLIES | \$ 196,392 | \$ 180,061 | \$ 236,604 | \$ 152,276 | \$ 227,168 | \$ (9,436) | -4.0% |
| 83210 TRAINING SUPPLIES | \$ 37,314 | \$ 21,221 | \$ 44,301 | \$ 34,666 | \$ 52,765 | \$ 8,464 | 19.1% |
| 83220 CHEMICALS & LAB SUPPLIES | \$ - | \$ - | \$ 1,000 | \$ - | \$ 500 | \$ (500) | -50.0% |
| 83230 PARKS SUPPLIES | \$ (18,570) | \$ 10,479 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 83240 MEDICAL SUPPLIES | \$ 26,429 | \$ 30,105 | \$ 49,150 | \$ 48,670 | \$ 49,825 | \$ 675 | 1.4% |
| 83250 SAFETY SUPPLIES | \$ 35,500 | \$ 27,069 | \$ 42,121 | \$ 38,740 | \$ 41,640 | \$ (481) | -1.1% |
| 83260 UNIFORMS PURCHASED | \$ 177,904 | \$ 207,377 | \$ 237,167 | \$ 217,935 | \$ 249,504 | \$ 12,337 | 5.2% |
| 83265 UNIFORMS, SPECIALIZED | \$ 174,427 | \$ 207,019 | \$ 155,862 | \$ 155,742 | \$ 147,381 | \$ (8,481) | -5.4% |
| 83270 CONSUMABLE TOOLS | \$ 25,129 | \$ 25,886 | \$ 25,108 | \$ 23,015 | \$ 27,610 | \$ 2,502 | 10.0% |
| 83280 FIREARMS & RELATED SUPPLIES | \$ 66,487 | \$ 168,895 | \$ 154,061 | \$ 130,061 | \$ 76,562 | \$ (77,499) | -50.3% |
| 83281 AMMUNITION | \$ 125,282 | \$ 111,522 | \$ 85,987 | \$ 85,987 | \$ 87,707 | \$ 1,720 | 2.0% |
| 83282 EVIDENCE SUPPLIES | \$ 3,665 | \$ 2,901 | \$ 4,623 | \$ 4,223 | \$ 4,297 | \$ (326) | -7.1% |
| 83290 SOLID WASTE CONTAINERS | \$ - | \$ - | \$ 2,500 | \$ 2,500 | \$ 3,000 | \$ 500 | 20.0% |
| 83299 OTHER OPERATING SUPPLIES | \$ 114,427 | \$ 104,271 | \$ 104,924 | \$ 131,107 | \$ 123,986 | \$ 19,062 | 18.2% |
| TOTAL OPERATING SUPPLIES | \$ 767,994 | \$ 916,745 | \$ 906,804 | \$ 872,646 | \$ 864,777 | \$ (42,027) | -4.6% |
| 83310 GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY) | \$ 471,956 | \$ 426,175 | \$ 523,541 | \$ 431,489 | \$ 463,690 | \$ (59,851) | -11.4% |
| 83315 FUEL HEDGING COSTS | \$ (35,063) | \$ 164,846 | \$ - | \$ 82,494 | \$ - | \$ - | 0.0% |
| 83320 MILEAGE (INSIDE WILLIAMSON COUNTY) | \$ 36 | \$ 117 | \$ 2,750 | \$ 450 | \$ 2,750 | \$ - | 0.0% |
| TOTAL FUEL & MILEAGE | \$ 436,929 | \$ 591,138 | \$ 526,291 | \$ 514,433 | \$ 466,440 | \$ (59,851) | -11.4% |
| 83510 FURNITURE, FIXTURES (<\$25,000) | \$ 87,796 | \$ 76,100 | \$ 90,525 | \$ 66,200 | \$ 108,120 | \$ 17,595 | 19.4% |
| 83520 VEHICLES (<\$25,000) | \$ 51,140 | \$ 49,006 | \$ 19,025 | \$ 27,525 | \$ 21,095 | \$ 2,070 | 10.9% |
| 83530 MACHINERY & EQUIPMENT (<\$25,000) | \$ 671,092 | \$ 491,463 | \$ 487,533 | \$ 461,105 | \$ 652,516 | \$ 164,983 | 33.8% |
| 83540 COMPUTER HARDWARE (<\$25,000) | \$ 506,262 | \$ 757,180 | \$ 643,330 | \$ 642,810 | \$ 800,756 | \$ 157,426 | 24.5% |
| 83550 COMPUTER SOFTWARE (<\$25,000) | \$ 54,480 | \$ 88,856 | \$ 130,566 | \$ 70,284 | \$ 137,122 | \$ 6,556 | 5.0% |
| TOTAL MACHINERY & EQUIPMENT (<\$25,000) | \$ 1,370,770 | \$ 1,462,605 | \$ 1,370,979 | \$ 1,267,924 | \$ 1,719,609 | \$ 348,630 | 25.4% |
| 83610 VEHICLE PARTS & SUPPLIES | \$ 418,676 | \$ 381,304 | \$ 374,225 | \$ 369,725 | \$ 385,250 | \$ 11,025 | 2.9% |
| 83611 REIMBURSEMENT FOR FLEET MAINT | \$ (979,571) | \$ (911,150) | \$ (1,000,000) | \$ (1,000,000) | \$ (1,000,000) | \$ - | 0.0% |
| 83620 EQUIPMENT PARTS & SUPPLIES | \$ 311,868 | \$ 343,104 | \$ 373,476 | \$ 339,699 | \$ 367,878 | \$ (5,598) | -1.5% |
| 83630 FIRE HYDRANT SUPPLIES | \$ 6,450 | \$ 3,730 | \$ 5,000 | \$ 4,000 | \$ 5,000 | \$ - | 0.0% |
| 83640 PAVING & REPAIR SUPPLIES | \$ 65,366 | \$ 50,497 | \$ 125,499 | \$ 103,999 | \$ 133,599 | \$ 8,100 | 6.5% |
| 83641 TRAFFIC SIGNAL PARTS & SUPPLIES | \$ 145,251 | \$ 137,956 | \$ 128,850 | \$ 123,850 | \$ 129,450 | \$ 600 | 0.5% |
| 83642 STREETLIGHT PARTS & SUPPLIES | \$ 43,261 | \$ 101,416 | \$ 49,690 | \$ 41,500 | \$ 51,935 | \$ 2,245 | 4.5% |
| 83643 SIGN SUPPLIES | \$ 41,576 | \$ 58,732 | \$ 57,440 | \$ 57,375 | \$ 58,625 | \$ 1,185 | 2.1% |
| 83644 TRAFFIC CALMING SUPPLIES | \$ 12,000 | \$ (8,700) | \$ 30,000 | \$ 30,000 | \$ 105,000 | \$ 75,000 | 250.0% |
| 83647 SIDEWALK REPAIR SUPPLIES | \$ 12,732 | \$ 9,134 | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ - | 0.0% |
| 83649 FIBER OPTIC SUPPLIES | \$ 62,925 | \$ 66,822 | \$ 125,500 | \$ 68,062 | \$ 125,000 | \$ (500) | -0.4% |
| 83650 PARK & FIELD MAINTENANCE SUPPLIES | \$ 106,747 | \$ 144,424 | \$ 106,770 | \$ 100,770 | \$ 113,160 | \$ 6,390 | 6.0% |
| 83651 PARK & FIELD ELECTRICAL SUPPLIES | \$ 421 | \$ 1,364 | \$ 15,520 | \$ 12,380 | \$ 16,015 | \$ 495 | 3.2% |
| 83652 LANDSCAPING SUPPLIES | \$ 115,777 | \$ 97,547 | \$ 128,205 | \$ 128,163 | \$ 120,250 | \$ (7,955) | -6.2% |
| 83653 IRRIGATION SUPPLIES | \$ 29,046 | \$ 9,504 | \$ 26,200 | \$ 17,515 | \$ 26,415 | \$ 215 | 0.8% |
| 83654 GROUNDS MAINTENANCE SUPPLIES | \$ 19,292 | \$ 7,676 | \$ 14,700 | \$ 14,335 | \$ 14,925 | \$ 225 | 1.5% |
| 83655 TREE SUPPLIES | \$ 8,050 | \$ 3,288 | \$ 9,655 | \$ 9,070 | \$ 9,945 | \$ 290 | 3.0% |
| 83656 GRAFFITI REMOVAL SUPPLIES | \$ - | \$ - | \$ 240 | \$ - | \$ 260 | \$ 20 | 8.3% |
| 83660 BUILDING MAINTENANCE SUPPLIES | \$ 172,770 | \$ 147,949 | \$ 171,819 | \$ 156,945 | \$ 174,755 | \$ 2,936 | 1.7% |
| 83690 DOG PARK SUPPLIES | \$ 11,334 | \$ 7,868 | \$ 7,880 | \$ 7,880 | \$ 7,880 | \$ - | 0.0% |
| 83699 OTHER REPAIR & MAINTENANCE PARTS & SUPPLIES | \$ 5,501 | \$ 4,894 | \$ 11,080 | \$ 4,250 | \$ 11,620 | \$ 540 | 4.9% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Appendix H: General Fund by Account

| | Actual 2019 | Actual 2020 | Budget 2021 | Estd 2021 | Budget 2022 | Difference '21 vs. '22 | |
|--|-------------|-------------|--------------|------------|--------------|------------------------|----------------|
| | <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> |
| TOTAL REPAIR & MAINTENANCE SUPPLIES | \$ 609,472 | \$ 657,359 | \$ 779,749 | \$ 607,518 | \$ 874,962 | \$ 95,213 | 12.2% |
| 84110 K-9 OPERATIONS | \$ (75) | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 84111 CID OPERATIONS | \$ 17,869 | \$ 11,473 | \$ 17,640 | \$ 17,640 | \$ 17,993 | \$ 353 | 2.0% |
| 84112 CID VICE OPERATIONS | \$ - | \$ 273 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 84113 SRT OPERATIONS | \$ 12,574 | \$ 15,429 | \$ 19,329 | \$ 19,329 | \$ 19,716 | \$ 387 | 2.0% |
| 84117 INCIDENT COMMAND UNIT | \$ 1,457 | \$ - | \$ 2,207 | \$ 2,207 | \$ 2,251 | \$ 44 | 2.0% |
| 84118 SEX OFFENDER REGISTRY COSTS | \$ 12,327 | \$ 800 | \$ 450 | \$ 450 | \$ 459 | \$ 9 | 2.0% |
| 84119 LICENSE SEIZURE COSTS | \$ 14,691 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 84121 CENTURY COURT FIRING RANGE OPERATIONS | \$ 19,611 | \$ 20,220 | \$ 21,242 | \$ 21,242 | \$ 21,666 | \$ 424 | 2.0% |
| 84122 CIRT OPERATIONS | \$ 24,383 | \$ 5,138 | \$ 19,321 | \$ 19,321 | \$ 19,707 | \$ 386 | 2.0% |
| 84123 DIVE TEAM OPERATIONS | \$ 13,122 | \$ 8,242 | \$ 2,252 | \$ 2,252 | \$ 2,297 | \$ 45 | 2.0% |
| 84124 EXTRADITION EXPENSES | \$ 936 | \$ 981 | \$ 1,651 | \$ 1,651 | \$ 1,684 | \$ 33 | 2.0% |
| 84210 CENTURY COURT TRAINING CENTER OPERATIONS | \$ 4,902 | \$ 696 | \$ 6,000 | \$ 1,000 | \$ 6,000 | \$ - | 0.0% |
| 84550 STUDIO PRODUCTION | \$ 2,411 | \$ 2,779 | \$ 4,700 | \$ 4,500 | \$ 4,795 | \$ 95 | 2.0% |
| 84610 CITY SPONSORED TRAINING PROGRAM | \$ 62 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 84620 TREE BANK COSTS | \$ 15,644 | \$ 38,176 | \$ 15,000 | \$ 4,905 | \$ 25,000 | \$ 10,000 | 66.7% |
| 84920 2ND AVE PARKING GARAGE OPERATIONS | \$ - | \$ 226 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 84950 GRANT PROGRAMS | \$ 8,483 | \$ 665,740 | \$ 235,000 | \$ 19,605 | \$ 270,000 | \$ 35,000 | 14.9% |
| TOTAL OPERATIONAL UNITS | \$ 148,397 | \$ 770,173 | \$ 344,792 | \$ 114,102 | \$ 391,568 | \$ 46,776 | 13.6% |
| 85110 PROPERTY INSURANCE | \$ 132,680 | \$ 137,403 | \$ 144,378 | \$ 136,345 | \$ 142,386 | \$ (1,992) | -1.4% |
| 85111 FRAUD INSURANCE | \$ 48,427 | \$ 49,149 | \$ 22,102 | \$ 59,724 | \$ 62,592 | \$ 40,490 | 183.2% |
| 85112 INLAND MARINE INSURANCE | \$ 81,535 | \$ 82,616 | \$ 86,781 | \$ 83,721 | \$ 87,826 | \$ 1,045 | 1.2% |
| 85113 AUTO PHYSICAL DAMAGE | \$ 25,166 | \$ 28,924 | \$ 30,388 | \$ 29,007 | \$ 30,335 | \$ (53) | -0.2% |
| 85115 LIABILITY INSURANCE | \$ 119,685 | \$ 132,543 | \$ 196,801 | \$ 143,671 | \$ 149,420 | \$ (47,381) | -24.1% |
| 85116 E&O LIABILITY INSURANCE | \$ 113,998 | \$ 112,568 | \$ 118,082 | \$ 83,621 | \$ 87,513 | \$ (30,569) | -25.9% |
| 85117 VEHICLE LIABILITY INSURANCE | \$ 178,105 | \$ 212,296 | \$ 242,342 | \$ 206,086 | \$ 214,968 | \$ (27,374) | -11.3% |
| 85118 LAW ENFORCEMENT LIABILITY INSURANCE | \$ 161,492 | \$ 175,561 | \$ 184,339 | \$ 189,458 | \$ 198,931 | \$ 14,592 | 7.9% |
| 85119 UMBRELLA LIABILITY | \$ 44,774 | \$ 47,338 | \$ 48,730 | \$ 47,769 | \$ 50,078 | \$ 1,348 | 2.8% |
| 85120 PROPERTY DAMAGE COSTS | \$ 3,529 | \$ (14,407) | \$ 27,054 | \$ 6,369 | \$ 32,940 | \$ 5,886 | 21.8% |
| 85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES | \$ (2,517) | \$ - | \$ 9,157 | \$ - | \$ 9,322 | \$ 165 | 1.8% |
| 85125 LIABILITY CLAIMS/DEDUCTIBLES | \$ 4,708 | \$ 5,110 | \$ 881 | \$ - | \$ 925 | \$ 44 | 5.0% |
| 85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLES | \$ 28,114 | \$ 11,263 | \$ 16,970 | \$ - | \$ 16,970 | \$ - | 0.0% |
| 85128 LAW ENFORCEMENT LIABILITY CLAIMS/DEDUCTIBLES | \$ 12,652 | \$ 16,173 | \$ 31,857 | \$ 895 | \$ 32,677 | \$ 820 | 2.6% |
| 85140 SURETY/NOTARY BONDS | \$ 300 | \$ 506 | \$ 900 | \$ 10,500 | \$ 900 | \$ - | 0.0% |
| TOTAL PROPERTY & LIABILITY COSTS | \$ 952,648 | \$ 997,043 | \$ 1,160,762 | \$ 997,166 | \$ 1,117,783 | \$ (42,979) | -3.7% |
| 85210 BUILDING & OFFICE RENTAL | \$ (245) | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 85220 PROPERTY TAX-RENTAL PROPERTY | \$ 20 | \$ - | \$ 510 | \$ 100 | \$ 100 | \$ (410) | -80.4% |
| 85240 EQUIPMENT RENTAL & LEASES | \$ 34,766 | \$ 32,733 | \$ 66,360 | \$ 49,700 | \$ 476,675 | \$ 410,315 | 618.3% |
| 85250 STORAGE RENTAL | \$ 2,922 | \$ 2,538 | \$ 2,521 | \$ 2,400 | \$ 2,572 | \$ 51 | 2.0% |
| 85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY) | \$ - | \$ 98 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 85270 POST OFFICE | \$ - | \$ - | \$ 500 | \$ - | \$ 500 | \$ - | 0.0% |
| TOTAL RENTALS | \$ 37,463 | \$ 35,369 | \$ 69,891 | \$ 52,200 | \$ 479,847 | \$ 409,956 | 586.6% |
| 85310 PERMITS | \$ 2,248 | \$ 2,342 | \$ 7,850 | \$ 2,295 | \$ 7,950 | \$ 100 | 1.3% |
| 85320 STATE FEES | \$ 13,653 | \$ 12,266 | \$ 20,176 | \$ 13,875 | \$ 16,565 | \$ (3,611) | -17.9% |
| 85325 FEDERAL FEES | \$ - | \$ - | \$ 300 | \$ 250 | \$ 300 | \$ - | 0.0% |
| 85330 UTILITY DISTRICT FEES | \$ 12,000 | \$ 12,000 | \$ 19,000 | \$ 12,000 | \$ 12,000 | \$ (7,000) | -36.8% |
| 85340 RECORDING & FILING FEES | \$ 3,031 | \$ 1,497 | \$ 6,520 | \$ 3,568 | \$ 7,020 | \$ 500 | 7.7% |
| TOTAL PERMITS | \$ 30,932 | \$ 28,105 | \$ 53,846 | \$ 31,988 | \$ 43,835 | \$ (10,011) | -18.6% |
| 85510 BANKING FEES | \$ 46,706 | \$ 40,580 | \$ 42,000 | \$ 42,300 | \$ 44,000 | \$ 2,000 | 4.8% |
| 85520 INVESTMENT FEES | \$ 60,646 | \$ 48,000 | \$ 56,580 | \$ 48,000 | \$ 60,000 | \$ 3,420 | 6.0% |
| 85525 FINANCIAL ADVISOR FEES | \$ 16,000 | \$ 20,000 | \$ 16,000 | \$ 16,000 | \$ 16,000 | \$ - | 0.0% |
| 85530 E-COMMERCE FEES | \$ 7,233 | \$ 16,182 | \$ 6,876 | \$ 16,080 | \$ 16,385 | \$ 9,509 | 138.3% |
| 85540 BILLING SERVICES | \$ 216,718 | \$ 250,666 | \$ 240,000 | \$ 243,433 | \$ 240,000 | \$ - | 0.0% |
| 85550 CASH SHORT/OVER | \$ 2 | \$ - | \$ 1 | \$ 120 | \$ 1 | \$ - | 0.0% |
| 85555 PROPERTY TAX BILLING SERVICES | \$ 127,720 | \$ 130,832 | \$ 140,000 | \$ 140,000 | \$ 145,000 | \$ 5,000 | 3.6% |
| 85570 BAD DEBT EXPENSE (NET OF RECOVERIES) | \$ 172 | \$ - | \$ 1 | \$ - | \$ 1 | \$ - | 0.0% |
| 85580 LATE CHARGES | \$ - | \$ 28 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 85590 BOND COMPLIANCE | \$ 3,000 | \$ 43,023 | \$ 3,000 | \$ 2,500 | \$ 3,000 | \$ - | 0.0% |



City of Franklin, Tennessee
FY 2022 Operating Budget

Appendix H: General Fund by Account

| | Actual 2019 <i>A</i> | Actual 2020 <i>B</i> | Budget 2021 <i>C</i> | Estd 2021 <i>D</i> | Budget 2022 <i>E</i> | Difference '21 vs. '22 <i>F (E-C)</i> <i>G (E/C)</i> | |
|---|-------------------------|-------------------------|-------------------------|-----------------------|-------------------------|---|---------|
| TOTAL FINANCIAL FEES | \$ 478,197 | \$ 549,311 | \$ 504,458 | \$ 508,433 | \$ 524,387 | \$ 19,929 | 4.0% |
| 85990 MISCELLANEOUS | \$ (505) | \$ (368) | \$ (181,150) | \$ 233 | \$ 8,285 | \$ 189,435 | -104.6% |
| TOTAL OTHER BUSINESS EXPENSES | \$ (505) | \$ (368) | \$ (181,150) | \$ 233 | \$ 8,285 | \$ 189,435 | -104.6% |
| 86600 LEASE/LOAN PRINCIPAL | \$ 831,815 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 86700 LEASE/LOAN INTEREST | \$ 5,727 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| TOTAL DEBT SERVICE | \$ 837,542 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 87110 CONTRACTED SERVICES | \$ 197,392 | \$ 187,939 | \$ 183,032 | \$ 71,261 | \$ 88,855 | \$ (94,177) | -51.5% |
| 87120 APPROPRIATIONS TO GOVERNMENTS | \$ 85,370 | \$ 114,334 | \$ 219,544 | \$ 269,935 | \$ 282,269 | \$ 62,725 | 28.6% |
| 87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS | \$ 261,989 | \$ 275,309 | \$ 139,622 | \$ 175,721 | \$ 224,189 | \$ 84,567 | 60.6% |
| TOTAL APPROPRIATIONS | \$ 544,751 | \$ 577,582 | \$ 542,198 | \$ 516,917 | \$ 595,313 | \$ 53,115 | 9.8% |
| 87510 REIMB OF INTERFUND SERVICES | \$ (3,264,935) | \$ (3,762,646) | \$ (4,114,586) | \$ (4,112,032) | \$ (4,197,484) | \$ (82,898) | 2.0% |
| TOTAL INTERFUND SERVICES REIMBURSEMENTS | \$ (3,264,935) | \$ (3,762,646) | \$ (4,114,586) | \$ (4,112,032) | \$ (4,197,484) | \$ (82,898) | 2.0% |
| 88020 TRANSFER TO STREET AID & TRANSPORTATION | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 300,000 | \$ 50,000 | 20.0% |
| 88030 TRANSFER TO SANITATION | \$ - | \$ - | \$ 900,000 | \$ 900,000 | \$ - | \$ (900,000) | -100.0% |
| 88040 TRANSFER TO ROAD IMPACT | \$ 251,418 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 88085 TRANSFER TO IN LIEU OF PARKLAND FUND | \$ 228,582 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 88090 TRANSFER TO TRANSIT FUND | \$ 795,884 | \$ 371,653 | \$ 903,034 | \$ 903,034 | \$ 815,364 | \$ (87,670) | -9.7% |
| 88095 TRANSFER TO HOTEL MOTEL FUND | \$ - | \$ 2,500,000 | \$ 94,896 | \$ 94,896 | \$ 1,150,000 | \$ 1,055,104 | 1111.9% |
| 88100 TRANSFER TO CAPITAL PROJECT FUND | \$ 2,575,000 | \$ 2,376,380 | \$ 1,390,913 | \$ 1,390,913 | \$ 2,347,000 | \$ 956,087 | 68.7% |
| 88180 TRANSFER TO SEWER OPERATING | \$ - | \$ - | \$ - | \$ - | \$ 1,000,000 | \$ 1,000,000 | 100.0% |
| TOTAL TRANSFERS | \$ 4,100,884 | \$ 5,498,033 | \$ 3,538,843 | \$ 3,538,843 | \$ 5,612,364 | \$ 2,073,521 | 58.6% |
| TOTAL OPERATIONS | \$17,081,721 | \$17,730,503 | \$16,642,238 | \$14,561,183 | \$20,664,497 | \$ 4,022,259 | 24.2% |
| Capital | | | | | | | |
| 89220 BUILDING DESIGN & CONSTRUCTION | \$ 46,130 | \$ 99,503 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| TOTAL BUILDINGS | \$ 46,130 | \$ 99,503 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 89310 PARKS & RECREATION FACILITIES | \$ 351,877 | \$ 413,022 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| TOTAL IMPROVEMENTS | \$ 351,877 | \$ 413,022 | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 89410 DRAINAGE (>\$100,000) | \$ - | \$ 348,525 | \$ - | \$ 81,899 | \$ - | \$ - | 0.0% |
| 89460 SIDEWALKS | \$ 33,336 | \$ 80,819 | \$ - | \$ 55,455 | \$ - | \$ - | 0.0% |
| 89470 TRAFFIC SIGNALS | \$ 23,473 | \$ 72,703 | \$ 150,000 | \$ 90,000 | \$ 795,000 | \$ 645,000 | 430.0% |
| TOTAL INFRASTRUCTURE | \$ 56,809 | \$ 502,047 | \$ 150,000 | \$ 227,354 | \$ 795,000 | \$ 645,000 | 430.0% |
| 89500 EQUIPMENT (>\$25,000) | \$ - | \$ - | \$ - | \$ - | \$ 108,000 | \$ 108,000 | 100.0% |
| 89520 VEHICLES (>\$25,000) | \$ 317,634 | \$ 290,165 | \$ 905,116 | \$ 905,116 | \$ 1,383,334 | \$ 478,218 | 52.8% |
| 89530 MACHINERY & EQUIPMENT (>\$25,000) | \$ 330,921 | \$ 166,102 | \$ 2,340,195 | \$ 1,125,000 | \$ 1,224,000 | \$ (1,116,195) | -47.7% |
| 89532 MACHINERY & EQUIPMENT (>\$25,000) GRANT | \$ 54 | \$ - | \$ - | \$ - | \$ - | \$ - | 0.0% |
| 89540 COMPUTER HARDWARE (>\$25,000) | \$ 39,762 | \$ - | \$ 148,000 | \$ 148,000 | \$ 100,000 | \$ (48,000) | -32.4% |
| 89550 COMPUTER SOFTWARE (>\$25,000) | \$ 81,500 | \$ - | \$ - | \$ - | \$ 50,000 | \$ 50,000 | 100.0% |
| TOTAL MACHINERY & EQUIPMENT (>\$25,000) | \$ 769,871 | \$ 456,267 | \$ 3,393,311 | \$ 2,178,116 | \$ 2,865,334 | \$ (527,977) | -15.6% |
| TOTAL CAPITAL | \$ 1,224,687 | \$ 1,470,839 | \$ 3,543,311 | \$ 2,405,470 | \$ 3,660,334 | \$ 117,023 | 3.3% |
| TOTAL EXPENDITURES | \$68,962,417 | \$69,942,269 | \$76,961,962 | \$71,505,269 | \$84,467,632 | \$ 7,505,670 | 9.8% |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee
FY 2022 Operating Budget Request

Program Enhancement Summary

Key: - Funded via budget amendment in FY 2021

| Priority | Request | Compensation | Benefits | Expenses | Total | Funded |
|--|---|--------------|----------|------------|------------|------------|
| City Court | | | | | | |
| 1 | Copier Replacement | \$ - | \$ - | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| Total | | \$ - | \$ - | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| Administration | | | | | | |
| 1 | City Recorder | \$ 3,981 | \$ 398 | \$ - | \$ 4,379 | \$ 4,379 |
| 2 | Deputy City Recorder | \$ 1,733 | \$ 173 | \$ - | \$ 1,906 | \$ 1,906 |
| 3 | Administrative Secretary to Administrative Assistant | \$ 1,356 | \$ 136 | \$ 200 | \$ 1,692 | \$ 1,692 |
| Total | | \$ 7,070 | \$ 707 | \$ 200 | \$ 7,977 | \$ 7,977 |
| Revenue Management | | | | | | |
| 1 | Cisco Call Center Upgrade | \$ - | \$ - | \$ 56,060 | \$ 56,060 | \$ 56,060 |
| Total | | \$ - | \$ - | \$ 56,060 | \$ 56,060 | \$ 56,060 |
| Project and Facilities Management | | | | | | |
| 1 | Waterproof and Joint repairs 2nd and 4th Ave Garages | \$ - | \$ - | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| 2 | Fire Station 4 Kitchen Remodel | \$ - | \$ - | \$ 45,000 | \$ 45,000 | \$ - |
| 3 | Multi Unit Mower Winter Clearing | \$ - | \$ - | \$ 17,675 | \$ 17,675 | \$ - |
| 4 | Remodel of Station 3 Mens Shower and Bath Space | \$ - | \$ - | \$ 25,000 | \$ 25,000 | \$ - |
| Total | | \$ - | \$ - | \$ 127,675 | \$ 127,675 | \$ 40,000 |
| Purchasing | | | | | | |
| 1 | E-Procurement | \$ - | \$ - | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 2 | OnBase - Automate Scanning and Indexing of P-card Documentation; A/P Workflow | \$ - | \$ - | \$ 104,720 | \$ 104,720 | \$ - |
| 3 | Document Warehousing | \$ - | \$ - | \$ 30,000 | \$ 30,000 | \$ - |
| Total | | \$ - | \$ - | \$ 154,720 | \$ 154,720 | \$ 20,000 |
| Information Technology | | | | | | |
| 1 | Annual Technology Security Assessment | \$ - | \$ - | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| 2 | UCS Server Replacement | \$ - | \$ - | \$ 148,000 | \$ 148,000 | \$ - |
| 3 | Wireless Access Points | \$ - | \$ - | \$ 37,000 | \$ 37,000 | \$ 37,000 |
| 4 | Physical Security | \$ - | \$ - | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| 5 | Emergency Services - Internet, and SIP, and Cellular | \$ - | \$ - | \$ 51,750 | \$ 51,750 | \$ - |
| 6 | Core Network Gear Public Works | \$ - | \$ - | \$ 117,000 | \$ 117,000 | \$ - |
| 7 | Police Building IDF Switches | \$ - | \$ - | \$ 40,000 | \$ 40,000 | \$ - |
| 8 | Traffic Intersection Network Switches | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ - |
| 9 | Network Time Appliance | \$ - | \$ - | \$ 6,500 | \$ 6,500 | \$ - |
| 10 | Cargo Van | \$ - | \$ - | \$ 42,300 | \$ 42,300 | \$ - |
| Total | | \$ - | \$ - | \$ 617,550 | \$ 617,550 | \$ 162,000 |
| Finance | | | | | | |
| 1 | Replace Budget Software | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 2 | Copier | \$ - | \$ - | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Total | | \$ - | \$ - | \$ 65,000 | \$ 65,000 | \$ 65,000 |
| Engineering | | | | | | |
| 1 | Vehicle Replacement | \$ - | \$ - | \$ 35,000 | \$ 35,000 | \$ - |
| Total | | \$ - | \$ - | \$ 35,000 | \$ 35,000 | \$ - |
| Engineering - TOC | | | | | | |
| 1 | Reclassification of Sr. ITS Specialist to ITS Project Manager | \$ 7,000 | \$ 2,100 | \$ - | \$ 9,100 | \$ 9,100 |
| 2 | Reclassification of TOC Operator to ITS Specialist | \$ 5,500 | \$ 1,650 | \$ - | \$ 7,150 | \$ 7,150 |
| 3 | Dedicated Traffic Calming / Pedestrian Crossing Upgrade Budget | \$ - | \$ - | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| 4 | Emergency Vehicle Preemption for Mallory Lane | \$ - | \$ - | \$ 80,000 | \$ 80,000 | \$ 80,000 |
| 5 | Replacement Vehicle | \$ - | \$ - | \$ 35,000 | \$ 35,000 | \$ - |
| 6 | Road Impact Fund Fee Update | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Total | | \$ 12,500 | \$ 3,750 | \$ 240,000 | \$ 256,250 | \$ 221,250 |
| Streets- Traffic Division | | | | | | |
| 1 | Pick-Up Truck | \$ - | \$ - | \$ 37,150 | \$ 37,150 | \$ - |
| Total | | \$ - | \$ - | \$ 37,150 | \$ 37,150 | \$ - |



City of Franklin, Tennessee

FY 2022 Operating Budget Request

Program Enhancement Summary

Key: - Funded via budget amendment in FY 2021

| Priority | Request | Compensation | Benefits | Expenses | Total | Funded |
|--|---|--------------|-----------|--------------|--------------|--------------|
| Streets- Maintenance Division | | | | | | |
| 1 | Mack Hatcher North West Maintenance | \$ 32,000 | \$ 9,600 | \$ 66,175 | \$ 107,775 | \$ 107,775 |
| 2 | Trailer Mounted Leaf Vacuum | \$ - | \$ - | \$ 80,650 | \$ 80,650 | \$ 80,650 |
| 3 | Salt Storage Facility | \$ - | \$ - | \$ 64,000 | \$ 64,000 | \$ - |
| 4 | Pick-up Truck | \$ - | \$ - | \$ 37,150 | \$ 37,150 | \$ - |
| Total | | \$ 32,000 | \$ 9,600 | \$ 247,975 | \$ 289,575 | \$ 188,425 |
| (+1 FTE) | | | | | | |
| Streets- Fleet Maintenance Division | | | | | | |
| 1 | Fleet Vehicle Replacement Program | \$ - | \$ - | \$ 199,000 | \$ 199,000 | \$ 199,000 |
| Total | | \$ - | \$ - | \$ 199,000 | \$ 199,000 | \$ 199,000 |
| Human Resources | | | | | | |
| 1 | Online Employee Training | \$ - | \$ - | \$ 30,000 | \$ 30,000 | \$ 25,000 |
| 2 | HR Electronic Filing System | \$ - | \$ - | \$ 20,000 | \$ 20,000 | \$ - |
| Total | | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 25,000 |
| Building and Neighborhood Services | | | | | | |
| 1 | Routine Vehicle Replacement | \$ - | \$ - | \$ 162,000 | \$ 162,000 | \$ - |
| 2 | Equipment Replacement (Multi-Function Copier/Scanner/Printer) | \$ - | \$ - | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| 3 | Position Reclassification - Technical Support Specialist II | \$ 4,545 | \$ 1,364 | \$ - | \$ 5,909 | \$ 5,909 |
| 4 | Position Reclassification - Zoning Enforcement Planner | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5 | Position Reclassification (3) - Municipal Inspection Officer I & II | \$ 5,412 | \$ 1,624 | \$ - | \$ 7,036 | \$ 7,036 |
| 6 | New Position (1) - Municipal Inspection Officer I | \$ 43,291 | \$ 12,987 | \$ - | \$ 56,278 | \$ 56,278 |
| Total | | \$ 53,248 | \$ 15,974 | \$ 177,000 | \$ 246,222 | \$ 84,222 |
| (+1 FTE) | | | | | | |
| Planning & Sustainability | | | | | | |
| 1 | Goose Creek Area Land Use, Street Network, and Water/Sewer Planning | \$ - | \$ - | \$ 200,000 | \$ 200,000 | \$ 200,000 |
| Total | | \$ - | \$ - | \$ 200,000 | \$ 200,000 | \$ 200,000 |
| Police | | | | | | |
| 1 | Restoration of Budget Line for Police Vehicles | \$ - | \$ - | \$ 1,333,334 | \$ 1,333,334 | \$ 1,333,334 |
| 2 | Century Court Firing Range Repairs | \$ - | \$ - | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| 3 | Replace Security Cameras at FPD HQ - FY 2021 Amendment | \$ - | \$ - | \$ 70,000 | \$ 70,000 | \$ - |
| 4 | Police Counselor - FY 2021 Amendment | \$ 50,000 | \$ 15,000 | \$ - | \$ 65,000 | \$ - |
| 5 | Police Officer 2 - 3.5% | \$ 100,000 | \$ 5,000 | \$ - | \$ 105,000 | \$ 150,000 |
| 6 | Restoration of Admin Training Budget | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 7 | Replace Carpet in FPD Community Room | \$ - | \$ - | \$ 20,000 | \$ 20,000 | \$ - |
| 8 | Cell Phones for Police Officers | \$ - | \$ - | \$ 27,600 | \$ 27,600 | \$ 27,600 |
| 9 | Crisis Negotiation Team - Tactical Phone System | \$ - | \$ - | \$ 28,204 | \$ 28,204 | \$ - |
| 10 | Community Room Technology | \$ - | \$ - | \$ 62,000 | \$ 62,000 | \$ - |
| Total | | \$ 150,000 | \$ 20,000 | \$ 1,741,138 | \$ 1,911,138 | \$ 1,710,934 |
| Fire | | | | | | |
| 1 | SCBA Upgrade | | | \$ 144,000 | \$ 144,000 | \$ 144,000 |
| 2 | EMA Event Management Position (+ESS Direct Report!) | \$ 58,324 | \$ 17,497 | \$ 70,385 | \$ 146,206 | \$ 146,206 |
| 3 | Step-up-Pay | | | \$ 92,497 | \$ 92,497 | \$ - |
| 4 | Three New Shift Lieutenants | \$ 38,033 | \$ 11,410 | \$ 1,800 | \$ 51,243 | \$ - |
| 5 | Replace Engine 2 | | | \$ 818,250 | \$ 818,250 | \$ 818,250 |
| 6 | Tower ALS Upgrade LP15 | | | \$ 115,500 | \$ 115,500 | \$ 115,500 |
| 7 | Hydrant Painting | | | \$ 66,400 | \$ 66,400 | \$ - |
| 8 | Replace Battalion Chief Vehicle and Equipment | | | \$ 64,850 | \$ 64,850 | \$ - |
| 9 | Unmanned Aerial System Program | | | \$ 55,600 | \$ 55,600 | \$ - |
| 10 | Ozone Sterilization Units | | | \$ 24,000 | \$ 24,000 | \$ - |
| 11 | Apparatus Vehicle Cameras System | | | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| 12 | Air Compressor | | | \$ 64,000 | \$ 64,000 | \$ - |
| 13 | Replace Two Staff Vehicles | | | \$ 120,000 | \$ 120,000 | \$ - |
| 14 | Video Laryngoscopes | | | \$ 9,850 | \$ 9,850 | \$ - |
| 15 | EMS Simulation Trainer | | | \$ 68,500 | \$ 68,500 | \$ - |
| 16 | Air Light Response Vehicle | | | \$ 575,675 | \$ 575,675 | \$ - |
| Total | | \$ 96,357 | \$ 28,907 | \$ 2,298,807 | \$ 2,424,071 | \$ 1,231,456 |



City of Franklin, Tennessee
FY 2022 Operating Budget Request

Program Enhancement Summary

Key: - Funded via budget amendment in FY 2021

| Priority | Request | Compensation | Benefits | Expenses | Total | Funded |
|--|--|---------------------|-----------------|-----------------|--------------|--------------|
| (+1 FTE) | | | | | | |
| Parks | | | | | | |
| 1 | Replacement: Siding of Eastern Flank Event Facility | \$ - | \$ - | \$ 250,000 | \$ 250,000 | \$ 250,000 |
| 2 | Replacement: Pinkerton Play Structures | \$ - | \$ - | \$ 27,000 | \$ 27,000 | \$ 27,000 |
| 3 | New: Heavy Duty Field TopMaker - Facilities | \$ - | \$ - | \$ 36,680 | \$ 36,680 | \$ 36,680 |
| 4 | New: Maintenance Worker - Trails | \$ 42,390 | \$ 12,717 | \$ 1,775 | \$ 56,882 | \$ 56,882 |
| 5 | Reclassification: Turf Specialist I | \$ 5,160 | \$ - | \$ 5,150 | \$ 10,310 | \$ 10,310 |
| * | Street Tree Initiative (Urban Forestry Crew) - Facilities | \$ 113,400 | \$ 34,020 | \$ 148,075 | \$ 295,495 | \$ 295,495 |
| Total | | \$ 160,950 | \$ 46,737 | \$ 468,680 | \$ 676,367 | \$ 676,367 |
| (+4 FTE) | | | | | | |
| Appropriations to Outside Agencies | | | | | | |
| 1 | Additional Funding Requests | \$ - | \$ - | \$ 95,364 | \$ 95,364 | \$ 54,890 |
| Total | | \$ - | \$ - | \$ 95,364 | \$ 95,364 | \$ 54,890 |
| Economic Development | | | | | | |
| 1 | Additional Funding Requests | \$ - | \$ - | \$ 10,107 | \$ 10,107 | \$ 10,107 |
| Total | | \$ - | \$ - | \$ 10,107 | \$ 10,107 | \$ 10,107 |
| Sanitation and Environmental Services | | | | | | |
| 1 | Replace Rear Loader with Automated Side loader for Blue Bin | \$ - | \$ - | \$ 318,020 | \$ 318,020 | \$ 318,020 |
| 2 | Replace Rear Loader with Automated Side Loader for Blue Bin | \$ - | \$ - | \$ 318,020 | \$ 318,020 | \$ 318,020 |
| 3 | Add New Automated Side Loader | \$ - | \$ - | \$ 318,020 | \$ 318,020 | \$ 318,020 |
| 4 | Replace 2003 624l John Deere Wheel Loader w/New Loader | \$ - | \$ - | \$ 200,335 | \$ 200,335 | \$ 200,335 |
| 5 | (Reclassification) SES Worker to SES Equipment Operators | \$ 8,076 | \$ - | \$ - | \$ 8,076 | \$ 8,076 |
| 6 | ADD SES Equipment Operator | \$ 38,481 | \$ 11,544 | \$ 1,750 | \$ 51,775 | \$ 51,775 |
| 7 | Resurface/Repair Transfer Station Tipping Floor | \$ - | \$ - | \$ 250,000 | \$ 250,000 | \$ - |
| Total | | \$ 46,557 | \$ 11,544 | \$ 1,406,145 | \$ 1,464,246 | \$ 1,214,246 |
| (+1 FTE) | | | | | | |
| Stormwater - Streets Division | | | | | | |
| 1 | Route Smart Equipment - Split 2 GF / 1 Stm | \$ - | \$ - | \$ 54,500 | \$ 54,500 | \$ 54,500 |
| Total | | \$ - | \$ - | \$ 54,500 | \$ 54,500 | \$ 54,500 |
| Stormwater - Engineering Division | | | | | | |
| 1 | Reclassification of Water Quality Specialist I to Water Quality Specialist II | \$ 21,000 | \$ 6,300 | \$ - | \$ 27,300 | \$ 27,300 |
| 2 | Reclassification of Water Quality Specialist I to Staff Engineer II | \$ 5,000 | \$ 1,500 | \$ - | \$ 6,500 | \$ 6,500 |
| 3 | Vehicle Replacement | \$ - | \$ - | \$ 30,000 | \$ 30,000 | \$ - |
| Total | | \$ 26,000 | \$ 7,800 | \$ 30,000 | \$ 63,800 | \$ 33,800 |
| Water Management | | | | | | |
| 1 | WMD Infrastructure & Development Manager - <i>Savings from Inspector backfill? MH to follow-up</i> | \$ 70,868 | \$ 21,260 | \$ 375 | \$ 92,503 | \$ 92,503 |
| 2 | WMD Facilities Maintenance Manager | \$ 75,464 | \$ 22,639 | \$ 375 | \$ 98,478 | \$ 49,239 |
| 3 | Wastewater Operator Senior | \$ 44,702 | \$ 19,167 | \$ 375 | \$ 64,244 | \$ 32,122 |
| 4 | Wastewater Operator Senior | \$ 44,702 | \$ 19,167 | \$ 375 | \$ 64,244 | \$ 32,122 |
| 5 | Water/Wastewater Installation Fees | \$ - | \$ - | \$ - | \$ - | \$ - |
| 6 | Assistant Superintendent Vehicle | \$ - | \$ - | \$ 40,050 | \$ 40,050 | \$ - |
| 7 | Rubber-Tracked Skid Steer | \$ - | \$ - | \$ 100,000 | \$ 100,000 | \$ - |
| 8 | W/WW Infrastructure Assessment Technician | \$ 47,111 | \$ 19,569 | \$ 2,550 | \$ 69,230 | \$ - |
| Total | | \$ 282,847 | \$ 101,803 | \$ 144,100 | \$ 528,750 | \$ 205,987 |
| (+4 FTE) | | | | | | |
| | | Compensation | Benefits | Expenses | Total | |
| Total All Funds Requests | | \$ 867,529 | \$ 246,822 | \$ 8,456,171 | \$ 9,577,022 | \$ 6,461,221 |
| (+ 12 FTE) | | | | | | |



City of Franklin, Tennessee
FY 2022 Operating Budget Request

Program Enhancement Summary

Key: - Funded via budget amendment in FY 2021

| Priority | Request | Compensation | Benefits | Expenses | Total | Funded |
|----------|---------|--------------|----------|----------|-------|--------|
|----------|---------|--------------|----------|----------|-------|--------|

FranklinForward Allocations



A Safe, Clean, Livable City

\$ 4,340,143



A Effective and Fiscally Sound City Government Providing High Quality Service

\$ 4,704,130



Quality Life Experiences

\$ 240,246



Sustainable Growth & Economic Prosperity

\$ 292,503

Totals \$ 9,577,022

Traditional Allocations



Personnel \$ 1,291,958



Operations \$ 1,683,555



Equipment \$ 4,493,584



Capital \$ 2,107,925

Total \$ 9,577,022

Fund Distribution

| | | | | | |
|--------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|
| General Fund Departments | \$ 512,125 | \$ 125,675 | \$ 6,821,426 | \$ 7,465,727 | \$ 4,952,688 |
| Sanitation Fund | \$ 46,557 | \$ 11,544 | \$ 1,406,145 | \$ 1,464,246 | \$ 1,214,246 |
| Stormwater Fund | \$ 26,000 | \$ 7,800 | \$ 84,500 | \$ 118,300 | \$ 88,300 |
| Water Management Fund | \$ 282,847 | \$ 101,803 | \$ 144,100 | \$ 528,750 | \$ 205,987 |
| Total | \$ 867,529 | \$ 246,822 | \$ 8,456,171 | \$ 9,577,022 | \$ 6,461,221 |

Restoration Requests

| Dept | Position | Compensation | Benefits | Expenses | Total | Actual Approved |
|--------------|--|-------------------|-------------------|-------------|-------------------|-------------------|
| Streets | Assistant Director | \$ 105,356 | \$ 24,147 | \$ - | \$ 129,503 | \$ 129,503 |
| Streets | Fleet Office Manager - 9 months | \$ 59,237 | \$ 20,495 | \$ - | \$ 79,732 | \$ 59,799 |
| Planning | Principal Planner | \$ 63,353 | \$ 20,831 | \$ - | \$ 84,184 | \$ 84,184 |
| BNS | Plans Examiner I* (necessary for some PER's above) | \$ 58,919 | \$ 20,469 | \$ - | \$ 79,388 | \$ 79,388 |
| Parks | Parks & Recreation Superintendent | \$ 80,803 | \$ 22,226 | \$ - | \$ 103,029 | \$ 103,029 |
| SES | SES Worker | \$ 31,126 | \$ 17,922 | \$ - | \$ 49,048 | \$ 49,048 |
| Purchasing | Procurement Officer I - 9 months | \$ 45,129 | \$ 19,342 | \$ - | \$ 64,471 | \$ 48,353 |
| Rev Man | Financial Technician I - 9 months | \$ 40,419 | \$ 18,957 | \$ - | \$ 59,376 | \$ 44,532 |
| Water | Senior Operator - WWTP | \$ 44,259 | \$ 19,271 | \$ - | \$ 63,530 | \$ 47,648 |
| Total | | \$ 528,601 | \$ 183,660 | \$ - | \$ 712,261 | \$ 645,484 |

(+9 FTE)

Combined Ask - Program Enhancements + Restorations (21 FTE) \$ 10,289,283 \$ 7,106,705



Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

| JOB TITLE | DEPT | Pay GRADE | 2018/2019 PAY RANGE | | | |
|--|------------------------|-----------|---------------------|------------|-----------|-----------|
| | | | Min | Mid | Max | |
| CITY ADMINISTRATOR | ADM | EX | | | | |
| CITY ATTORNEY | LEGAL | EX | N | \$ 124,963 | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-PUBLIC WORKS | ADMIN | EX | N | \$ 124,963 | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-FINANCE/ADMINISTRATION | ADMIN | EX | N | \$ 124,963 | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT | ADMIN | EX | N | \$ 124,963 | \$147,015 | \$176,418 |
| CHIEF OF POLICE | POLICE | EX | M | \$ 111,078 | \$130,680 | \$156,816 |
| DIRECTOR OF ENGINEERING | ENG | EX | M | \$ 111,078 | \$130,680 | \$156,816 |
| FIRE CHIEF | FIRE | EX | M | \$ 111,078 | \$130,680 | \$156,816 |
| HUMAN RESOURCES DIRECTOR | HR | EX | M | \$ 111,078 | \$130,680 | \$156,816 |
| INFORMATION TECHNOLOGY DIR. | IT | EX | M | \$ 111,078 | \$130,680 | \$156,816 |
| ASST. FIRE CHIEF | FIRE | EX | L | \$ 98,736 | \$116,160 | \$139,392 |
| ASST. IT DIR. (Applications Group) | IT | EX | L | \$ 98,736 | \$116,160 | \$139,392 |
| ASST. IT DIR. (Infrastructure Group) | IT | EX | L | \$ 98,736 | \$116,160 | \$139,392 |
| BLDG AND NEIGHBORHOOD SERVICES DIR. | BNS | EX | L | \$ 98,736 | \$116,160 | \$139,392 |
| DIRECTOR OF WATER MANAGEMENT | WATER-WA | EX | L | \$ 98,736 | \$116,160 | \$139,392 |
| PARKS DIRECTOR | PARKS | EX | L | \$ 98,736 | \$116,160 | \$139,392 |
| PLANNING & SUSTAINABILITY DIRECTOR | PLANNING | EX | L | \$ 98,736 | \$116,160 | \$139,392 |
| ASSISTANT CITY ATTORNEY | LEGAL | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| ASSISTANT DIRECTOR OF ENGINEERING | ENG | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| ASST DIR BNS IS AND DEVELOPMENT SERVICES | BNS | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| ASST. HUMAN RESOURCES DIRECTOR | HR | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| BUDGET & STRATEGIC INNOVATION DIRECTOR | FINANCE | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| COMPTROLLER | FINANCE | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| FIRE DEPUTY CHIEF | FIRE | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| POLICE DEPUTY CHIEF | POLICE | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| RISK AND BENEFITS MANAGER | HR | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| SANITATION & ENV SERVICES DIRECTOR | SANITATION & ENV SERV. | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| STAFF ATTORNEY II | LEGAL | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| STREET DIRECTOR | STREET | EX | K | \$ 87,766 | \$103,254 | \$123,905 |
| ASSISTANT DIRECTOR OF WATER MANAGEMENT | WATER-WA | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| ASSISTANT STREET DIRECTOR | STREET | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| ASSISTANT PARKS DIRECTOR | PARKS | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| ASST DIR PLANNING & SUSTAINABILITY | PLANNING | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| BENEFITS MANAGER | HR | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| COMMUNICATION INFRASTRUCTURE MANAGER | IT | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| COMMUNICATIONS MANAGER | ADM-COMM | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| CUSTOMER SUPPORT ANALYTICS MANAGER | IT | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| DATABASE ADMINISTRATOR | IT | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| DATABASE/SYSTEMS MANAGER | IT | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| FIRE BATTALION CHIEF | FIRE | 2808 | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| FIRE BATTALION CHIEF - TRAINING | FIRE | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| GIS MANAGER | IT | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| HUMAN RESOURCES MANAGER | HR | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| POLICE CAPTAIN | POLICE | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| STAFF ATTORNEY I | LEGAL | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| STAFF ENGINEER III | ENG | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| TRAFFIC/TRANSPORTATION ENG III | ENG-TOC | EX | J | \$ 78,014 | \$ 91,781 | \$110,137 |
| ADMINISTRATIVE SERVICES OFFICER | FIRE | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| ASST DIR, SANITATION & ENV SERVICES | SANITATION & ENV SERV. | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| BENEFITS SPECIALIST | HR | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| BUILDING OFFICIAL | BNS | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| BUILDING INSPECTOR SUPERVISOR | BNS | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| CURRENT PLANNING SUPERVISOR | PLANNING | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| DATA CENTER/SECURITY ENGINEER | IT | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| EMS OFFICER | FIRE | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| FACILITIES PROJECT MANAGER | ADM-FACILITIES | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| FINANCIAL MANAGER | FINANCE | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| FIRE CAPTAIN | FIRE | 2808 | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| FIRE CAPTAIN/TRAINING OFFICER | FIRE | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| FLEET MAINTENANCE MANAGER | STREET-FM | EX | I | \$ 69,346 | \$ 81,583 | \$ 97,900 |



Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

| JOB TITLE | DEPT | Pay GRADE | 2018/2019 PAY RANGE | | |
|--|------------------------|-----------|---------------------|-----------|-----------|
| | | | Min | Mid | Max |
| LONG RANGE PLANNING SUPERVISOR | PLANNING | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| NETWORK ENGINEER | IT | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| POLICE LIEUTENANT | POLICE | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| PURCHASING MANAGER | PURCHASING | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| REVENUE AND LICENSING MANAGER | REV-MGT | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| RISK MANAGEMENT SPECIALIST | HR | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| SERVICE DIVISION SUPERINTENDENT | WATER-WD | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| SR. INFORMATION SYSTEMS ANALYST | IT | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| STAFF ENGINEER II | ENG | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| STORM WATER MANAGEMENT COORDINATOR | ENG - STMWTR | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| TRAFFIC MAINTENANCE MANAGER | STREET-TRAFFIC | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| UTILITIES ENGINEER II | ENG / WATER - ADM | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| WATER RECLAMATION SUPERINTENDENT | WATER-SP | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| WATER TREATMENT SUPERINTENDENT | WATER-WP | EX I | \$ 69,346 | \$ 81,583 | \$ 97,900 |
| ----- | | | | | |
| ASSISTANT FIRE MARSHAL | FIRE | 2080 H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| BUILDING INSPECTOR IV | BNS | 2080 H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| COMMUNICATION INFRASTRUCTURE ENGINEER | IT | 2080 H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| CONTRACTS ADMINISTRATOR | ADMIN | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| FACILITIES SUPERINTENDENT | PARKS | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| FINANCIAL ANALYST | FINANCE | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| FIRE INSPECTOR SUPERVISOR | FIRE | 2080 H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| FISCAL AFFAIRS MANAGER | POLICE | 2080 H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| FISCAL MANAGER | FIRE | 2080 H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| INFORMATION SYSTEMS ANALYST II | IT | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| CONTRACTS ADMINISTRATOR | ADMIN | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| LAND PLANNER II | PLANNING | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| OCCUPATIONAL HEALTH & SAFETY TRAINER | HR | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| PARKS & RECREATION SUPERINTENDENT | PARKS | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| PLANS EXAMINER III | BNS | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| PRINCIPAL PLANNER | PLANNING | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| PROCUREMENT OFFICER IV | PURCHASING | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| RIGHT OF WAY AGENT | ENG | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| SAFETY COORDINATOR | HR | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| SERGEANT/PIO | POLICE | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| SERVICE DIVISION ASST. SUPERINTENDENT | WATER-SC | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| STREET DEPT INFRASTRUCTURE AND DEVELOPMENT MANAGER | STREET | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| TRAFFIC MAINTENANCE CREW SUPERVISOR | STREET-TRAFFIC | 2080 H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| TRAFFIC/TRANSPORTATION ENG II | ENG-TOC | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| URBAN FORESTRY SUPERINTENDENT | PARKS | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| WATER INFORMATION SYSTEMS APPLICATIONS MGR | WATER | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| WATER QUALITY SPECIALIST III | ENG - STMWTR | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| WATER RECLAMATION ASSISTANT SUP'T. | WATER-SP | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| WATER TREATMENT ASSISTANT SUP'T. | WATER-WP | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| WMD INFRASTRUCTURE AND DEVELOPMENT MANAGER | WATER | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| ZONING ADMINISTRATOR | BNS | EX H | \$ 61,640 | \$ 72,518 | \$ 87,022 |
| ----- | | | | | |
| ASSISTANT CITY RECORDER - RECORDS | ADM | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| ATHLETICS TURF AND FIELD SUPERVISOR | PARKS | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| BUILDING INSPECTOR III | BNS | 2080 G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| CABLE TV PRODUCTION OPERATIONS SUPERVISOR | ADM-COMM | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| CAPITAL PROJECTS INSPECTOR | ENG | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| COLLECTION MANAGER | SANITATION & ENV SERV. | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| COMMUNICATION INFRASTRUCTURE TECH II | IT | 2080 G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| CUSTOMER SERVICE SUPERVISOR | REV-MGT | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| DATA CENTER TECH II | IT | 2080 G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| DEVELOPMENT SERVICES OPERATIONS ANALYST | BNS | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| EMPLOYEE RELATIONS SPECIALIST | HR | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| ENTERPRISE SUPPORT & TRAINING SPEC | IT | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| FACILITIES FOREMAN | PARKS | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| FIRE AND LIFE SAFETY EDUCATOR | FIRE | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| FIRE INSPECTOR | FIRE | 2080 G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| FIRE LIEUTENANT | FIRE | 2808 G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| HOUSING DEVELOPMENT COORDINATOR | BNS | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| HUMAN RESOURCES GENERALIST | HR | EX G | \$ 54,791 | \$ 64,460 | \$ 77,352 |



Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

| JOB TITLE | DEPT | Pay GRADE | 2018/2019 PAY RANGE | | | |
|---|------------------------|-----------|---------------------|-----------|-----------|-----------|
| | | | Min | Mid | Max | |
| GIS SPECIALIST SR. | IT | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| INFORMATION SYSTEMS ANALYST I | IT | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| LAND PLANNER (Reg Landscape Architect optional) | PLANNING | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| LANDSCAPING & GROUNDS FOREMAN | PARKS | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| NEIGHBORHOOD RESOURCES SUPERVISOR | BNS | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| NETWORK TECHNICIAN II | IT | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| PARALEGAL | LEGAL | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| PERMITTING OPERATIONS SUPERVISOR | BNS | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| PLANS EXAMINER II | BNS | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| POLICE SERGEANT | POLICE | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| PROCUREMENT OFFICER III | PURCHASING | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| PUBLIC OUTREACH SPECIALIST | ADM-COMM | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| RECREATION FOREMAN | PARKS | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| ROUTING/OPERATIONS ANALYST | SANITATION & ENV SERV. | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| SENIOR ROAD INSPECTOR | STREET | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| LEAD SENIOR FLEET MAINTENANCE TECH | STREET | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| SENIOR UTILITY INSPECTOR | WATER | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| Sr. ITS SPECIALIST | ENG-TOC | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| STAFF ENGINEER I | ENG | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| SURETY COORDINATOR | PLANNING | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| TRAFFIC/TRANSPORTATION ENG I | ENG-TOC | EX | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| WATER QUALITY SPECIALIST II | ENG - STMWTR | 2080 | G | \$ 54,791 | \$ 64,460 | \$ 77,352 |
| ACCOUNT MANAGEMENT SUPERVISOR | REV-MGT | EX | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| ACCOUNTING OFFICER | REV-MGT | EX | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| ARBORIST | PARKS | EX | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| BUILDING ASSOCIATE | BNS | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| BUILDING INSPECTOR II | BNS | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| CHIEF DEPUTY COURT CLERK | COURT | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| COMMUNICATION INFRASTRUCTURE TECHNICIAN | IT | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| CRIME ANALYST | POLICE | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| DATA CENTER TECH I | IT | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| DIGITAL RECORDS TECHNICIAN | POLICE | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| FACILITIES MAINTENANCE SUPERVISOR | ADM-FACILITIES | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| FIRE ENGINEER | FIRE | 2808 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| GIS SPECIALIST | IT | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| INDUSTRIAL PRETREATMENT COORDINATOR | WATER-SP | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| ITS SPECIALIST | ENG-TOC | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| LANDSCAPE MAINTENANCE SUPERVISOR | STREET | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| LEAD FLEET MAINTENANCE TECHNICIAN | STREET-FM | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| MASTER PATROL OFFICER/DETECTIVE | POLICE | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| NETWORK TECHNICIAN I | IT | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| OFFICE MANAGER | VARIOUS | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| PAYROLL SPECIALIST | FINANCE | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| PLANNER | PLANNING | EX | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| PLANS EXAMINER I | BNS | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| PROCUREMENT OFFICER II | PURCHASING | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| RECORDS SUPERVISOR | POLICE | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| RESEARCH & PLANNING SPECIALIST | PARKS | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| ROAD INSPECTOR | STREET | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| SENIOR FLEET MAINTENANCE TECHNICIAN | STREET-FM | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| SOCIAL & DIGITAL MEDIA PRODUCER | ADM-COMM | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| SR. A/P SPECIALIST | FINANCE | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| STORM WATER INSPECTOR | STMWTR - ST | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| STORM WATER SUPERVISOR | STMWTR - ST | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| STREET SUPERVISOR | STMWTR - ST | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| TECHNICAL SUPPORT SPECIALIST II | ENG | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| TECHNICAL SUPPORT SPECIALIST II | PLANNING | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| TRAFFIC SIGNAL TECH II | STREET-TRAFFIC | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN | STREET-TRAFFIC | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| TRAFFIC STRIPING & SIGN SUPERVISOR | STREET-TRAFFIC | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| TRANSFER STATION MANAGER | SANITATION & ENV SERV. | EX | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| UTILITIES CREW CHIEF | WATER-WD | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| UTILITY INSPECTOR | WATER-WA | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| WATER QUALITY SPECIALIST I | ENG - STMWTR | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |



Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

| JOB TITLE | DEPT | Pay GRADE | 2018/2019 PAY RANGE | | | |
|---|------------------------|-----------|---------------------|--|-----------|-----------|
| | | | Min | Mid | Max | |
| WATER/WASTEWATER CONST. SUPERVISOR | WATER-WD | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| ZONING ENFORCEMENT PLANNER | BNS | 2080 | F | \$ 48,703 | \$ 57,298 | \$ 68,758 |
| A/P SPECIALIST | FINANCE | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| ADMINISTRATIVE TECHNICAL ASSISTANT | IT | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| ATHLETIC CREW CHIEF | PARKS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| BACKFLOW INSPECTOR | WATER-WD | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| BENEFITS SPECIALIST | HR | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| BUILDING INSPECTOR I | BNS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| COMPOST FACILITY MANAGER | STREET | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| DEPUTY ASSISTANT CITY RECORDER | ADM | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| ENGINEERING ASSOCIATE I | ENG | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| EXECUTIVE ASSISTANT | ADM | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| FACILITIES CREW CHIEF | PARKS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| FIREFIGHTER | FIRE | 2808 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| GPS/GIS TECHNICIAN | IT | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| GROUNDS TURF CREW CHIEF | PARKS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| INFRARED SYSTEM TECHNICIAN | STREET | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| IT HELP DESK ADMINISTRATOR | IT | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| IT TECHNICIAN | IT | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| LANDSCAPE CREW CHIEF | PARKS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| LANDSCAPE MAINTENANCE CREW CHIEF | STREET | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| LEAD BILLING/COLLECTIONS TECHNICIAN | REV-MGMT | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| LEGAL ASSISTANT | LEGAL | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| MAINTENANCE CREW CHIEF | PARKS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| MAINTENANCE TECHNICIAN | WATER-SP | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| MANAGEMENT FELLOW | ADM | EX | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| MECHANIC | STREET-FM | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| NEIGHBORHOOD RESOURCES COORDINATOR | BNS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| POLICE OFFICER | POLICE | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| PROCUREMENT OFFICER I | PURCHASING | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| SAN & ENV SERV CREW SUPERVISOR | SANITATION & ENV SERV. | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| SIGN PRODUCTION SPEC | STREET-TRAFFIC | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| SR. COMMUNICATIONS OFFICER | POLICE | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| STREET CREW CHIEF (General) | STREET | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| TECHNICAL SUPPORT SPECIALIST I | VARIOUS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| TOC OPERATOR | ENG-TOC | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| TRAFFIC SIGNAL TECH I | STREET-TRAFFIC | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| TURF SPECIALIST II | PARKS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| TV TRUCK SEWER INSPECTOR | WATER-SC | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| WASTEWATER OPERATOR SENIOR | WATER-SP | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| WATER OPERATOR SR | WATER-WP | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| WATER & WASTEWATER INFRASTRUCTURE ASSESSMENT TECHNICIAN | WATER-WC | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| ZONING ENFORCEMENT OFFICER | BNS | 2080 | E | \$ 43,291 | \$ 50,931 | \$ 61,117 |
| ADMINISTRATIVE ASSISTANT | POLICE | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| ADMINISTRATIVE ASSISTANT | VARIOUS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| ATHLETIC WORKER II | PARKS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| BILLING/COLLECTIONS TECH | REV-MGT | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| COMMUNICATIONS OFFICER | POLICE | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| COMMUNICATIONS SUPPORT COORDINATOR | POLICE | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| CUSTOMER SERVICE TECHNICIAN | SANITATION & ENV SERV. | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| DEPUTY COURT CLERK II | COURT | 1950 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| DEPUTY COURT CLERK AND REVENUE MANAGEMENT CASHIER | REV-MGT | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| DIGITAL MEDIA SPECIALIST PART-TIME | ADM-COMM | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| EQUIPMENT OPERATOR | VARIOUS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| EVIDENCE AND PROPERTY TECHNICIAN | POLICE | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| FINANCIAL TECHNICIAN I | REV-MGT | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| FIRE CADET | FIRE | 2808 | D | \$19.25 at hire, then to \$42,016 after probation. | | |
| GENERAL SERVICES TECHNICIAN | FIRE | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| INVENTORY SPECIALIST | PARKS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| INVENTORY SPECIALIST | VARIOUS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| LANDSCAPE MAINTENANCE WORKER SR | STREET | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| PARKS MAINTENANCE WORKER | PARKS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| PERMIT TECHNICIAN | BNS/PLANNING | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |



Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

| JOB TITLE | DEPT | Pay GRADE | 2018/2019 PAY RANGE | | | |
|--|------------------------|-----------|---------------------|--|-----------|-----------|
| | | | Min | Mid | Max | |
| POLICE OFFICER TRAINEE | POLICE | 2080 | D | \$21.15 at hire (NPC), \$22.84 at hire (PC), then \$24 | | |
| PROGRAM SPECIALIST | PARKS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| PURCHASING TECHNICIAN | PURCHASING | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| SENIOR RECORDS TECHNICIAN | POLICE | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| SAN & ENV SERV DRIVER/EQUIP OPERATOR | SANITATION & ENV SERV. | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| SEWER EQUIPMENT TECH | WATER-SC | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| STRIPING TECHNICIAN | STREET-TRAFFIC | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| TURF SPECIALIST I | PARKS | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| UTILITIES LOCATOR | WATER-WD | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| WASTEWATER OPERATOR | WATER-SP | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| WATER OPERATOR | WATER-WP | 2080 | D | \$ 38,481 | \$ 45,272 | \$ 54,326 |
| ----- | | | | | | |
| ATHLETIC WORKER I | PARKS | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| DEPUTY COURT CLERK I | COURT | 1950 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| FACILITIES MAINTENANCE WORKER | ADM-FACILITIES/SW | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| HHW DROP OFF SITE ATTENDANT | SANITATION & ENV SERV. | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| MAINTENANCE WORKER SR. | STREET | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| METER READER SENIOR | WATER-WB | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| RECORDING SECRETARY-BOMA | ADM | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| RECORDS TECHNICIAN | POLICE | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| SAN & ENV SERVICES DISPATCHER | SANITATION & ENV SERV. | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| SCALE OPERATOR | SANITATION & ENV SERV. | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| COURT SECURITY/PARKING ENFORCEMENT OFFICER | REV-MGMT | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| PARKING ENFORCEMENT OFFICER | POLICE | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| TREE WORKER | PARKS | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| UTILITY SERVICE WORKER | WATER-WD | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| VIDEO PRODUCTION ASSISTANT (PT) | ADM-COMM | 2080 | C | \$ 34,205 | \$ 40,241 | \$ 48,289 |
| ----- | | | | | | |
| ADMINISTRATIVE SECRETARY | VARIOUS | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| CASHIER (PT) | REV-MGT | Varies | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| CUSTODIAN | ADM-FACILITIES | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| DROP OFF SITE ATTENDANT | SANITATION & ENV SERV. | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| FACILITIES OPERATIONS WORKER | PARKS | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| FACILITIES WORKER | PARKS | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| GROUNDS WORKER | PARKS | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| LANDSCAPING WORKER | PARKS | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| MAINTENANCE WORKER (General) | STREET | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| METER READER | WATER-WB | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| SAN & ENV SERVICES WORKER | SANITATION & ENV SERV. | 2080 | B | \$ 30,405 | \$ 35,770 | \$ 42,924 |
| ----- | | | | | | |
| SCHOOL PATROL | POLICE | Varies | A | \$ 27,027 | \$ 31,796 | \$ 38,155 |



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – FranklinForward Strategic Plan

***Note:** These materials form the original baselines and goals of the City’s Strategic Plan. Revisions have occurred and are reflected within performance measures within departmental budgets. This appendix should be considered historical reference.

FranklinForward

Vision for 2033

Objectives for Developing a Strategic Plan

<https://performance.franklinton.gov>



FUNDAMENTALS

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

THEMES



A Safe Clean and Livable City

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

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

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

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

- Goal: Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

- Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.
- Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.
 - Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)
 - Baseline: The current number of days to respond and resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
 - Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

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

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



City of Franklin, Tennessee **FY 2022 Operating Budget**

Appendix K – Franklin*Forward*. Strategic Plan

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

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
 - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a “Smarter City” by the Natural Resources Defense Council for sustainability (the first in Tennessee).
 - Baseline: To review the criteria for becoming a “Smarter City” and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>
- Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.
 - Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
 - Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).
- Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.
 - Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Franklin will be a leader in residential recycling efforts.

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *Franklin Forward*: Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.



An Effective and Fiscally Sound City Government Providing High Quality Service

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

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

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

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

- Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.
 - Goal: To attract talented workers, the City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.
 - Baseline: 2012 average salary is 92.1% of target market index.
 - Goal: To actively recruit and retain a workforce representative of the community.
 - Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.
- Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.
 - Goal: To have a safe and healthy workplace.
 - Baseline: 21 Franklin employees had accidents in FY 2013.
 - Baseline: Number of lost work days by employees in FY2013. [Need data.]
 - Goal: To have effective training and development objectives within every employee's work plan
 - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
 - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
 - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]





City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – Franklin *Forward*: Strategic Plan

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

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

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

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

- Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.
 - Goal: To have 90% or better of citizens who consider Franklin’s quality of life to be excellent/good.
 - Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.
 - Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.
 - Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.
 - Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.
 - Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

- Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.
 - Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.
 - Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

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

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

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

- To reduce citizen perception of traffic congestion in Franklin
 - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
 - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.
 - Goal: To increase the Walkability Index Score for Franklin.
 - Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in [walkfriendly.org](http://www.walkfriendly.org).
<http://www.walkfriendly.org/communities/community.cfm?ID=70> and <http://www.walkscore.com/TN/Franklin>
 - Goal: To become a more bicycle friendly community.
 - Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

- To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services
 - Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.
 - Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)
 - Goal: To increase the number of riders using the Franklin Transit Authority.
 - Baseline: 52,034 riders in 2009 (Last data available on Nashville MPO site).
 - Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.
 - Baseline: [none: need data point related to air quality].

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

- Goal: To improve ranking as one of the 100 Best Places to live in the United States.
 - Baseline: Ranked of 52 (CNN Money Magazine, 2012).
- Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.
 - Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)
- Goal: To improve ranking as one of the top business-friendly cities in Tennessee.
 - Baseline: Ranked as 2nd in Tennessee (Beacon Center for Tennessee, 2012).
- Goal: To remain one of the top rated healthy cities in Tennessee.
 - Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)
- Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).
 - Baseline: 11.28 acres per 1,000 citizens (Parks Department).
- Goal: To remain below the national Cost of Living Index of 100.
 - Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).
- Goal: Maintain status as a Tree City U.S.A.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

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



Sustainable Growth and Economic Prosperity

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

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

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

- Goal: To increase the assessed valuation per square mile for land in City of Franklin
 - Baseline: Current assessed valuation per square mile is \$77,787,427 (Based on 41.28 sq. miles and property assessed value of 2012 of \$3,211,064,976. Finance Department)

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

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

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

- Encourage job growth and retention within the city.
 - Goal: To increase the number of jobs in the city over the previous year.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

- Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].
- Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.
 - Baseline: Franklin’s unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).
- Encourage expansion and retention of business opportunities in the City of Franklin.
 - Goal: To increase the net number of business licenses within the city over the previous year.
 - Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
 - Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).
 - Goal: To increase the number of small businesses over the previous year.
 - Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)
 - Goal: To increase the number of businesses with more than 100 employees over the previous year.
 - Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).
 - Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.
 - Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).
 - Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.
 - Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022 Operating Budget

APPENDICIES: Reference

Under this section is:

- **Reference Information**
 - **Appendix L - Expenditure Classifications**
 - **Appendix M - Additional Demographic & Economic Information**
 - **Appendix N - Glossary of Terms**



City of Franklin, Tennessee
FY 2022 Operating Budget

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City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix L – Chart of Account Definitions

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. The following classifications are an abbreviated list of the City’s complete Chart of Accounts. Further detail is available from the City’s Finance Office. These categories provide definitions of the classifications used within departmental and divisional budgets within each fund.

The classifications budgeted under Personnel are:

- 81100 SALARIES & WAGES**
Amounts paid to both permanent and temporary City employees, including personnel substituting for those in permanent positions. This category includes gross salary for personal services rendered while on the payroll of the City.

- 81200 OFFICIALS FEES**
Amounts paid to the Board of Mayor and Aldermen, City judge, and officials of commissions and other boards.

- 81400 EMPLOYEE BENEFITS**
Amounts paid by the City on behalf of employees; these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, although not paid directly to employees, are part of the cost of personal services.

The classifications budgeted under Operations are:

- 82100 TRANSPORTATION CHARGES**
Charges for transport services needed for City operations

- 82200 OPERATING SERVICES**
Services necessary for the ongoing operations of the City.

- 82300 NOTICES, SUBSCRIPTIONS, PUBLICITY**
Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.

- 82400 UTILITIES**
Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix L – Chart of Account Definitions

- 82500 CONTRACTUAL SERVICES**
Amounts paid for services rendered by organizations or personnel not on the payroll of the City. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.
- 82600 REPAIR & MAINTENANCE SERVICES**
Expenditures for repair and Maintenance services not provided directly by City personnel.
- 82700 EMPLOYEE PROGRAMS**
Primarily administered by Human Resources, these are programs established for employee development.
- 82800 PROFESSIONAL DEVELOPMENT / TRAVEL**
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.
- 83100 OFFICE SUPPLIES**
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.
- 83200 OPERATING SUPPLIES**
Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.
- 83300 FUEL & MILEAGE (NON-TRAVEL)**
Costs of operating vehicles on duty.
- 83400 SUPPLIES PURCHASED FOR RESALE**
Supplies purchased for use in providing City services.
- 83500 EQUIPMENT (<\$25,000)**
Equipment used with an item cost under \$25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.
- 83600 REPAIR & MAINTENANCE PARTS & SUPPLIES**
Expenditures for supplies for repair and maintenance services provided directly by City personnel.
- 84000 OPERATIONAL UNITS**
Costs incurred by departments for specific operational units or activities.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix L – Chart of Account Definitions

- 85100 PROPERTY & LIABILITY COSTS**
Property and liability costs.

- 85200 RENTALS**
Costs for renting or leasing land, buildings, equipment, and vehicles.

- 85300 PERMITS & FEES**
Costs incurred by City for necessary permits and fees.

- 85500 FINANCIAL FEES**
Costs incurred related to financial operations.

- 85900 OTHER BUSINESS EXPENSES**
Business-related expenditures not classified elsewhere.

- 86000 DEBT SERVICE**
Costs incurred by City for outstanding debt.

- 87000 APPROPRIATIONS**
Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.

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

- 88000 TRANSFERS TO OTHER FUNDS**
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.

The expenditure classifications budgeted under Capital are:

- 89100 LAND**
This includes cost for land and easements acquired for Capital projects.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix L – Chart of Account Definitions

- 89200 BUILDINGS**
Includes costs for buildings acquired, building design & construction and various building improvements greater than \$25,000 that adds new capacity to a existing building or extends the estimated useful life of an existing building.
- 89300 IMPROVEMENTS**
Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)
- 89400 INFRASTRUCTURE**
Includes costs of improving drainage, streets, adding, improving, and replacing curb and gutter, adding or improving gateway enhancement and streetscape, improving bridges and tunnels, adding or improving sidewalks, acquiring and installing traffic signals and installing or improving streetlights.
- 89500 EQUIPMENT (>\$25,000)**
Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix M – Additional Demographic & Economic Information

The following tables provide additional detail about the City’s finance, economic standing and overall demographics. Information is taken from the 2020 Annual Comprehensive Financial Report (ACFR).

City of Franklin, Tennessee Revenue Capacity Information - Local Sales Tax Collections

| FISCAL YEAR | Estimate of Taxable Sales to Local Sales Tax | Local Sales Tax Rate (City & County) | | Total Local Sales Tax Collected | Less: County Portion (1/2 of tax) | Less: County Admin Fee (1% of City's 1/2 of tax) | Local Sales Tax Received by City | Percent of General Fund Revenue |
|-------------|--|--------------------------------------|--------|---------------------------------|-----------------------------------|--|----------------------------------|---------------------------------|
| | | Williamson | County | | | | | |
| 2020 | \$ 3,183,243,914 | 2.75% | | \$ 71,622,988 | \$ (35,811,494) | \$ (358,115) | \$ 35,453,379 | 50.7% |
| 2019 | 3,247,423,397 | 2.75% | | 73,067,026 | (36,533,513) | (365,335) | 36,168,178 | 49.7% |
| 2018 | 3,066,394,800 | 2.75% | | 68,993,883 | (34,496,941) | (344,969) | 34,151,972 | 49.4% |
| 2017 | 2,935,512,368 | 2.25% | | 66,049,028 | (33,024,514) | (330,245) | 32,694,269 | 49.1% |
| 2016 | 2,811,166,510 | 2.25% | | 63,251,246 | (31,625,623) | (316,256) | 31,309,367 | 49.3% |
| 2015 | 2,598,787,340 | 2.25% | | 58,472,715 | (29,236,358) | (292,364) | 28,943,994 | 50.4% |
| 2014 | 2,447,114,882 | 2.25% | | 55,060,085 | (27,530,042) | (275,300) | 27,254,742 | 47.9% |
| 2013 | 2,334,072,548 | 2.25% | | 52,516,632 | (26,238,316) | (262,583) | 25,995,733 | 49.4% |
| 2012 | 2,172,607,228 | 2.25% | | 48,883,663 | (24,441,831) | (244,418) | 24,197,413 | 47.5% |
| 2011 | 2,040,014,905 | 2.25% | | 45,900,335 | (22,950,168) | (229,502) | 22,720,666 | 44.8% |

Tennessee Code Annotated Section 67-6-702 authorizes the levy of a local option sales tax. The tax is applied only to the first \$1,600 of any single article of personal property. In February 2018, the voters of Williamson County approved by referendum an increase in the local option sales tax rate from 2.25% to 2.75%, which is the maximum rate authorized by state law. The new rate became effective, April 1, 2018. The City of Franklin entered into an intergovernmental agreement with Williamson County through which the City's additional revenues, generated under the new tax rate (0.50%) will remain with the County for the purposes of funding County School debt service for a period of 3 years beginning April 1, 2018.

The City receives 1/2 of the 2.25% rate collected within the City. Williamson County receives the other 1/2, plus an administrative fee of 1% of the City's 1/2 of the tax.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Revenue Capacity Information - Assessed Value and Estimated Actual Value of Taxable Property

| FISCAL YEAR | Real Property Assessment | | | Personal Property Assessment | | | Public Utility Assessment | | | Total Taxable Assessed Value | Estimated Actual Taxable Value | Taxable Assessed Value as a Percentage of Estimated Actual Value | Total Direct Rate |
|-------------|-----------------------------|----------------------------------|----------------------------------|------------------------------|------------------|------------------|---------------------------|------------------|---------------------------|------------------------------|--------------------------------|--|-------------------|
| | Residential & Farm Property | Industrial & Commercial Property | Industrial & Commercial Property | Intangible Property | State Assessment | Local Assessment | State Assessment | Local Assessment | Public Utility Assessment | | | | |
| 2020 | \$ 2,383,370,565 | \$ 2,611,168,485 | \$ 195,053,443 | \$ 106,128 | \$ 64,804,129 | \$ - | \$ - | \$ - | \$ - | \$ 5,254,702,750 | \$ 18,920,390,435 | 27.77% | 0.4176 |
| 2019 | 2,307,323,295 | 2,485,463,471 | 190,862,365 | 110,259 | 64,399,468 | - | - | - | - | 5,048,138,858 | 18,208,229,470 | 27.72% | 0.4176 |
| 2018 | 2,225,948,965 | 2,394,850,296 | 196,029,038 | 127,836 | 66,131,091 | - | - | - | - | 4,883,087,226 | 15,696,174,389 | 31.11% | 0.4176 |
| 2017 | 2,124,725,620 | 2,290,475,081 | 164,777,885 | 115,036 | 68,350,538 | - | - | - | - | 4,648,444,160 | 14,931,225,106 | 31.13% | 0.4176 |
| 2016 | 1,686,264,015 | 1,675,073,222 | 157,978,412 | 84,526 | 57,576,973 | - | - | - | - | 3,576,977,148 | 11,591,451,146 | 30.86% | 0.4065 |
| 2015 | 1,628,904,915 | 1,586,837,868 | 163,708,320 | 53,322 | 60,066,953 | 471,130 | - | - | - | 3,440,062,708 | 11,413,859,405 | 30.14% | 0.4065 |
| 2014 | 1,572,195,410 | 1,549,098,572 | 156,642,888 | 69,209 | 55,553,796 | - | - | - | - | 3,333,559,875 | 11,065,624,425 | 30.13% | 0.3765 |
| 2013 | 1,523,744,360 | 1,487,649,998 | 148,889,463 | 1,275,280 | 56,228,260 | - | - | - | - | 3,217,787,361 | 10,442,405,019 | 30.81% | 0.3765 |
| 2012 | 1,492,455,650 | 1,477,904,852 | 152,009,171 | 915,060 | 54,282,799 | 471,130 | - | - | - | 3,178,038,662 | 10,298,785,436 | 30.86% | 0.3765 |
| 2011 | 1,396,203,808 | 1,171,557,561 | 148,428,180 | 531,997 | 52,470,801 | - | - | - | - | 2,769,192,347 | 9,963,638,570 | 27.79% | 0.4340 |

Source: Tax Aggregate Report of Tennessee

Note: Property of the City is reappraised periodically. Tax rates are per \$100 of assessed value.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Revenue Capacity Information - Principal Property Taxpayers, Current Year and Ten Years Ago

| <u>Taxpayer</u> | <u>2011</u> | | <u>2020</u> | |
|---------------------------------------|-------------------------------------|---|-------------------------------------|---|
| | <u>Assessed</u> <u>Valuation</u> | <u>Percent of</u> <u>Total</u> <u>Valuation</u> | <u>Assessed</u> <u>Valuation</u> | <u>Percent of</u> <u>Total</u> <u>Valuation</u> |
| <u>Real and Personal Property Tax</u> | | | | |
| Highwoods Properties | | | \$ 125,899,200 | 2.40% |
| Galleria Associates (CBL Assoc.) | 50,087,120 | 1.81% | 94,040,760 | 1.79% |
| IMT | | | 86,490,800 | 1.65% |
| Boyle Investments | | | 85,620,720 | 1.63% |
| Middle Tennessee Electric | | | 69,865,392 | 1.33% |
| Hall Emery | | | 68,235,600 | 1.30% |
| Stock Bridge Capital | | | 61,254,800 | 1.17% |
| Chartwell Hospitality | | | 58,128,900 | 1.11% |
| KBS | | | 44,775,800 | 0.85% |
| LCFRE Carothers | | | 40,618,700 | 0.77% |
| HRLP Cool Springs LLC | 27,141,960 | 0.98% | | |
| Carothers Office ACQ LLC | 26,064,120 | 0.94% | | |
| Wyndchase, LLC | 20,000,000 | 0.72% | | |
| Landings F C LP | 19,022,465 | 0.69% | | |
| Crescent Resources | 18,614,722 | 0.67% | | |
| Williamson Farmers Co-Op | 16,581,002 | 0.60% | | |
| Boyle Cool Springs Joint Venture | 15,194,640 | 0.55% | | |
| Alara Franklin Corp | 13,862,320 | 0.50% | | |
| Franklin Cool Springs Corp | 13,711,402 | 0.50% | | |
| Totals | \$ 220,279,751 | 7.96% | \$ 734,930,672 | 14.00% |

* Total assessed valuation in 2011 (tax year 2010) was \$2,769,192,347.

** Total assessed valuation in 2020 (tax year 2019) is \$5,254,702,750.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix M – Additional Demographic & Economic Information

| Employer | 2011 | | | | 2020** | | | |
|---------------------------------|---------------|------|-------------------|---------------------|---------------|------|-----------------|---------------------|
| | Employees * | Rank | County Employment | Percentage of Total | Employees ** | Rank | City Employment | Percentage of Total |
| | | | | | | | | |
| Community Health Systems | 1,800 | 2 | 3,46% | | 2,378 | 1 | 5,75% | |
| Fresenius Medical Care | | | | | 2,020 | 2 | 4,88% | |
| HCA Healthcare, Inc. | | | | | 2,002 | 3 | 4,84% | |
| Williamson Medical Center | 1,300 | 3 | 2,50% | | 1,896 | 4 | 4,58% | |
| Optum | | | | | 1,600 | 5 | 3,87% | |
| Nissan North America | 1,300 | 4 | 2,50% | | 1,550 | 6 | 3,75% | |
| Cigna | | | | | 1,500 | 7 | 3,63% | |
| Paralon Business Solutions, LLC | | | | | 1,100 | 8 | 2,66% | |
| Mars Petcare | 680 | 8 | 1,31% | | 1,000 | 9 | 2,42% | |
| Ramsey Solutions | | | | | 902 | 10 | 2,18% | |
| Lee Company | 520 | 10 | 1,00% | | | | | |
| Cool Spring Galleria | 3,500 | 1 | 6,73% | | | | | |
| Verizon Wireless | 1,000 | 5 | 1,92% | | | | | |
| ADM Healthcare | 815 | 6 | 1,57% | | | | | |
| Healthways | 800 | 7 | 1,54% | | | | | |
| Progeny Marketing Innovations | 550 | 9 | 1,06% | | | | | |
| Total | 12,265 | | 23,59% | | 15,948 | | 38,56% | |

* City's 2011 Comprehensive Annual Financial Report. Prior to 2013, the CAFR represented Franklin employers by county statistics.
 ** Number of employees (job counts) were provided by Williamson, Inc. and were based on information available at the time of data capture.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Debt Capacity Information - Direct and Overlapping Governmental Activities Debt

| Jurisdiction | Debt Outstanding | Percentage Applicable to City | Estimated Share of Overlapping Debt |
|---|------------------|-------------------------------|-------------------------------------|
| Williamson County | \$ 804,180,000 | 40.05% * | \$ 322,074,090 |
| Franklin Special School District | 53,176,125 | 100.00% ** | 53,176,125 |
| Subtotal, overlapping debt | | | 375,250,215 |
| City of Franklin direct debt of governmental activities | | | 245,634,639 *** |
| Total direct and overlapping debt | | | \$ 620,884,854 |

* Based upon Assessed Value of Property in:

| | |
|--------|-------------------|
| County | \$ 13,121,341,627 |
| City | \$ 5,254,702,750 |

** All of the Special School District is located within the City of Franklin. Amount shown includes a bond total of \$52,275,000 and a Note Payable total of \$901,125.

*** This amount includes unamortized premiums.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Schedule of Utility Major Customers - Unaudited

The following table presents information on the ten largest customers of the System during the fiscal year ended June 30, 2020, ranked according to consumption and billings.

| Customer | TOP TEN WATER CUSTOMERS | | | |
|--|------------------------------------|---------------------------|-------------------|---------------------------|
| | Gallons of Water Purchased (1,000) | % of Total Water Consumed | Revenue | % of Total Water Revenues |
| Franklin Estates (Residential) | 26,812 | 1.85% | \$ 171,833 | 1.61% |
| Williamson Medical (Hospital) | 19,668 | 1.36% | \$ 136,562 | 1.28% |
| Viera Holdings LLC (Residential) | 17,321 | 1.18% | \$ 135,206 | 1.26% |
| Carrington Hills (Residential) | 16,228 | 1.12% | \$ 111,189 | 1.04% |
| Franklin Housing Authority (Residential) | 12,505 | 0.87% | \$ 68,029 | 0.64% |
| Williamson County Jail | 12,225 | 0.84% | \$ 84,653 | 0.79% |
| Prescott Place (Residential) | 10,942 | 0.76% | \$ 75,071 | 0.70% |
| IMI Tennessee Inc (Mfg) | 10,531 | 0.73% | \$ 72,938 | 0.68% |
| Apcom Inc. (Mfg) | 9,392 | 0.65% | \$ 65,057 | 0.61% |
| River Oaks Apartments (Residential) | 7,635 | 0.53% | \$ 57,764 | 0.54% |
| TOTAL | 143,259 | 9.89% | \$ 978,302 | 9.15% |

| Customer | TOP TEN WASTEWATER CUSTOMERS | | | |
|---|------------------------------|---------------------------|---------------------|---------------------------|
| | Gallons Billed (1,000) | % of Total Gallons Billed | Revenue | % of Total Sewer Revenues |
| IMT Capital REIT IV LLC (Residential) | 35,342 | 1.40% | \$ 205,154 | 1.01% |
| Star Brentwood LLC (Residential) | 33,108 | 1.31% | \$ 179,013 | 0.88% |
| 100 Gillespie Drive LLC (Residential) | 27,989 | 1.11% | \$ 161,526 | 0.80% |
| Franklin Estates (Residential) | 26,812 | 1.07% | \$ 218,747 | 1.07% |
| Williamson Medical Center (Hospital) | 19,668 | 0.78% | \$ 114,542 | 0.57% |
| Gateway Village (Residential) | 19,148 | 0.76% | \$ 111,145 | 0.55% |
| Carrington Hills (Residential) | 16,228 | 0.64% | \$ 104,384 | 0.51% |
| Cool Springs Galleria (Retail) | 15,777 | 0.62% | \$ 91,089 | 0.45% |
| Mid America Apartments LP (Residential) | 14,084 | 0.56% | \$ 81,634 | 0.40% |
| PB One Aspen Grove LLC (Residential) | 13,601 | 0.54% | \$ 78,752 | 0.39% |
| TOTAL | 221,757 | 8.79% | \$ 1,345,986 | 6.63% |

| Customer | TOP TEN RECLAIMED WATER CUSTOMERS | | | |
|--|------------------------------------|---------------------------|------------------|---------------------------|
| | Gallons of Water Purchased (1,000) | % of Total Water Consumed | Revenue | % of Total Water Revenues |
| Boyle Investment (Business/Res) | 18,699 | 19.52% | \$ 18,028 | 15.15% |
| Rural Plains Partnership (Business) | 15,347 | 16.03% | \$ 15,697 | 13.19% |
| City of Franklin Parks | 12,880 | 13.45% | \$ 12,496 | 10.50% |
| Berry Farms (Business/Residential) | 5,860 | 6.11% | \$ 6,547 | 5.51% |
| Ramsey Solutions (Business) | 5,512 | 5.76% | \$ 15,033 | 12.63% |
| Battle Ground Academy (School) | 4,385 | 4.58% | \$ 4,355 | 3.66% |
| Carlisle HOA (Residential) | 4,086 | 4.27% | \$ 3,975 | 3.34% |
| Franklin 1st United Methodist (Church) | 3,821 | 3.99% | \$ 3,820 | 3.21% |
| John Deere Landscape (Business) | 3,458 | 3.61% | \$ 3,362 | 2.82% |
| Rizer Point HOA (Residential) | 3,161 | 3.31% | \$ 4,457 | 3.75% |
| TOTAL | 77,209 | 80.63% | \$ 87,770 | 73.76% |

Note 1: For some customers with multiple meters, gallons purchased and revenue from all meters has been included in the lists shown above.



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix N – Glossary

ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR): Issued at the end of a fiscal year, it includes comparisons to the budgeted amounts in the general and special revenue funds to ensure compliance with the legally adopted budget. The ACFR is prepared in accordance with GAAP (Generally Accepted Accounting Principles), the accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

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

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

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

ASSESSED VALUE: A value established for real and personal property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced.

BOND: A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

BOND PROCEEDS: Resources derived from issuance of bonds for specific purposes.

BOND RATING: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. The City of Franklin has an Aaa rating from Moody's and Standard & Poor's.

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

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

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

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

BUDGET MESSAGE: A general discussion of the budget which provides the Board of Mayor



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix N – Glossary

and Aldermen and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Administrator.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the Board of Mayor and Aldermen each year.

CAPITAL PROJECT FUND: Used to account for acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions. Although included in the City's annual financial report, this fund is not budgeted.

CAPITAL IMPROVEMENTS PLAN (CIP): Issued separately but in coordination with the budget document, the CIP is the plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five- year period. Generally, projects over \$25,000 are included in the CIP.

CAPITAL: Category of expenditures for capital acquisitions that include:

- (a) land or easements,
- (b) buildings acquired, constructed, or improved,
- (c) parks and recreation facilities,

(d) infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights, and

(e) capital equipment over \$25,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

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

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

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND: Used to account for receipts from CDBG grants and usage of these monies to further community development.

COUNTY FACILITIES TAX FUND: A 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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix N – Glossary

population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012. Funds are to be used for the purpose of providing public facilities.

DEBT SERVICE FUND: Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

DEPARTMENT: A major administrative or operational division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may include activities or divisions which are accounted for in different funds, the Streets Department for example.

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

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

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

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

hours, would be equivalent to .3 of a full-time position.

FUND: A fund is a fiscal and accounting entity with a self-balancing set of accounts. It is also the legal level of budgetary control for the City.

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

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

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

GFOA: Government Finance Officers Association.

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix N – Glossary

LOCAL SALES TAX: This is the City’s most significant revenue source. The local sales tax rate is 2.75%. The City receives 1.375% of the tax amount, less a 1% administrative fee retained by the County, for sales that occur inside the City. Local sales tax applies only to the first \$1,600 of a single article purchase of tangible personal property.

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

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

OPERATIONS: Category of expenditures for ongoing operations that includes:

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

- (l) costs grouped within operations units such as K-9 operations,
- (m) property and liability costs,
- (n) rental costs,
- (o) permits and fees such as those paid to the State,
- (p) financial fees such as banking or investment fees,
- (q) other business expenses,
- (r) debt service,
- (s) appropriations to government and non-profit organizations,
- (t) reimbursements of expenditures, and
- (u) interfund transfers.

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

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

PERSONNEL: Category of expenditures that includes:

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix N – Glossary

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently \$0.4176 per \$100 of assessed valuation.

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

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

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

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

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

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

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

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

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

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

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



City of Franklin, Tennessee

FY 2022 Operating Budget

Appendix N – Glossary

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

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

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

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