



FY2023

**APPROVED
BUDGET**



*Excellence Innovation Teamwork
Integrity Action-Oriented*



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

**Annual Operating &
Capital Equipment Budget
July 1, 2022 - June 30, 2023**

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 83,454 according to the 2020 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

Patrick Baggett

Beverly Burger

Clyde Barnhill

Gabrielle Hanson

Brandy Blanton

Ann Petersen

Matt Brown

Jason Potts

Eric Stuckey, City Administrator

Kristine Brock, Assistant City Administrator of Finance and Administration

Vernon Gerth, Assistant City Administrator of Community Development

Mark Hilty, Assistant City Administrator of Public Works

Lanai 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

Jessica Davey, Revenue & Licensing Manager/City Court Clerk

Kevin Townsel, Human Resources Director

Deborah Faulkner, Police Chief

Jack Tucker, Sanitation & Environmental Services Director

Glenn Johnson, Fire Chief

Michael Walters Young, Budget & Strategic Innovation Manager

Steve Grubb, Streets Director

Brian Wilcox, Purchasing Manager

Katherine Harelson, Management Fellow

Scott Williar, Emergency Management Coordinator

Michelle Hatcher, Water Management Director

Brad Wilson, Project & Facilities Manager

Paul Holzen, Engineering Director/City Engineer

Emily Wright, Planning & Sustainability Director

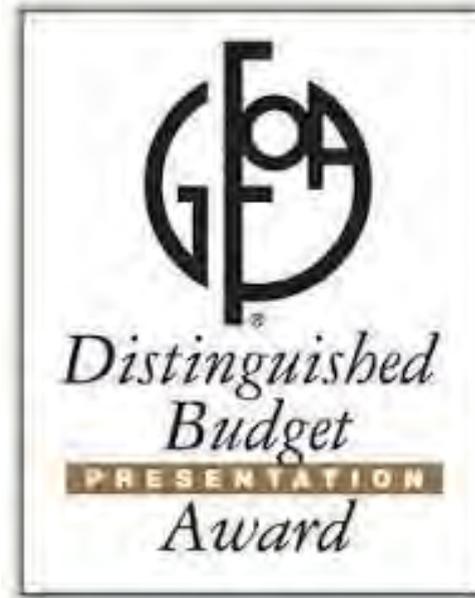
Mike Lowe, Comptroller



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, 2019. 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	xx
Property Tax Ordinance	xxii
Residential Sanitation Rate Ordinance	xxiii
Water & Wastewater Resolution	xxv
BUDGET SUMMARY	
<u>COF Information & Organization</u>	1
Organizational Chart (City-Wide)	2
Structure of City Government	2
Profile of the City	3
Demographic Information	5
Awards & Recognitions	6
<u>Budget Planning</u>	7
Budget Preparation & Philosophy	8
Budgetary Planning Processes	10
FY 2022-23 Budget Goals	11
Basis of Budgeting & Accounting	14
Budget Calendar	14
Economic Outlook	15
<u>Fund Summary</u>	19
Budgeted Funds	20
All Funds Budget Summary	22
All Funds Revenue Summary	23
All Funds Expense Summary	24



City of Franklin, Tennessee

FY 2023 Operating Budget

Table of Contents

Fund Balance Changes	26
Fund Matrix	27
Fund Balance Levels and Reserves	28
General Fund Summary	31
Introduction to the General Fund	32
General Fund Budget Summary	34
General Fund Revenue Summary & Model	35
General Fund Expense Summary (By Department)	49
Local Sales Tax/Property Tax Trends by Fiscal Year	53
Property Tax Rate Summary	54
Long-Range General Fund Forecast (Five-Year)	55
Personnel Changes	59
Pay and Classification Plan	60
Authorized Full-Time Employees	61
Change in Authorized Personnel Positions	62
Debt	63
Debt Capacity & Debt Service Levels	64
Debt Service for FY 2023	65
Statement of Bonded Indebtedness for FY 2023	65
BUDGET DEPARTMENTS	
Governance & Management	67
Elected Officials	69
Administration	73
Human Resources	79
Law	85
Communications	89
Public Safety	95
Police	97
Drug Fund	107
Fire	111
Finance & Administration	121
Finance	123
Purchasing	129
Information Technology	133
Revenue Management	139
Municipal Court	143
Project and Facilities Management	147
Community & Economic Development	151
Building and Neighborhood Services	153
Planning and Sustainability	159
Engineering / Traffic Operations Center (TOC)	169
Economic Development	179



City of Franklin, Tennessee

FY 2023 Operating Budget

Table of Contents

Community Development Block Grant (CDBG) Fund	185
Transit System Fund	189
Public Works	195
Streets Department - Maintenance Division	197
Streets Department - Traffic Division	203
Streets Department - Fleet Maintenance Division	207
Capital Vehicle Fund	213
Stormwater Fund	217
Street Aid & Transportation Fund	227
Road Impact Fund	231
Parks	235
Sanitation & Environmental Services Fund	243
Water & Sewer Fund	255
Other General Fund Expenditures	283
General Expenses	285
Appropriations	289
Interfund Transfers	293
Other Special Funds	297
City Facilities Tax Fund	299
County Facilities Tax Fund	303
Hotel/Motel Tax Fund	307
Debt Service Fund	313
Parkland Dedication Fund	323
APPENDICES	327
Capital	329
Appendix A - Capital Summary	331
Appendix B - Capital Projects Funding FY 2022-2031 & Invest Franklin	333
Appendix C – Impacts of Capital Improvements on FY 2023 Budget	363
Policies	365
Appendix D – General Fund - Fund Balance Policy	367
Appendix E - Debt Management Policy	377
Appendix F - Capital Assets Policy	395
Appendix G - Investments Policy	411
Operating Budget - Supplemental Information	425
Appendix H - FY 2023 General Fund Expenditures By Account	427
Appendix I - FY 2023 Program Enhancement Requests	433
Appendix J - Pay Structure	439
Appendix K - Strategic Plan	441
Reference Information	453
Appendix L - Expenditure Classifications	455
Appendix M - Additional Demographic & Economic Information	459
Appendix N - Glossary of Terms	465

HISTORIC
FRANKLIN
TENNESSEE

May 6, 2022

Mayor Moore, Aldermen, and Citizens of Franklin,

The past two years have brought extraordinary challenges and change to communities across the United States and around the world. A year ago, the City of Franklin focused on how we could emerge as a “Stronger Franklin” in the face of these challenges. I am proud to say our community has emerged stronger and is as vibrant as ever. Investment and job growth reflect Franklin’s remarkable economic vitality. During calendar year 2021, private investment of \$556 million took place, surpassing pre-COVID levels. Also, during 2021, five corporate headquarters announced their move to Franklin and commitment to bring a total investment of over \$30 million and the creation of 1,000 new jobs. Franklin’s unemployment rate of 1.8% for March of 2022 is the lowest in the state of Tennessee. Significant infrastructure investment continues through the City’s 10-year, \$380 million Capital Investment Plan highlighted by the opening of the Mack Hatcher northwest extension in December 2021. Later this year, we will see the completion of the City’s expanded and upgraded Water Reclamation Facility, the opening of the Franklin Road improvements, the completion of the 96 West Multi-use Trail, and the opening of renovated ballfields in partnership with Franklin Special School District.

Franklin’s unique blend of rich history and dynamic investment truly set it apart as one of America’s most desirable cities. For the fourth consecutive year, *Money* magazine ranked Franklin in its top 10 best places to live list (ranked #3) and top-ranked in the state of Tennessee. These statistics and rankings are reflective of both the strength of our local economy and Franklin’s excellent quality of life. Our city is honored to be the community so many are choosing as the place to invest, build a business, raise a family, spend a vacation, and most of all, the place they proudly call “home.”

Despite these successes, significant challenges remain. The community and our nation have recently experienced the highest inflation in over 40 years. The labor market is extremely “tight” and rapidly changing. To retain and attract the best talent to serve our community, the City of Franklin must be nimble and change to meet the needs of today and beyond. 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 meet both challenges and opportunities. 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 will craft a budget and action plan that is both fiscally prudent and consistent in maintaining our commitment to community service.

Budget Overview

The 2022-23 (FY23) General Fund budget is \$94,896,513, which represents an increase of 2% compared to the current \$93,065,290 budget for 2021-22 (FY22). The FY23 budget for all funds is \$207,021,700, which represents an increase of 15.1% compared to FY22. Approximately \$20 million of the budget for all funds is the planned use of cash reserves from various funds to support capital investment projects.

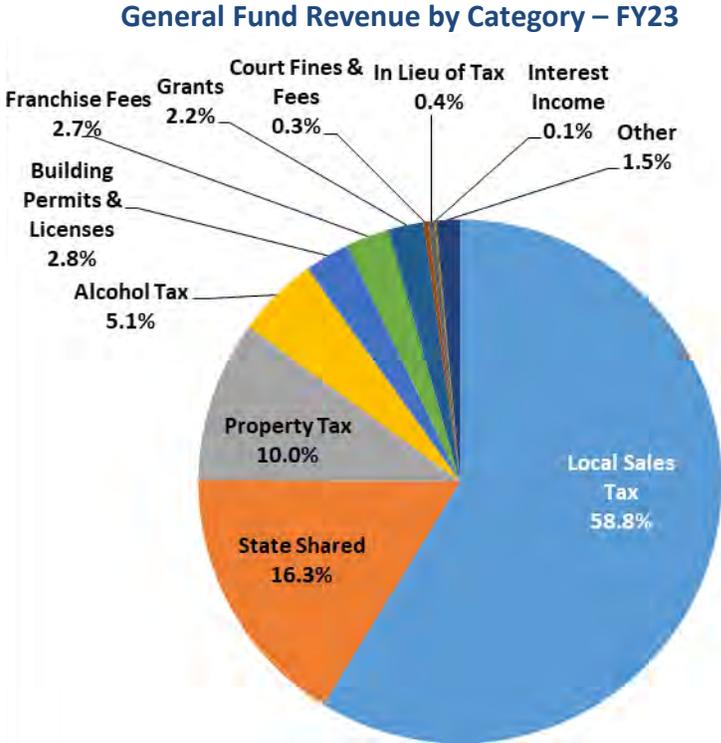
Highlights of the 2022-23 Budget

- 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.
- The City property tax remains unchanged at \$0.3261 per \$100 of assessed valuation. The Invest Franklin dedicated funding for infrastructure/transportation investment and support of City operations remains in place. The City of Franklin continues to maintain one of the lowest municipal property tax rates in the State of Tennessee.
- The budget includes the full implementation of an updated compensation plan for the City. Due to the disruption of the COVID-19 pandemic, this is the first comprehensive update to the City’s compensation plan in five years. City pay grades which were increased by 5% in January of 2022 will be increased an additional 5% in July of 2022. Nearly 70% of City positions are being moved up one or more pay grades with the City’s two lowest paid grades being eliminated and moved up.
- A general pay increase for City team members will be effective the first pay period of July 2022. The budget includes a general pay increase of 5%, an additional performance-based pay increase of up to an additional 2.5%, and an additional \$1,000 pay increase for all employees under \$90,000 in annual salary.
- The budget includes 13 new positions and one “restored” position in the General Fund. The new positions within the General Fund include four new Police Officers, a Fire Information Systems Analyst, a Public Works Analyst, an Information Technology Technician, a Paralegal, a Capital Projects Inspector, a Benefits Generalist, an Organizational Development Specialist, an Assistant Preservation Planner, an Assistant Field Turf Supervisor, and the restoration of a Building Inspector position. In the City’s other operating funds, there are two new positions in the Sanitation Fund and two restored positions in the Water Management Fund.
- Health insurance premiums for City team members are projected to increase by 5% for FY23, the first increase in premiums in two years.
- In FY23, the City will create a separate Capital Vehicle and Equipment Replacement Fund. This approach will provide better, updated vehicles to our team in a more efficient manner.
- Funding is provided for important investments in operating capital (\$3.1 million) including equipment replacements, technology enhancements, and facility improvements.

- The FY23 budget includes a \$1.50 per month increase for residential trash and recycling collection (from \$20.50/month to \$22/month).
- Funding for the update of the Envision Franklin Land Use Plan is included in the FY23 budget.
- 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.

General Fund Overview

Revenues. In total, General Fund revenues for FY23 are projected at \$94.9 million, an increase of 2% over the current FY22 budget of \$93.1 million. The following is a summary of revenue by category.



Sales Tax. The City’s largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 58.8% of total General Fund revenue. The FY23 sales tax budget of \$55.75 million represents a projected increase of 1% compared to the FY22 budget. These numbers do not tell the whole story of sales taxes growth over the past year. The original FY22 budget included a revenue projection for sales tax of \$45.1 million. Over the course of the year, sales tax revenue has grown significantly reaching a revised projection of \$55.2 million. Over the past two fiscal years, the City has experienced significant growth in the base sales tax, 18.5% in FY21 and 31.4% in FY22. This change is attributable to two factors: 1) the City received its share of revenue from a 0.5% increase in Local Option Sales Tax. This increase was approved by voters in 2018 and the City chose to dedicate its half of the sales tax to local schools for the first three years of the tax (\$22.5 million of additional support for public schools was

provided through this three-year commitment); and, 2) there has been substantial growth overall in the sales due to inflationary pressures, economic growth in the community overall, and strong on-line sales tax collection by the state of Tennessee. Consistent with the original plan, half of the revenue from the additional 0.5% Local Sales Tax increase has been dedicated to General Fund operations with the other half dedicated to support the City's capital investment plan (CIP). Overall, the City is assuming a modest 1% growth in sales tax in FY23. This conservative assumption is an added protection against an economic downturn.

State Shared Revenue. The second-largest category of revenue, state shared revenue, accounts for 16.3% of total General Fund revenue and is projected to be \$15.5 million, an increase of 2.2% compared to the FY22 budget of \$15.1 million. This increase is reflective of stronger-than-expected state sales tax receipts.

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 10% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY23 is \$9.5 million, compared to \$8 million budgeted in FY22. The General Fund portion of property tax revenue (\$9.5 million) is the result of the total property tax of \$23.5 million minus \$11.5 million in the Debt Service Fund, \$1.5 million due to the City to repay a loan to service now retired Industrial Development Board debt, and \$1.0 million transferred to the Street Aid Fund. 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 FY23 budget year, these various alcohol taxes are projected to generate \$4.8 million, accounting for 5.1% of General Fund revenue. The projected FY23 revenue is an increase of 2.2% compared to the FY22 budget.

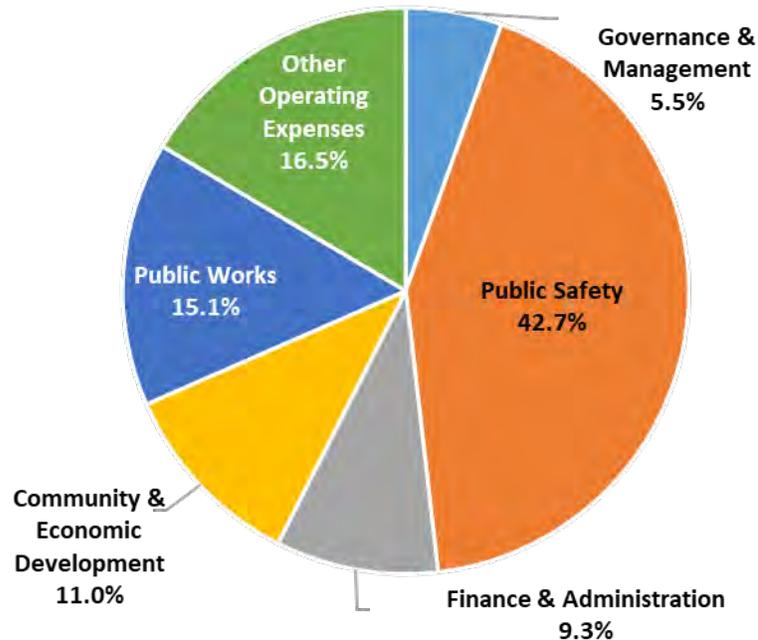
Building Permits and Licenses. The proposed budget incorporates an assumption that the pace of development will remain relatively steady in the coming year. The budget for building permit and license fees revenue is projected at \$2.6 million for FY23, an increase of 3% compared to FY22. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 2.8% of the General Fund revenue.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 2.7% of General Fund revenue. For FY23, \$2.5 million is projected in franchise fees, a modest 1% increase compared to FY22.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant revenue is projected at \$2.1 million in FY23 a reduction of \$1.2 million compared to FY22. Court fines/fees are projected at \$282,072 in FY23. Interest income is projected to grow to \$100,000 in the FY23 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 \$94.9 million for FY23. The following chart displays a summary of expenditure activities within the proposed budget by service area. Public safety remains the largest expenditure in the City’s General Fund, representing 42.7% of the total budget.

General Fund Expenditures by Major Service Area – FY23



Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 72.2% of the City’s General Fund budget. Overall, employment-related costs are projected at \$68.5 million, an 11.4% increase compared to the current budget of \$61.5 million. The primary driver of this increase is the full implementation of the updated City compensation plan.

Salary Adjustment and Compensation Plan implementation. The top priority within the FY23 budget is to implement a comprehensive update of the City’s compensation plan. The City had planned to implement a full update in FY21, but this was delayed over the past two fiscal years due to the uncertainty and upheaval associated with the global pandemic and economic instability. Working with our compensation consultant and City leadership, a full review of the pay plan is now complete including the calculation of market comparable data for every position.

Through the FY23 budget the City will fully implement the updated compensation plan at the start of the new fiscal year (July 1, 2022). The first step to update the compensation plan was taken by the Board in January 2022 with the implementation of a 5% increase in all of the City’s pay grades and a 2.5% pay increase for all City team members. At the time, we recognized this was a “down payment” on adjustments that would be needed to maintain the City’s competitive position in today’s labor market. With the compensation study now complete, FY23 budget will provide for the remaining steps of implementation which include an additional 5% adjustment of the City pay

grades resulting in a total 10% pay grade adjustment when added to the January increase and the movement of positions to appropriate pay grade based on market data identified within the compensation study. Due to changes in the labor market a significant number of the City's positions will be moved up at least one pay grade. Of the City's 275 positions, 187 positions (68%) will increase one or two pay grades impacting 594 of our City team members (79% of full time employees).

The implementation of the new compensation plan includes the following steps:

- Increase all pay grades by an additional 5% effective July 1, 2022 (previously pay grades were moved 5% effective December 26, 2021) and move identified positions into their new pay grades.
- Adjust base pay to the minimum of new/updated pay grades for any team member who are not at the minimum.
- Provide all team members with a 5% cost of living/market pay adjustment.
- Provide up to 2.5% merit-based pay increase based on the most recent performance evaluations.
- Provide a 3% pay adjustment per pay grade for all team members whose pay grade was reclassified through the compensation study. For example, if a team member's pay grade moved one pay grade they would receive an additional 3% pay adjustment. If a team member's pay grade moved two pay grades they would receive an additional 6% pay adjustment.
- All team members whose pay is less than \$90,000 will receive an additional \$1,000 increase to their annual base pay.

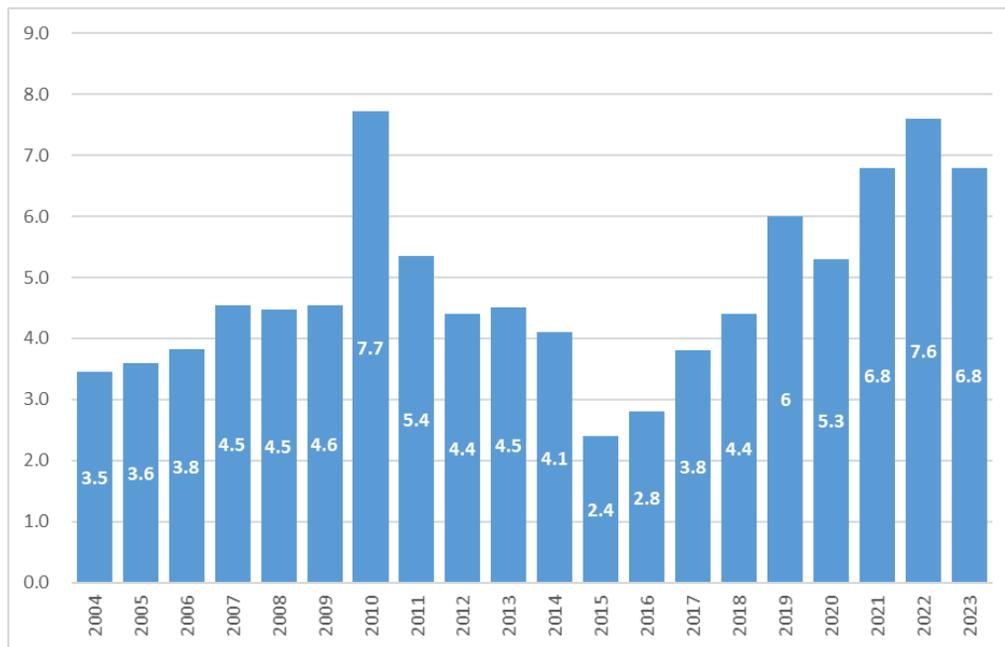
These actions should provide for the implementation of our updated compensation plan by the beginning of FY23. The Compensation Plan will be presented to the Board at their May 24th work session. This timing also coincides with the beginning of the full Board consideration of the FY23 budget.

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. For FY23 the City will contribute \$5.1 million to the "closed" pension program. City employees hired after December 31, 2016, were enrolled into the TCRS system upon hire and are full participants in the system. The City

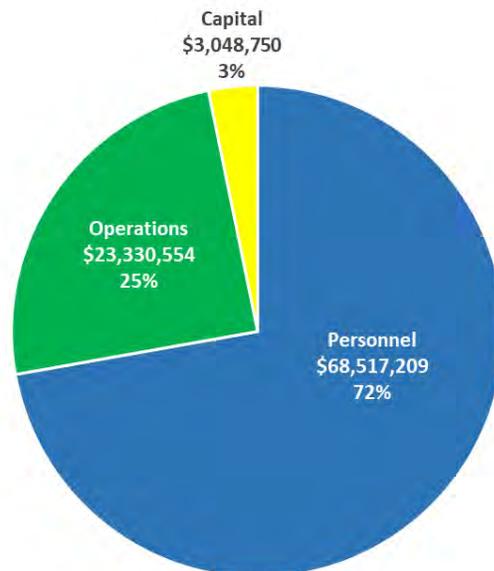
contribution to TCRS for enrollees is 7.22% of salary. Overall, pension expenses for FY23 are projected at approximately 12.2% of total payroll.

Pension and Retirement Contributions – FY 2004-2023



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 increase by 5% in FY23. 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 also increase by 5% in FY23.

General Fund Expenditures by Major Category – FY23



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 24.6% of General Fund expenditures. The FY23 budget amount for operational expenses (inclusive of interfund transfers) is \$23.3 million, a decrease of 20.9% compared to FY22. Net of interfund transfers, operational expenses are actually increasing 7.12% over FY 2022 due to inflationary pressures and enhancements.

Transfers to Other Funds. The General Fund budget includes transfers from the General Fund to other funds to support operations and capital projects. The FY23 budget includes \$6.8 million of transfers to other funds, a decrease of \$7.2 million compared to FY22. This decrease is due to the inclusion of American Rescue funds in the projected General Fund budget in FY22. Given the lack of Federal government guidance a year ago, the City opted to place funds in the General Fund and transfer them out as needed. These funds are now being assigned directly to the appropriate areas of the budget and through budget amendments as the City now has more direct guidance on the permitted uses of American Rescue Plan funds. Transfers fall into two categories. The first are ongoing transfers - \$250,000 from the General Fund to the Street Aid and Transportation Fund in FY23 which funds the “sidewalk gap” projects approved as a part of the Invest Franklin initiative, \$815,364 from the General Fund to the Transit Fund (flat funding compared to FY22), and \$1.4 million for the new Capital Vehicle and Equipment Replacement Fund for the annual replacement of Police vehicles. The second category of transfers include \$4.3 million from the General Fund to the Capital Projects Fund for approved CIP projects. 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.

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 FY23 General Fund budget, capital expenditures are projected at \$3.05 million, an increase of 47.6%. The FY23 capital expenditures include high-priority equipment replacement, including police cruisers (various replacements were deferred as a part of previous budgets and/or were impacted by manufacturing delays) along with software upgrades for payroll, court management, and Fire Department records management. Going forward, the City will be creating a Capital Vehicle and Equipment Replacement Fund. This fund will be “seeded” with \$3.25 million at the end of FY22. Annually, the City’s operating funds will contribute to this fund, which will support the systematic replacement of capital equipment and vehicles.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY23 budget funds these organizations at \$661,028, an increase of \$151,109 compared to the FY22 budget. The City’s contract with Williamson County Animal Center is increasing by \$58,852 for city-wide animal control services. Also, included in this appropriation is a one-time increase of approximately \$20,000 to Sister Cities of Franklin and Williamson

County to support a visit by a delegation from our German sister city, Bad Soden, this fall. The FY23 budget provides a 5% increase to all agencies as a recognition of the inflationary pressures being experienced by all agencies. Two new agencies were added to the recommended funding: One Generation Away, which will be providing a Franklin-based food give-away (\$5,000), and the Toussaint L'Ouverture Cemetery Organization to support basic maintenance and mowing at this National Register historic cemetery (\$32,400).

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 (FY22) with a General Fund reserve of \$70.8 million. With no draw from General Fund reserves planned, this same fund balance is projected for FY23. The reserve level of \$70.8 million represents 74.6% of annual revenue and expenditures at the end of FY23. 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, up to \$26.4 million from reserves could be available for funding capital projects.

Despite the challenges of the past two years, 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 FY23 budget for this fund is \$4.45 million, an increase of 15% compared to FY22. The City was able to transfer an additional \$1 million from the General Fund to assist with pavement preservation efforts. Included in this budget is approximately \$1.1 million from the City's property tax revenue to fund additional neighborhood street resurfacing. In recent years, the City has implemented a more comprehensive pavement preservation program that utilizes various techniques such as pavement rejuvenation and additional sealing along with resurfacing to ensure Franklin's local street network is well maintained.

Sanitation and Environmental Services Fund. The FY23 budget for the City's Sanitation and Environmental Services Fund is \$12.4 million, an increase of 9.3% compared to FY22. The FY23 budget includes the addition of two new positions, the replacement of three side loaders, and the addition of two side loaders (funded by the City Facilities Tax Fund). The FY23 budget

includes a \$1.50 increase in the monthly customer fee from \$20.50 per month to \$22 per month. In January 2020, the Sanitation and Environmental Service (SES) team moved residential recycling from blue bags to roll-out containers. Currently, approximately 15,500 customers (60% of 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 out of the past five fiscal-years (FY19-FY21) there has not been a General Fund subsidy budgeted for the Sanitation Fund. In FY 22, the general fund provided \$515,000 to fund the emergency repair of the transfer station floor. There is no general fund subsidy to the Sanitation Fund anticipated in the FY23 budget.

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 \$6.8 million for FY23, an increase of 49.6% compared to FY22 projections. The FY22 budget includes \$10.7 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 of the City's Road Impact fee structure is planned for FY23. The cost of this study (\$50,000) is included in the FY23 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 FY23 budget includes \$705,560 for purchase of two new side loaders in the Sanitation and Environment Services Department and \$52,000 for a new excavator in the Parks Department. This new equipment will support expanded services to new homes built in Franklin in recent years and to support expanded Parks operations. In total, the City Facilities tax includes \$4.7 million in appropriation for capital investments and new equipment needs driven by growth. The Facilities Fund also includes capital project funding support of \$2 million each toward the Bicentennial Park and the Robinson Lake Dam repair/park project. 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. Over the past five years, the City has used County Facilities Tax funds to support the Enrichment Center (\$500,000 in 2017), redesign the Long Lane/Goose Creek Interchange to improve access to the Williamson County Ag Center (\$100,000 in 2018), design and easement acquisition for the Henpeck Lane Sewer Extension providing sanitary sewer service to Oak View Elementary and Legacy Middle School (\$300,000 in 2018-19), enhanced pedestrian access and traffic management to/from Franklin High School on Hillsboro Road (\$500,000), construction of the Henpeck sewer extension (\$1.285 million in 2019-20), and funding of a new sidewalk in partnership with 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

(\$125,000 in 2021). The FY22 and FY23 budgets have included support for a portion of the 96 West multi-use trail project. Specifically, the funding has been allocated to the portion connecting the Freedom Middle School-Poplar Grove School campus with the Freedom Intermediate-Johnson Elementary School campus. The FY23 budget includes \$600,000 of funding for the trail project.

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The Stormwater Fund budget is \$3.4 million for FY23. The FY22 budget included a 5% increase in Stormwater fees, the first rate increase since the fee was created in 2004. A financial analysis on the fund shows 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 FY23 budget includes expenditures of \$150,000.

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 (or 1%) of the 4% tax to support the Williamson County Convention and Visitors Bureau. Franklin's visitor and tourism industry has experienced a steady recovery from the impact of the COVID-19 pandemic with recent months beginning to meet or exceed pre-COVID activity levels. The FY23 Hotel/Motel Tax Fund budget is \$5.2 million, an increase of 28.3% compared to FY22. These expenditures include support for the Convention and Visitors Bureau (\$936,000), debt service for tourism related projects (\$1.1 million), and direct funding for tourism-related parks projects (approximately \$3 million).

Parkland Dedication Fund. Several years ago, the City created a system through which residential development would contribute to 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 \$8.7 million. In recent years, the Board of Mayor and Aldermen has made amendments to the Parkland Dedication Ordinance with goals to create incentives for developers of residential property to incorporate amenities within their developments and to better align the fee-in-lieu-of structure with the true cost of purchasing and developing new parks. Capacity within the Parkland Dedication Fund has been identified to fund priority initiatives within the Invest Franklin Capital Investment Program. In the FY23 budget, the Parkland Dedication Fund includes \$4.5 million as a transfer to the Capital Project Fund to support three approved capital investment plan projects: \$3.5 million for Liberty Park, \$800,000 for Bicentennial Park and \$200,000 for Thompson Alley Park.

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 FY23 is \$815,364, the same funding level as the FY22 budget. In total, the Transit Fund budget for FY23 is \$4.4 million, an increase of \$1.1 million compared to FY22. This increased expenditure level is attributed to the transit system's use of COVID recovery funding from the Federal government.

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 FY23, funding is recommended to be \$697,000, an decrease of \$79,000 compared to the FY22 budget. Over the past two years, this fund has experienced large infusions of one-time COVID-19 aid for non-profit agencies (over \$700,000 between FY21 and FY22) within the Franklin community. The City continues 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 \$375,000 within the FY23 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 FY23 budget for the Debt Service Fund is \$15.7 million, which is a decrease of \$380,318 (2.4%) compared to FY22. Overall, the debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY23 budget includes \$11.4 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.

Capital Vehicle and Equipment Replacement Fund. As discussed in the general fund summary, the City will be creating a Capital Vehicle Replacement Fund. This fund will be "seeded" with \$3.25 million at the end of FY22. Annually, the City's operating funds will contribute to this fund, which will support the systematic replacement of capital equipment and vehicles. The FY23 budget includes a contribution of \$1.4 million transferred from the City's general fund. The expenditure budget from the Capital Vehicle and Equipment Replacement Fund for FY23 will be \$2.7 million for the purchase of approximately 50 commercial fleet vehicles/equipment and an additional 20 police cruisers.

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 FY23 budget consists of \$17.3 million for water, \$24 million for water reclamation (sanitary sewer), and \$224,124 for reclaimed water. In total, the combined FY23 Water Management budget is \$42.3 million. The FY23 Water Management budget includes restoration of two unfunded position.

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. The FY23 budget includes approved rate adjustments of 3% for water and 4% for wastewater,

which would go into effect on January 1, 2023. This is part of the five-year rate plan approved by the Board in the Fall of 2021.

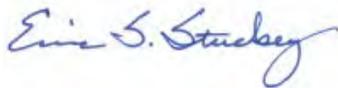
Summary

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. 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); Financial Analyst Angelique Franzoni; Management Fellow Katherine Harelson, Comptroller Mike Lowe; Human Resources Director Kevin Townsel and Human Resources Generalist Delaney Childress; 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. 2022-12

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ADOPTING A BUDGET FOR THE FISCAL YEAR 2022-2023; 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, 2022, 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 2022-2023 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, 2022 – June 30, 2023”

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.

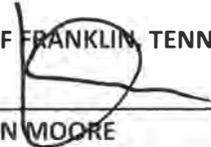
SECTION IV: That the City Administrator is authorized to execute the non-profit funding agreements in accordance to the funding approved as part of this budget.

SECTION V: That this Ordinance shall take effect on July 1, 2022, 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

By: 
Shauna R. Billingsley
City Attorney

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

5/24/2022
6/14/2022
6/14/2022
6/28/2022

ORDINANCE NO. 2022-13

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2022-2023; PROVIDING AN EFFECTIVE DATE

WHEREAS, the City Charter, Article II and Article IX, provides for the assessment, levy and collection of City taxes,

NOW, THEREFORE,

SECTION I: BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the owners of all property, real, personal and mixed, within the corporate limits of the City of Franklin (except such property as shall be exempt by the laws of the State of Tennessee) shall for the fiscal year 2022-2023 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: BE IT FINALLY ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that this ordinance shall take effect from and after its passage on Third and Final Reading, the health, safety and welfare of the citizens of Franklin requiring it.

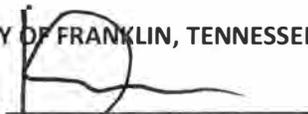
ATTEST:

BY:


ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

BY:


DR. KEN MOORE
Mayor

Approved as to Form:


Shauna R. Billingsley, City Attorney

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

5/24/2022
6/14/2022
6/14/2022
6/28/2022

ORDINANCE 2022-14

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, 2022 has been completed in accordance with state law and local ordinances.

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

SECTION I: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE, that Appendix A, Chapter 17 of the Franklin Municipal Code, subsection entitled "Collection Service Fees" be deleted in its entirety and replaced with the following:

CHAPTER 17. – MUNICIPAL SOLID WASTE DISPOSAL

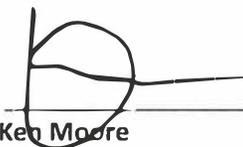
<i>Collection Service Fees</i>	
<u>Residential</u>	
First MSW rollout container	\$22.00 per month (one pick-up/week)
Second and subsequent MSW rollout containers	\$7.50 per month/per container

SECTION II. BE IT FINALLY ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE, that this Ordinance shall take effect for billing cycles beginning July 1, 2022, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

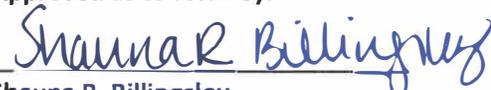
ATTEST:

CITY OF FRANKLIN, TENNESSEE:

By: 
Eric Stuckey
City Administrator

By: 
Dr. Ken Moore
Mayor

Approved as to form by:


Shauna R. Billingsley
City Attorney

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

5/24/2022
6/14/2022
6-14-2022
6/28/2022

RESOLUTION NO. 2022-34

**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
WASTEWATER UTILITY FUND FOR FISCAL YEAR 2022-2023; 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 THAT:

SECTION 1: That the amendment to the Statement of Estimated Revenues and Expenditures for the Water and Sewer Utility Fund, for Fiscal Year 2022-2023, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2022 – June 30, 2023" which is found on pages 255-281 hereto as if set forth herein and is approved and adopted.

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

ADOPTED THIS 14th DAY OF June, 2022.

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: Sauna R. Billingsley
Shauna R. Billingsley
City Attorney



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

Budget Summary

City of Franklin Information & Organization

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



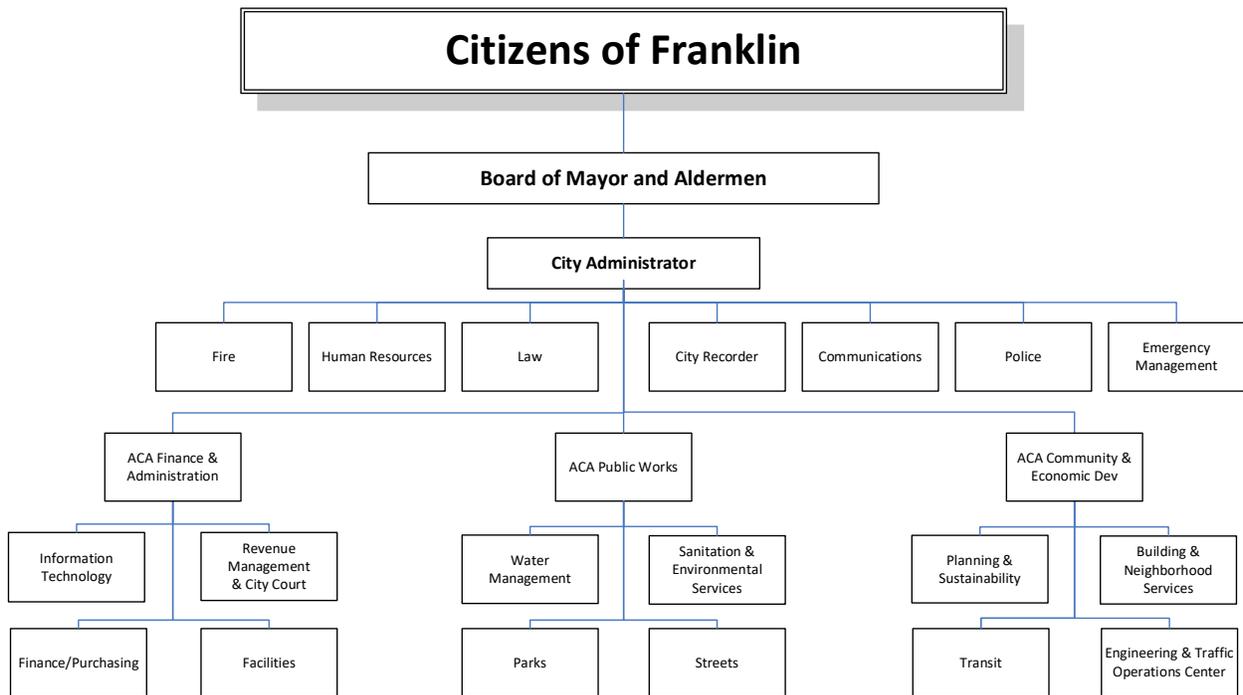
City of Franklin, Tennessee

FY 2023 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 2023 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 83,454 according to the 2020 Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population doubling between 2000 and 2020.

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 2023 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 2023 Operating Budget

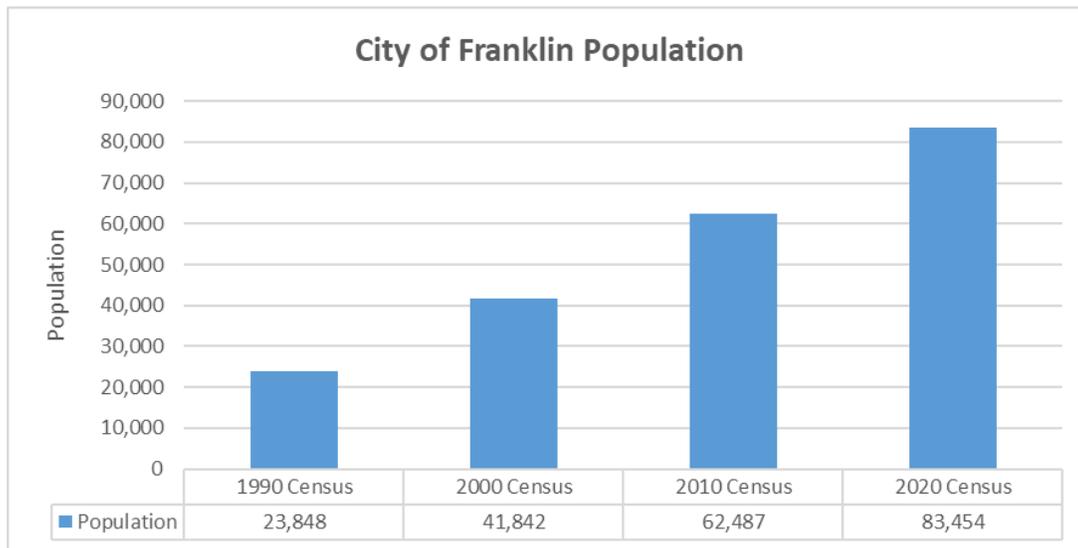
City of Franklin Information & Organization

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	\$100,169	\$111,196
Per Capita Income	\$ 48,111	\$ 53,320



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,790	4.9%	7,254	4.8%
High School	17,193	30.0%	42,919	28.2%
Associate's Degree	3,216	5.6%	9,846	6.5%
Bachelor's Degree	21,131	36.8%	57,841	38.1%
Graduate Degree	13,022	22.7%	33,939	22.4%
Total	57,352		151,799	

Source: United States Census Bureau, American Community Survey 5-year Estimates – 2016-2020.



City of Franklin, Tennessee FY 2023 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)

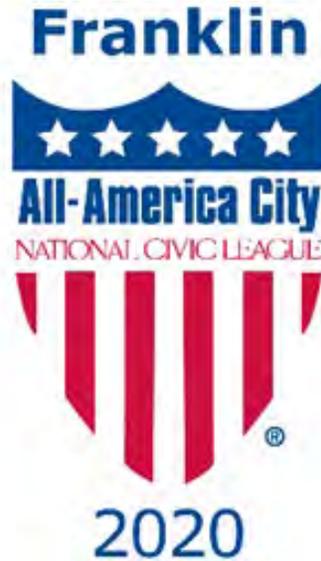
NERDWALLET

BEST PLACE IN TENNESSEE (#11)
MOVOTO REAL ESTATE

Top 100 Places to Live
Relocate America

**#3 Best Places to
Live in 2021**

Money Magazine



BEST SOUTHERN TOWN
GARDEN AND GUN MAGAZINE

Cities on the Rise
NerdWallet

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

Family Circle Magazine

**Most Business Friendly
Cities in TN (#2)**

The Beacon Center

#10 Best Town to Retire in USA

USA Today/Bankrate 2015

America’s Favorite Towns (#8)

Travel and Leisure Magazine

**National Savvy Award – Communications
Division**

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

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

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

...Just to name a few!!!



City of Franklin, Tennessee
FY 2023 Operating Budget

Budget Summary

Budget Planning

-
- **Budget Preparation & Philosophy**
 - **Budgetary Planning Processes**
 - **2022-2023 Budget Goals**
 - **Basis of Budgeting & Accounting**
 - **Budget Calendar**
 - **Economic Outlook**



City of Franklin, Tennessee

FY 2023 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 2021-22 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 2023 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 2023 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 2023 Operating and Capital Budget.



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget Planning

Budgetary Planning Processes			
Planning Process	Planning Process Focus	Description of Focus	Impact on Operating Budgets
Strategic Planning (see Appendices 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 2023 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 2023 Budget goals are provided herein showing both the type of goal but where (and if) the proposed goal ties into **FranklinForward**, the City of Franklin's Strategic Plan.

Financial Goals

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

Non-Financial Goals

	<ul style="list-style-type: none"> Maintain and enhance services to citizens. 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 10-year 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 2023 Operating Budget

Budget Planning

	<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"> Promote the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners. Promote economic prosperity and 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.
	<ul style="list-style-type: none"> Support the sustainability efforts identified by staff and the City's Sustainability Commission.

Specific Fiscal Year 2023 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"> 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 Envision Franklin land use plan.
	<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. Actively engage in the update of the Countywide Growth Plan working with Williamson County and the other municipalities within the county.
	<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. Complete and implement a comprehensive update of the City's compensation plan.
	<ul style="list-style-type: none"> Continue to 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.



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget Planning

	<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.
	<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. Work with the Board to update the strategic plan.
	<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 2023 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 2023 budget.

Budget Materials Distributed	December 6, 2021
Department Requests Due	January 14, 2022
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
Department Budget Presentations to Finance Committee	Each Finance Committee meeting in January, February, March, and April
Proposed Budget Distributed to Board of Mayor and Aldermen	Friday, May 6, 2022
Budget Presentations to Finance Committee	Thursday, May 12, 2022
Budget Notice	No later than 10 days before 2nd Reading
First Reading of Budget & Tax Rate Ordinances (Water Rates Ordinances, if necessary)	Tuesday, May 24, 2022
Second Reading (Public Hearing)	Tuesday, June 14, 2022
Third & Final Reading	Tuesday, June 28, 2022
New Fiscal Year	Monday, July 1, 2022



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget Planning

Economic Outlook

National Economy in 2022

The national headline and popular topic for discussion in spring 2022 is the statistical evidence of the highest inflationary economy in in 40 years. Using the Consumer Price Index as the reference, inflation, including food and fuel, hit the 8.5% rate, year over year, for the month of March 2022. Energy prices increased 32% and food costs increased 8.8%. Excluding energy and food, the CPI rose 6.5% for the same period year over year. Other sectors for which prices are rising quickly include housing, new vehicles and used cars and trucks. (Source: U.S. Bureau of Labor Statistics). On May 4, 2022, the Federal Reserve approved a 50 basis point interest rate increase, a significant move of their part to reduce the rate of inflation. The last time the Federal Reserve increased rates by this same amount was in 2000. (Source: Wall Street Journal).

The national unemployment rate (not seasonally adjusted) in March 2022 was 3.8%, a decline from 6.2% in March 2021. (Source: TN Department of Labor & Workforce Development).

Tennessee Economy in 2022

In their January 2022 Economic Report to the Governor of the State of Tennessee, the University of Tennessee's Boyd Center for Business and Economic Research of the Haslam College of Business projected a 2021 Tennessee real Gross Domestic Product (GDP) growth of 5.6%, due in large part to the state's recovery from the pandemic induced recession and significant federal stimulus funding. Their 2022 prediction is statewide GDP growth of 4.2%. tampered somewhat my tight labor markets and supply chain delays. The Boyd Center report anticipates an increase in Tennessee jobs in 2022 of 3.8% versus 1.6% for the United States as the state continues to attract employers and expansion of existing businesses. Examples of new manufacturing in Tennessee in the next year or more include the Ford electric plant in West Tennessee, Thermo Fisher's biopharmaceutical plant in Wilson County and Smith and Wesson's move from Massachusetts to Maryville.

Personal income in Tennessee grew by 7.7% in 2021, which includes direct payments from the fiscal stimulus and unemployment compensation programs. While 2022 income will not include these payments, the tight labor market should increase compensation from wage growth. The state's unemployment rate (not seasonally adjusted) in March 2022 was 3.0%, a decline from 4.9% in March 2021. (Source: TN Department of Labor & Workforce Development).



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget Planning

Economic Outlook

Local Economy in 2022

The City of Franklin continues to experience a high level of population growth, from 46,949 residents in 2000 to 86,328 in 2021, an increase of 83.9%. In comparison, the number of housing units increased by 84.7%, from 19,053 in 2000 to 35,193 in 2021. The percentage of owner occupied housing units was essentially unchanged, from 66.8% in 2000 to 65.5% in 2021. (Source: ESRI Market Profile- Franklin TN).

The City's unemployment rate (not seasonally adjusted) in March 2022 was 1.8%, a decline from 2.8% in March 2021. Similarly, Williamson County experienced a March 2022 unemployment rate of 1.9%. Both the City of Franklin and Williamson County have the lowest unemployment rates for Tennessee cities and counties, respectively, for the month of March 2022. (Source: TN Department of Labor & Workforce Development).

The tourism and hospitality sector in Franklin and Williamson County is rebounding after a pandemic induced decline that started abruptly in 2020, when the economic impact data indicated a 31% reduction from 2019's record year of \$1.12 billion. Number of visitors also decreased from 1.81 million in 2019 to 1.23 million in 2020. (Source: Visit Franklin). 2021 saw visitors return to the area while not back to 2019 numbers. Early indications are that 2022 is showing strong returns both in number of visitors and their economic impact. For the first four months of 2022, the City's share of hotel/motel taxes has increased by 78%, from \$750K to \$1.3 million, from the same period in 2021.

The City's largest General Fund revenue is local option sales tax. The local rate of 2.75%, approved by voter referendum and assessed at the highest level allowed by state law, is collected by businesses from their customers and remitted to the state. Half of the revenues collected from businesses located within the city, and from city residents who order good online, are dedicated to funding public schools. The remaining half of revenues are remitted to the City. The local sales tax remittance for February 2022 sales (received by the City in April 2022) was \$4,267,860 compared to \$2,550,960 for the same month in 2021, an increase year over year of \$1,716,900 or 67.3%. The State of Tennessee has reported an increase of 25.5% for the same month year over year. February sales are the 8th month of the 2022 fiscal year for both the City of Franklin and the State of Tennessee. For the City, total sales tax collections fiscal year to date have increased by \$12,288,697 or 48.9%. The City's FY 2022 collections year to date are \$37,430,045 versus \$25,141,348 for FY 2021. In comparison, sales tax collections for the State of Tennessee have increased 17.9% for the same period. These local increases are attributable to 1) the increase in the City's share of the sales tax rate from 2.25% to 2.75% that



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget Planning

Economic Outlook

was effective April 2021, 2) increased consumption on the part of customers shopping or living in the City of Franklin, 3) increased efforts by the State of Tennessee Department of Revenue to collect online sales taxes and remit the local portion to the correct City or County and 4) impact of inflation upon prices of goods. (Source: City of Franklin).

Conclusion

Predicting the future of the national, state and local economies is best left to the experts. However, staff tracks the national and state news and closely monitors the local economy to identify trends and potential impacts to the City of Franklin's budget and financial condition. Staff also recommends conservative revenue projections with both the current year budget and future year forecasts due to the imperfection of information and the overarching desire to be good stewards of public funds.

The next year will tell whether Franklin and the rest of metro Nashville are impacted by the Federal Reserve's moves to temper the rise in housing prices and inflation in general by increasing interest rates. The housing shortage in this area may be caused more by the availability of desirable jobs and Tennessee as a favorable place to live and work than by mortgage rates.

The high rate of inflation in all sectors as experienced in 2021-2022 will make the history books just as the period of 1980-1981 is remembered.

Hold on for Fiscal Year 2023!



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

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 2023 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 Sanitation & Environmental Services Fund, the Stormwater Fund, and the Water Management Fund, 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 was established with the FY 2018 Budget.



City of Franklin, Tennessee

FY 2023 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.

Capital Vehicle Fund – Used to account for the purchase and replacement of commercial fleet vehicles (passenger trucks, sedans, SUVs) used in General Fund departments.

Water Management 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

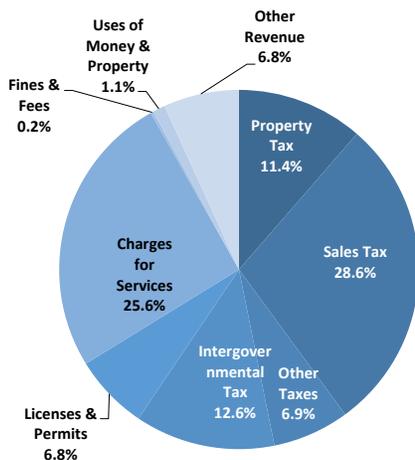
FY 2023 Operating Budget

Fund Summary: Budget Summary - All Funds

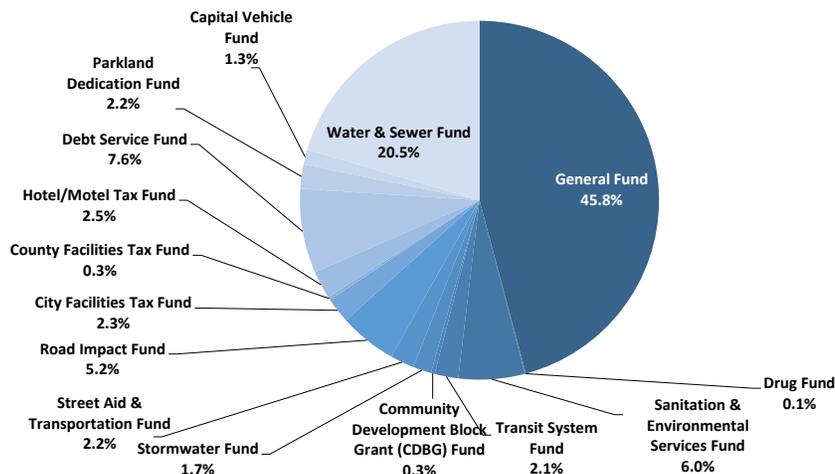
The following page presents a comprehensive picture of all 15 budgeted funds for the City of Franklin, Tennessee.

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Estd 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</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	\$ 19,889,082	\$ 20,477,639	\$ 21,117,816	\$ 21,135,753	\$ 22,214,285	\$ 1,096,469	5.2%
Sales Tax	\$ 35,453,379	\$ 41,999,727	\$ 55,200,000	\$ 55,297,221	\$ 55,752,000	\$ 552,000	1.0%
Other Taxes	\$ 12,077,798	\$ 11,944,746	\$ 10,705,116	\$ 11,957,874	\$ 13,456,385	\$ 2,751,269	25.7%
Intergovernmental Tax	\$ 19,731,103	\$ 23,281,789	\$ 26,806,284	\$ 24,600,703	\$ 24,614,338	\$ (2,191,946)	-8.2%
Licenses & Permits	\$ 18,609,778	\$ 12,768,738	\$ 10,735,877	\$ 12,978,737	\$ 13,236,449	\$ 2,500,572	23.3%
Charges for Services	\$ 43,981,727	\$ 47,575,054	\$ 46,212,884	\$ 47,642,922	\$ 50,016,264	\$ 3,803,380	8.2%
Fines & Fees	\$ 583,079	\$ 630,445	\$ 596,010	\$ 533,764	\$ 465,877	\$ (130,133)	-21.8%
Uses of Money & Property	\$ 4,599,734	\$ 848,968	\$ 1,186,313	\$ 1,115,592	\$ 2,177,800	\$ 991,487	83.6%
Other Revenue	\$ 47,699,517	\$ 7,695,031	\$ 13,612,852	\$ 10,936,708	\$ 13,280,957	\$ (331,895)	-2.4%
Total - All Funds Revenues	\$ 202,625,194	\$ 167,222,135	\$ 186,173,150	\$ 186,199,272	\$ 195,214,352	\$ 9,041,202	4.9%
Expenses							
General Fund	\$ 69,942,269	\$ 68,295,229	\$ 93,065,290	\$ 87,902,911	\$ 94,896,513	\$ 1,831,223	2.0%
Drug Fund	\$ 99,096	\$ 91,336	\$ 308,500	\$ 303,250	\$ 150,100	\$ (158,400)	-51.3%
Sanitation & Environmental Services Fund	\$ 10,624,407	\$ 10,212,418	\$ 11,316,471	\$ 11,189,133	\$ 12,369,078	\$ 1,052,607	9.3%
Transit System Fund	\$ 2,611,423	\$ 2,898,813	\$ 3,287,783	\$ 2,588,951	\$ 4,426,245	\$ 1,138,462	34.6%
Community Development Block Grant (CDBG) Fund	\$ 269,780	\$ 330,407	\$ 776,000	\$ 127,500	\$ 697,000	\$ (79,000)	-10.2%
Stormwater Fund	\$ 3,766,416	\$ 2,480,619	\$ 2,917,837	\$ 2,716,280	\$ 3,426,540	\$ 508,703	17.4%
Street Aid & Transportation Fund	\$ 3,634,540	\$ 3,597,697	\$ 3,871,097	\$ 4,071,097	\$ 4,452,400	\$ 581,303	15.0%
Road Impact Fund	\$ 7,100,344	\$ 3,763,448	\$ 6,285,816	\$ 4,535,816	\$ 10,703,106	\$ 4,417,290	70.3%
City Facilities Tax Fund	\$ 7,881,915	\$ 3,030,699	\$ 577,226	\$ 594,041	\$ 4,757,975	\$ 4,180,749	724.3%
County Facilities Tax Fund	\$ 1,285,000	\$ 125,000	\$ 1,000,000	\$ 1,000,000	\$ 600,000	\$ (400,000)	-40.0%
Hotel/Motel Tax Fund	\$ 3,558,034	\$ 4,305,322	\$ 4,048,600	\$ 3,853,600	\$ 5,193,405	\$ 1,144,805	28.3%
Debt Service Fund	\$ 56,270,233	\$ 15,319,808	\$ 16,099,937	\$ 16,099,937	\$ 15,719,619	\$ (380,318)	-2.4%
Parkland Dedication Fund	\$ 1,526,508	\$ 1,511,850	\$ 375,000	\$ 375,000	\$ 4,500,000	\$ 4,125,000	1100.0%
Capital Vehicle Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,781,708	\$ 2,781,708	100.0%
Water & Sewer Fund	\$ 21,470,533	\$ 33,262,126	\$ 35,933,713	\$ 34,079,755	\$ 42,348,011	\$ 6,414,298	17.9%
Total - All Funds	\$ 190,040,498	\$ 149,224,773	\$ 179,863,269	\$ 169,437,270	\$ 207,021,700	\$ 27,158,431	15.1%
Personnel	\$ 63,294,359	\$ 64,438,115	\$ 75,231,005	\$ 71,039,770	\$ 84,551,314	\$ 9,320,309	12.39%
Operations	\$ 113,465,048	\$ 78,124,744	\$ 93,961,656	\$ 88,410,178	\$ 108,272,783	\$ 14,311,127	15.23%
Capital	\$ 13,281,091	\$ 6,661,913	\$ 10,670,609	\$ 9,987,322	\$ 14,197,602	\$ 3,526,993	33.05%
Total - All Funds Expenses	\$ 190,040,498	\$ 149,224,773	\$ 179,863,270	\$ 169,437,270	\$ 207,021,700	\$ 27,158,431	15.1%
Surplus / (Deficit) All Funds	\$ 12,584,696	\$ 17,997,362	\$ 6,309,880	\$ 16,762,002	\$ (11,807,348)		

FY 2023 Revenues



FY 2023 Expenses

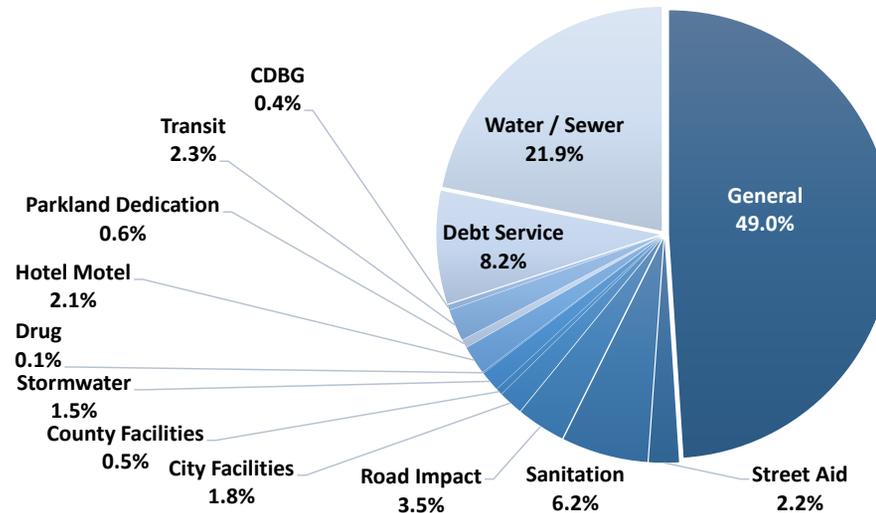




Summary (All Funds)

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 2023.

Overall we are projecting all funds revenues of \$195.2, \$9.0 Million (4.9%) more than the FY 2022 Budget. The largest fund, the General Fund, is forecast to increase by \$1.83 Million (2.0%) more than the FY 2022 Budget.



Fund	Actual					Budget		FY 2023 Forecast			FY 2023
	A FY 2017	B FY 2018	C FY 2019	D FY 2020	E FY 2021	F FY 2022	G Low	H Medium	I High		
General	\$ 66,489,417	\$ 69,100,055	\$ 72,704,419	\$ 69,956,580	\$ 80,560,453	\$ 93,065,290	\$ 92,379,247	\$ 94,896,513	\$ 98,183,716	48.6%	
Street Aid	\$ 2,928,796	\$ 3,250,164	\$ 3,637,421	\$ 3,739,948	\$ 3,767,280	\$ 4,816,624	\$ 4,147,771	\$ 4,197,740	\$ 4,258,439	2.2%	
Sanitation	\$ 8,537,238	\$ 8,861,406	\$ 9,357,230	\$ 9,732,925	\$ 11,197,465	\$ 11,244,820	\$ 12,020,640	\$ 12,094,799	\$ 12,213,375	6.2%	
Road Impact	\$ 7,217,613	\$ 11,706,536	\$ 8,411,765	\$ 12,953,558	\$ 7,061,745	\$ 4,569,727	\$ 6,629,285	\$ 6,834,315	\$ 7,039,343	3.5%	
City Facilities	\$ 3,850,553	\$ 4,885,177	\$ 3,123,798	\$ 3,485,487	\$ 3,358,803	\$ 3,544,820	\$ 3,104,336	\$ 3,449,262	\$ 3,794,188	1.8%	
County Facilities	\$ 3,488,072	\$ 1,616,445	\$ 904,441	\$ 1,000,026	\$ 949,847	\$ 757,649	\$ 687,002	\$ 913,002	\$ 914,502	0.5%	
Stormwater	\$ 2,590,187	\$ 2,559,489	\$ 2,710,760	\$ 2,661,807	\$ 2,736,221	\$ 2,798,712	\$ 2,673,512	\$ 2,812,451	\$ 3,001,824	1.4%	
Drug	\$ 147,740	\$ 226,100	\$ 129,156	\$ 181,384	\$ 173,266	\$ 129,500	\$ 148,965	\$ 156,805	\$ 164,645	0.1%	
Hotel Motel	\$ 3,721,055	\$ 4,136,321	\$ 4,317,949	\$ 3,390,805	\$ 2,728,865	\$ 4,072,342	\$ 3,547,455	\$ 4,022,351	\$ 3,689,357	2.1%	
Parkland Dedication	\$ 158,172	\$ 2,062,394	\$ 1,864,748	\$ 1,757,183	\$ 825,958	\$ 1,044,768	\$ 854,681	\$ 1,139,574	\$ 1,424,468	0.6%	
Transit	\$ 2,136,228	\$ 2,528,988	\$ 2,407,337	\$ 2,611,686	\$ 2,888,156	\$ 4,037,783	\$ 3,916,650	\$ 4,426,245	\$ 4,158,918	2.3%	
CDBG	\$ 231,451	\$ 261,235	\$ 384,606	\$ 282,395	\$ 332,086	\$ 778,000	\$ 697,000	\$ 697,000	\$ 697,000	0.4%	
Debt Service	\$ 12,981,946	\$ 13,657,071	\$ 40,568,211	\$ 56,701,953	\$ 15,452,370	\$ 16,129,404	\$ 15,744,619	\$ 15,819,619	\$ 15,819,619	8.1%	
Capital Vehicle Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,250,000	\$ 1,406,667	\$ 1,406,667	\$ 1,406,667		
Water / Sewer	\$ 28,624,641	\$ 30,595,710	\$ 32,236,216	\$ 34,169,458	\$ 35,215,744	\$ 35,933,713	\$ 41,876,754	\$ 42,348,011	\$ 42,879,649	21.7%	
All Revenues	\$ 143,103,108	\$ 155,447,090	\$ 182,758,056	\$ 202,625,192	\$ 167,248,258	\$ 186,173,150	\$ 189,834,580	\$ 195,214,352	\$ 199,645,708	100.0%	

	(B-A)	(C-B)	(D-C)	(E-D)	Budget - E	(G-F)	(H-F)	(I-F)	
Change Year-over-Year	\$ 4,719,904 3.4%	\$ 12,343,982 8.6%	\$ 27,310,965 27.7%	\$ 19,867,137 30.3%	\$ (35,376,934) -8.5%	\$ 18,924,891 11.3%	\$ 3,661,430 2.0%	\$ 9,041,202 4.9%	\$ 13,472,558 7.2%



City of Franklin, Tennessee
FY 2023 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Estd 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Public Safety							
Drug Fund							
Opening Balance	\$ 438,184	\$ 520,472	\$ 602,402	\$ 602,402	\$ 428,652	\$ (173,750)	-28.8%
Revenues	\$ 181,384	\$ 173,266	\$ 129,500	\$ 129,500	\$ 156,805	\$ 27,305	21.1%
Expenses							
Operations	\$ 99,096	\$ 91,336	\$ 308,500	\$ 303,250	\$ 150,100	\$ (158,400)	-51.3%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 520,472	\$ 602,402	\$ 423,402	\$ 428,652	\$ 435,357	\$ 11,955	2.8%
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	\$ 100,451	\$ 113,066	\$ 114,745	\$ 114,745	\$ 450,917	\$ 336,172	293.0%
Revenues	\$ 282,395	\$ 332,086	\$ 778,000	\$ 463,672	\$ 697,000	\$ (81,000)	-10.4%
Expenses							
Operations	\$ 269,780	\$ 330,407	\$ 776,000	\$ 127,500	\$ 697,000	\$ (79,000)	-10.2%
Ending Balance	\$ 113,066	\$ 114,745	\$ 116,745	\$ 450,917	\$ 450,917	\$ 334,172	286.2%
Transit System Fund							
Opening Balance	\$ 817,649	\$ 817,912	\$ 807,254	\$ 807,254	\$ 1,557,254	\$ -	92.9%
Revenues	\$ 2,611,686	\$ 2,888,155	\$ 4,037,783	\$ 3,338,951	\$ 4,426,245	\$ 388,462	9.6%
Expenses							
Operations	\$ 2,446,053	\$ 2,693,184	\$ 3,087,783	\$ 2,588,951	\$ 4,056,245	\$ 968,462	31.4%
Capital	\$ 165,370	\$ 205,629	\$ 200,000	\$ -	\$ 370,000	\$ 170,000	85.0%
Ending Balance	\$ 817,912	\$ 807,254	\$ 1,557,254	\$ 1,557,254	\$ 1,557,254	\$ 0	0.0%
Public Works							
Stormwater Fund							
Opening Balance	\$ 3,800,010	\$ 2,695,401	\$ 2,951,003	\$ 2,951,003	\$ 3,051,473	\$ 100,470	3.4%
Revenues	\$ 2,661,807	\$ 2,736,221	\$ 2,798,712	\$ 2,816,750	\$ 2,812,451	\$ 13,739	0.5%
Expenses							
Personnel	\$ 1,709,489	\$ 1,688,289	\$ 1,934,438	\$ 1,832,626	\$ 2,240,513	\$ 306,074	15.8%
Operations	\$ 846,199	\$ 720,085	\$ 983,399	\$ 883,654	\$ 1,040,975	\$ 57,576	5.9%
Capital	\$ 1,210,728	\$ 72,245	\$ -	\$ -	\$ 145,052	\$ 145,052	0.0%
Ending Balance	\$ 2,695,401	\$ 2,951,003	\$ 2,831,878	\$ 3,051,473	\$ 2,437,384	\$ (394,494)	-13.9%
Street Aid & Transportation Fund							
Opening Balance	\$ 496,410	\$ 601,819	\$ 771,402	\$ 771,402	\$ 1,744,650	\$ 973,248	126.2%
Revenues	\$ 3,739,949	\$ 3,767,280	\$ 4,816,624	\$ 5,044,345	\$ 4,197,740	\$ (618,884)	-12.8%
Expenses							
Operations	\$ 3,634,540	\$ 3,597,697	\$ 3,871,097	\$ 4,071,097	\$ 4,452,400	\$ 581,303	15.0%
Ending Balance	\$ 601,819	\$ 771,402	\$ 1,716,929	\$ 1,744,650	\$ 1,489,990	\$ (226,939)	-13.2%
Road Impact Fund							
Opening Balance	\$ 16,589,763	\$ 22,442,977	\$ 25,741,274	\$ 25,741,274	\$ 27,714,458	\$ 1,973,184	7.7%
Revenues	\$ 12,953,558	\$ 7,061,745	\$ 4,569,728	\$ 6,509,000	\$ 6,834,315	\$ 2,264,587	49.6%
Expenses							
Operations	\$ 7,100,344	\$ 3,763,448	\$ 6,285,816	\$ 4,535,816	\$ 10,703,106	\$ 4,417,290	70.3%
Ending Balance	\$ 22,442,977	\$ 25,741,274	\$ 24,025,186	\$ 27,714,458	\$ 23,845,667	\$ (179,519)	-0.7%
Public Works							
Capital Vehicle Fund							
Opening Balance	\$ -	\$ -	\$ -	\$ -	\$ 3,250,000	\$ 3,250,000	100.0%
Revenues	\$ -	\$ -	\$ -	\$ 3,250,000	\$ 1,406,667	\$ 1,406,667	100.0%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ -	\$ -	\$ -	\$ -	\$ 2,781,708	\$ 2,781,708	100.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ -	\$ -	\$ -	\$ 3,250,000	\$ 1,874,959	\$ 1,874,959	100.0%



City of Franklin, Tennessee
 FY 2023 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Estd 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</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>
Sanitation & Environmental Services Fund							
Opening Balance	\$ 1,957,563	\$ 1,066,081	\$ 2,051,128	\$ 2,051,128	\$ 2,231,364	\$ 180,236	8.8%
Revenues	\$ 9,732,925	\$ 11,197,465	\$ 11,244,820	\$ 11,369,369	\$ 12,094,799	\$ 849,979	7.6%
Expenses							
Personnel	\$ 3,450,069	\$ 3,352,325	\$ 3,844,413	\$ 3,580,435	\$ 4,472,253	\$ 627,840	16.3%
Operations	\$ 5,965,558	\$ 6,224,928	\$ 6,441,872	\$ 6,593,524	\$ 6,849,825	\$ 407,953	6.3%
Capital	\$ 1,208,781	\$ 635,165	\$ 1,030,186	\$ 1,015,174	\$ 1,047,000	\$ 16,814	1.6%
Ending Balance	\$ 1,066,081	\$ 2,051,128	\$ 1,979,477	\$ 2,231,364	\$ 1,957,085	\$ (22,392)	-1.1%
Water & Sewer Fund							
Opening Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	\$ 34,169,458	\$ 35,189,622	\$ 33,768,626	\$ 34,896,041	\$ 36,487,121	\$ 2,718,495	8.1%
Use of F/B			\$ 2,165,087		\$ 5,860,890		
Expenses							
Personnel	\$ 7,393,874	\$ 7,677,757	\$ 7,958,579	\$ 7,077,335	\$ 9,321,340	\$ 1,362,761	17.1%
Operations	\$ 14,076,659	\$ 25,584,369	\$ 21,856,634	\$ 21,780,419	\$ 24,039,871	\$ 2,183,237	10.0%
Capital	\$ -	\$ -	\$ 6,118,500	\$ 5,222,000	\$ 8,986,800	\$ 2,868,300	46.9%
Surplus/Deficit	\$ 12,698,925	\$ 1,927,497	\$ 0	\$ 816,286	\$ 0		
<i>*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets.</i>							
Special Funds							
City Facilities Tax Fund							
Opening Balance	\$ 15,091,277	\$ 10,694,849	\$ 11,022,953	\$ 11,022,953	\$ 13,092,288	\$ 2,069,335	18.8%
Revenues	\$ 3,485,487	\$ 3,358,803	\$ 3,544,820	\$ 2,663,376	\$ 3,449,262	\$ (95,558)	-2.7%
Expenses							
Operations	\$ 363,282	\$ 297,496	\$ 577,226	\$ 594,041	\$ 4,757,975	\$ 4,180,749	724.3%
Capital	\$ 7,518,633	\$ 2,733,203	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 10,694,849	\$ 11,022,953	\$ 13,990,547	\$ 13,092,288	\$ 11,783,575	\$ (2,206,972)	-15.8%
County Facilities Tax Fund							
Opening Balance	\$ 3,958,958	\$ 3,673,984	\$ 4,498,831	\$ 4,498,831	\$ 4,251,480	\$ (247,351)	-5.5%
Revenues	\$ 1,000,026	\$ 949,847	\$ 757,649	\$ 752,649	\$ 913,002	\$ 155,353	20.5%
Expenses							
Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Capital	\$ 1,285,000	\$ 125,000	\$ 1,000,000	\$ 1,000,000	\$ 600,000	\$ (400,000)	100.0%
Ending Balance	\$ 3,673,984	\$ 4,498,831	\$ 4,256,480	\$ 4,251,480	\$ 4,564,482	\$ 308,002	7.2%
Hotel/Motel Tax Fund							
Opening Balance	\$ 7,671,058	\$ 7,503,829	\$ 5,927,371	\$ 5,927,371	\$ 6,169,378	\$ 242,007	4.1%
Revenues	\$ 3,390,805	\$ 2,728,865	\$ 4,072,342	\$ 4,095,607	\$ 4,022,351	\$ (49,991)	-1.2%
Expenses							
Operations	\$ 3,136,294	\$ 4,091,036	\$ 3,834,314	\$ 3,639,314	\$ 5,193,405	\$ 1,359,091	35.4%
Capital	\$ 421,740	\$ 214,286	\$ 214,286	\$ 214,286	\$ -	\$ (214,286)	-100.0%
Ending Balance	\$ 7,503,829	\$ 5,927,371	\$ 5,951,113	\$ 6,169,378	\$ 4,998,324	\$ (952,789)	-16.0%
Debt Service Fund							
Opening Balance	\$ 372,887	\$ 804,607	\$ 937,169	\$ 937,169	\$ 966,636	\$ 29,466	3.1%
Revenues	\$ 56,701,953	\$ 15,452,370	\$ 16,129,404	\$ 16,129,404	\$ 15,819,619	\$ (309,785)	-1.9%
Expenses							
Operations	\$ 56,270,233	\$ 15,319,808	\$ 16,099,937	\$ 16,099,937	\$ 15,719,619	\$ (380,318)	-2.4%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 804,607	\$ 937,169	\$ 966,636	\$ 966,636	\$ 1,066,636	\$ 100,000	10.3%
Parkland Dedication Fund							
Opening Balance	\$ 8,005,878	\$ 8,236,553	\$ 7,550,661	\$ 7,550,661	\$ 8,661,661	\$ 1,111,000	14.7%
Revenues	\$ 1,757,183	\$ 825,958	\$ 1,044,768	\$ 1,486,000	\$ 1,139,574	\$ 94,806	9.1%
Expenses							
Operations	\$ 1,526,508	\$ 1,511,850	\$ 375,000	\$ 375,000	\$ 4,500,000	\$ 4,125,000	1100.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 8,236,553	\$ 7,550,661	\$ 8,220,429	\$ 8,661,661	\$ 5,301,235	\$ (2,919,194)	-35.5%



City of Franklin, Tennessee
FY 2023 Operating Budget

Fund Summary

The schedule below shows changes in fund balance for all 15 funds actively budgeted for by the City of Franklin from FY 2021 through FY 2023.

	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	Capital Vehicle	
2021 Actual (Audited)																	
Beginning Fund Balance	\$ 53,216,286	\$ 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	\$ -	N/A	\$ 112,387,834	
+Revenues	\$ 80,560,453	\$ 3,767,280	\$ 11,197,465	\$ 7,061,745	\$ 3,358,803	\$ 949,847	\$ 2,736,221	\$ 173,266	\$ 2,728,865	\$ 825,958	\$ 2,888,155	\$ 332,086	\$ 15,452,370	\$ -	\$ 35,189,622	\$ 167,222,136	
- Expenditures	\$ (68,295,229)	\$ (3,597,697)	\$ (10,212,418)	\$ (3,763,448)	\$ (3,030,699)	\$ (125,000)	\$ (2,480,619)	\$ (91,336)	\$ (4,305,322)	\$ (1,511,850)	\$ (2,898,813)	\$ (330,407)	\$ (15,319,808)	\$ -	\$ (33,262,126)	\$ (149,224,773)	
Ending Fund Balance	\$ 65,481,510	\$ 771,402	\$ 2,051,128	\$ 25,741,274	\$ 11,022,953	\$ 4,498,831	\$ 2,951,003	\$ 602,402	\$ 5,927,373	\$ 7,550,661	\$ 807,254	\$ 114,745	\$ 937,169	\$ -	\$ 1,927,497	\$ 130,385,197	
2022 Estimated																	
Beginning Fund Balance	\$ 65,481,510	\$ 771,402	\$ 2,051,128	\$ 25,741,274	\$ 11,022,953	\$ 4,498,831	\$ 2,951,003	\$ 602,402	\$ 5,927,373	\$ 7,550,661	\$ 807,254	\$ 114,745	\$ 937,169	\$ -	N/A	\$ 128,457,705	
+ Revenues																	
Property Tax	\$ 8,033,248	\$ 1,320,000											\$ 11,782,505			\$ 21,135,753	
Sales Tax	\$ 55,297,221															\$ 55,297,221	
Other Taxes	\$ 5,124,094				\$ 2,628,376	\$ 742,649			\$ 3,462,755							\$ 11,957,874	
Intergovernmental Tax	\$ 18,739,872	\$ 2,719,345	\$ 61,209						\$ 724,786		\$ 1,769,654	\$ 463,422	\$ -		\$ 122,415	\$ 24,600,703	
Licenses & Permits	\$ 4,876,521			\$ 6,459,000			\$ 126,216			\$ 1,517,000	\$ -					\$ 12,978,737	
Charges for Services	\$ 100,476		\$ 10,355,803				\$ 2,617,328				\$ 62,116				\$ 34,507,199	\$ 47,642,922	
Fines & Fees	\$ 299,418		\$ 78,505				\$ 35,341	\$ 120,500								\$ 533,764	
Uses of Money & Property	\$ 432,112	\$ 5,000	\$ 358,172	\$ 50,000	\$ 35,000	\$ 10,000	\$ 37,865	\$ 9,000	\$ (91,934)	\$ (31,000)	\$ 9,700	\$ 250	\$ 25,000		\$ 266,427	\$ 1,115,592	
Other Revenue	\$ 351,647	\$ 1,000,000	\$ 515,680								\$ 1,497,481		\$ 4,321,899	\$ 3,250,000	\$ -	\$ 10,936,708	
Total	\$ 93,254,609	\$ 5,044,345	\$ 11,369,369	\$ 6,509,000	\$ 2,663,376	\$ 752,649	\$ 2,816,750	\$ 129,500	\$ 4,095,607	\$ 1,486,000	\$ 3,338,951	\$ 463,672	\$ 16,129,404	\$ 3,250,000	\$ 34,896,041	\$ 186,199,272	
- Expenditures																	
Personnel	\$ (58,549,374)	\$ -	\$ (3,580,435)	\$ -	\$ -	\$ -	\$ (1,832,626)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (7,077,335)	\$ (71,039,770)	
Operations	\$ (26,817,675)	\$ (4,071,097)	\$ (6,593,524)	\$ (4,535,816)	\$ (594,041)	\$ -	\$ (883,654)	\$ (303,250)	\$ (3,639,314)	\$ (375,000)	\$ (2,588,951)	\$ (127,500)	\$ (16,099,937)		\$ (21,780,419)	\$ (88,410,178)	
Capital	\$ (2,535,862)	\$ -	\$ (1,015,174)	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ (214,286)	\$ -	\$ -	\$ -	\$ -		\$ (5,222,000)	\$ (7,987,322)	
Total Expenditures	\$ (87,902,911)	\$ (4,071,097)	\$ (11,189,133)	\$ (4,535,816)	\$ (594,041)	\$ 1,000,000	\$ (2,716,280)	\$ (303,250)	\$ (3,853,600)	\$ (375,000)	\$ (2,588,951)	\$ (127,500)	\$ (16,099,937)	\$ -	\$ (34,079,755)	\$ (167,437,270)	
Ending Fund Balance	\$ 70,833,209	\$ 1,744,650	\$ 2,231,364	\$ 27,714,458	\$ 13,092,288	\$ 4,251,480	\$ 3,051,472	\$ 428,652	\$ 6,169,380	\$ 8,661,661	\$ 1,557,254	\$ 450,917	\$ 966,636	\$ 3,250,000	\$ 816,286	\$ 147,219,707	
2023 Budget																	
Beginning Fund Balance	\$ 70,833,209	\$ 1,744,650	\$ 2,231,364	\$ 27,714,458	\$ 13,092,288	\$ 4,251,480	\$ 3,051,472	\$ 428,652	\$ 6,169,380	\$ 8,661,661	\$ 1,557,254	\$ 450,917	\$ 966,636	\$ 3,250,000	N/A	\$ 146,403,421	
+ Revenues																	
Property Tax	\$ 9,461,070	\$ 1,344,550											\$ 11,408,664			\$ 22,214,285	
Sales Tax	\$ 55,752,000															\$ 55,752,000	
Other Taxes	\$ 5,161,770				\$ 3,399,262	\$ 898,002			\$ 3,997,351							\$ 13,456,385	
Intergovernmental Tax	\$ 17,588,467	\$ 2,850,690							\$ -		\$ 3,478,181	\$ 697,000	\$ -		\$ -	\$ 24,614,338	
Licenses & Permits	\$ 5,167,936			\$ 6,795,689			\$ 138,250			\$ 1,134,574	\$ -					\$ 13,236,449	
Charges for Services	\$ 76,968		\$ 11,729,463				\$ 2,554,462				\$ 123,000				\$ 35,532,371	\$ 50,016,264	
Fines & Fees	\$ 282,072						\$ 36,000	\$ 147,805								\$ 465,877	
Uses of Money & Property	\$ 519,150	\$ 2,500	\$ 365,336	\$ 38,625	\$ 50,000	\$ 15,000	\$ 83,739	\$ 9,000	\$ 25,000	\$ 5,000	\$ 9,700	\$ -	\$ 100,000		\$ 954,750	\$ 2,177,800	
Other Revenue	\$ 887,080		\$ -					\$ -			\$ 815,364		\$ 4,310,955	\$ 1,406,667	\$ 5,860,890	\$ 13,280,957	
Total	\$ 94,896,513	\$ 4,197,740	\$ 12,094,799	\$ 6,834,314	\$ 3,449,262	\$ 913,002	\$ 2,812,451	\$ 156,805	\$ 4,022,351	\$ 1,139,574	\$ 4,426,245	\$ 697,000	\$ 15,819,619	\$ 1,406,667	\$ 42,348,011	\$ 195,214,352	
- Expenditures																	
Personnel	\$ (68,517,209)	\$ -	\$ (4,472,253)	\$ -	\$ -	\$ -	\$ (2,240,513)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (9,321,340)	\$ (84,551,314)	
Operations	\$ (23,330,554)	\$ (4,452,400)	\$ (6,849,825)	\$ (10,703,106)	\$ (4,757,975)	\$ -	\$ (1,040,975)	\$ (150,100)	\$ (5,193,405)	\$ (4,500,000)	\$ (4,056,245)	\$ (697,000)	\$ (15,719,619)	\$ (2,781,708)	\$ (24,039,871)	\$ (108,272,783)	
Capital	\$ (3,048,750)	\$ -	\$ (1,047,000)	\$ -	\$ -	\$ (600,000)	\$ (145,052)	\$ -	\$ -	\$ -	\$ (370,000)	\$ -	\$ -		\$ (8,986,800)	\$ (14,197,602)	
Total Expenditures	\$ (94,896,513)	\$ (4,452,400)	\$ (12,369,078)	\$ (10,703,106)	\$ (4,757,975)	\$ (600,000)	\$ (3,426,540)	\$ (150,100)	\$ (5,193,405)	\$ (4,500,000)	\$ (4,426,245)	\$ (697,000)	\$ (15,719,619)	\$ (2,781,708)	\$ (42,348,011)	\$ (207,021,699)	
Ending Fund Balance	\$ 70,833,209	\$ 1,489,990	\$ 1,957,085	\$ 23,845,667	\$ 11,783,575	\$ 4,564,482	\$ 2,437,384	\$ 435,357	\$ 4,998,326	\$ 5,301,235	\$ 1,557,254	\$ 450,917	\$ 1,066,636	\$ 1,874,959	\$ 0	\$ 134,596,075	
*Surplus / (Deficit) All Funds	\$ 0	\$ (254,660)	\$ (274,279)	\$ (3,868,792)	\$ (1,308,713)	\$ 313,002	\$ (614,089)	\$ 6,705	\$ (1,171,054)	\$ (3,360,426)	\$ 0	\$ -	\$ 100,000	\$ (1,375,041)	\$ 0	\$ (11,807,347)	
*Change (%) 2022 vs. 2023	0.0%	-14.6%	-12.3%	-14.0%	-10.0%	5.0%	-20.1%	1.6%	-19.0%	-38.8%	0.0%	0.0%	10.3%	-42.3%	N/A	-8.6%	

*Note: Changes in fund balances reflect 2023 budget to 2022 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2023 budget vs. 2022 budget.

**Water & Sewer Fund is a proprietary fund and has no beginning balance on the modified accrual basis of accounting. Ending Fund Balance is simply result of operations for that Fiscal Year.



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	Capital Vehicle	
Governance & Management															
Elected Officials	x														
Administration	x														
Human Resources	x														
Law	x														
Communications	x														
Public Safety															
Police	x														
Drug Fund								x							
Fire	x														
Finance & Administration															
Finance	x														
Information Technology	x														
Purchasing	x														
Revenue Management	x														
Municipal Court	x														
Project and Facilities Management	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				
Transit System										x					
Public Works															
Streets Department - Maintenance Division	x														
Streets Department - Traffic Division	x														
Streets Department - Fleet Maintenance Division	x														
Capital Vehicle Fund														x	
Stormwater Fund															
Stormwater - Engineering								x							
Stormwater - Streets								x							
Street Aid & Transportation		x													
Road Impact														x	
Sanitation & Environmental Services															
SES Administration															
SES Collection															
SES Disposal															
Water & Sewer															
Utility Billing															
Water Distribution															
Water Plant															
Water General															
Utility Administration															
Wastewater Collection															
Wastewater Plant															
Wastewater General															
Reclaimed															
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															
Parkland Dedication Fund															



City of Franklin, Tennessee

FY 2023 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 2022-2023, this reserve would be \$31,315,849 based on budgeted expenditures of \$94,896,513.

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, an ever-larger number 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 2023 Operating Budget

Fund Summary

Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for the amended FY 2022 budget, and the proposed FY 2023 budget. *

Reserve Breakdown - General Fund - Fund Balance

Fund Name	Required Percentage	Target %	Actual FY 20\$	Actual FY 21\$	Budget FY22\$	Estimated FY 22\$	Budget FY23\$
Reserve (mandated by law)	0%		\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated/Unreserved fund	0%		\$ -	\$ -	\$ -	\$ -	\$ -
Financial Stabilization Account	33%		\$ 26,240,824	\$ 25,397,447	\$ 30,711,546	\$ 30,774,021	\$ 31,315,849
Contingency Subaccount		5%	\$ 3,975,882	\$ 3,848,098	\$ 4,653,265	\$ 4,662,730	\$ 4,744,826
Emergency Subaccount		5%	\$ 3,975,882	\$ 3,848,098	\$ 4,653,265	\$ 4,662,730	\$ 4,744,826
Cash Flow Stabilization Subaccount		14%	\$ 11,132,471	\$ 10,774,675	\$ 13,029,141	\$ 13,055,645	\$ 13,285,512
Debt Service Subaccount		3%	\$ 2,385,529	\$ 2,308,859	\$ 2,791,959	\$ 2,797,638	\$ 2,846,895
Insurance Reserve Subaccount		4%	\$ 3,180,706	\$ 3,078,478	\$ 3,722,612	\$ 3,730,184	\$ 3,795,861
OPEB* Subaccount		2%	\$ 1,590,353	\$ 1,539,239	\$ 1,861,306	\$ 1,865,092	\$ 1,897,930
Supplemental Reserve Account variance between 33% & 45% =	12%		\$ 9,542,118	\$ 9,235,435	\$ 11,167,835	\$ 11,190,553	\$ 11,387,582
Capital Funding Account	>45%		\$ 15,808,531	\$ 29,364,324	\$ 22,117,827	\$ 22,032,633	\$ 26,449,359
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			\$ 9,649,454	\$ 23,205,248	\$ 15,958,750	\$ 15,873,556	\$ 20,290,283

General Fund Budget Amount = \$ 79,517,649 \$ 76,961,962 \$ 93,065,290 \$ 93,254,609 \$ 94,896,513

Net Fund Balance Amount to start year= \$ 51,591,473 \$ 63,997,207 \$ 63,997,207 \$ 63,997,207 \$ 69,152,790

Actual Calculation for Net Fund Balance Amount:	FY 2020	FY 2021	FY 2022*
Gross:	\$ 53,216,286	\$ 65,481,510	\$ 70,852,790
Less: Non-spendable (inventory and prepaids)	\$ (1,624,813)	\$ (1,484,303)	\$ (1,700,000)
	\$ 51,591,473	\$ 63,997,207	\$ 69,152,790

*Note: Capital Funding Account balance and Fund Balance Amounts for Estimated FY 2022 and Budget FY 2023 numbers are inclusive of full amount of year-end close. Ending fund balance will likely change from this forecast.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



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 2023 Operating Budget

General Fund Summary

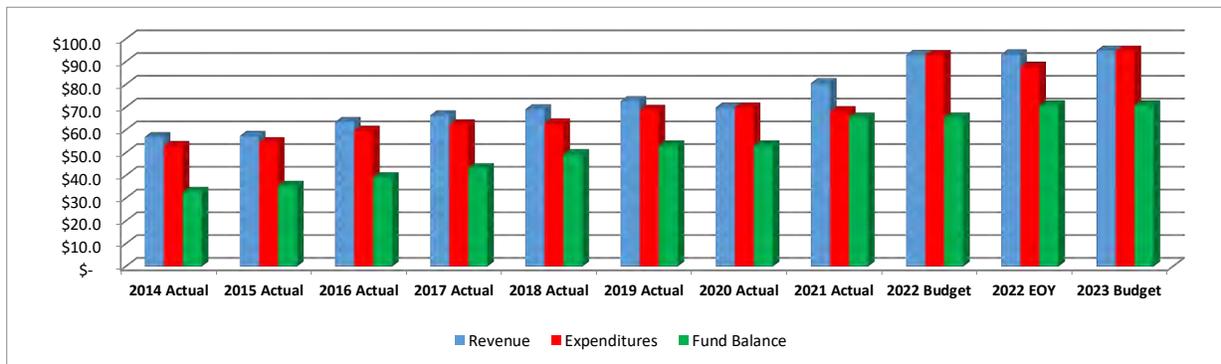
Introduction

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 74.6% of annual expenditures is maintained at fiscal year-end 2022-23. This is in compliance with the Board’s adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2019-2023						
	Actual 2019	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023
Beginning Fund Balance	\$ 49,459,974	\$ 53,201,974	\$ 53,216,286	\$ 65,481,510	\$ 65,481,510	\$ 70,833,209
+ Total GF Revenue	\$ 72,704,419	\$ 69,956,580	\$ 80,560,453	\$ 93,065,290	\$ 93,254,609	\$ 94,896,513
- Total GF Expenditures	\$ 68,962,416	\$ 69,942,266	\$ 68,295,229	\$ 93,065,290	\$ 87,902,911	\$ 94,896,513
Ending Fund Balance	\$ 53,201,974	\$ 53,216,286	\$ 65,481,510	\$ 65,481,510	\$ 70,833,209	\$ 70,833,209
***Percent of Total Annual Revenues	73.2%	76.1%	81.3%	70.4%	76.0%	74.6%
***Percent of Total Annual Expenditures	77.1%	76.1%	95.9%	70.4%	80.6%	74.6%

General Fund Performance – Ten Year Trend



	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2022 EOY	2023 Budget
Revenue	\$ 56.9	\$ 57.4	\$ 63.5	\$ 66.5	\$ 69.1	\$ 72.7	\$ 69.9	\$ 80.6	\$ 93.0	\$ 93.3	\$ 94.9
Expenditures	\$ 53.0	\$ 54.7	\$ 59.7	\$ 62.5	\$ 62.9	\$ 68.9	\$ 69.9	\$ 68.3	\$ 93.0	\$ 87.9	\$ 94.9
Fund Balance	\$ 32.8	\$ 35.5	\$ 39.2	\$ 43.2	\$ 49.4	\$ 53.2	\$ 53.2	\$ 65.5	\$ 65.5	\$ 70.9	\$ 70.9

Note: Amounts above are in millions of dollars.



City of Franklin, Tennessee

FY 2023 Operating Budget

General Fund Summary

Introduction

The 2022-2023 General Fund budget has total estimated revenue available of \$94,896,513. In comparison to 2021-2022 budget, estimated annual revenues for fiscal year 2022-23 are up 2.0%. The local option sales tax continues to be the single largest source of revenue for the City, at 58.8% of the General Fund total. For FY 2022, we project a modest increase of 1% for this major revenue stream, lower than in years past but built on a base which has grown 18.5% and 31.4% respectively in FY 2021 (over FY 2020) and FY 2022 (over FY 2021).

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 16.4% of estimated General Fund revenues. This consumption based tax is also forecast to increase a modest 1% for the year due to economic uncertainty and conditions.

Property tax is the next largest source of revenue representing 10.0% 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 \$94,896,513. Total expenditures for fiscal year 2022-23 are also increasing 2.0% compared to the 2021-22 budget. Within the approved budget, 72% is dedicated to employee wages and benefits, 25% to operational costs and 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.

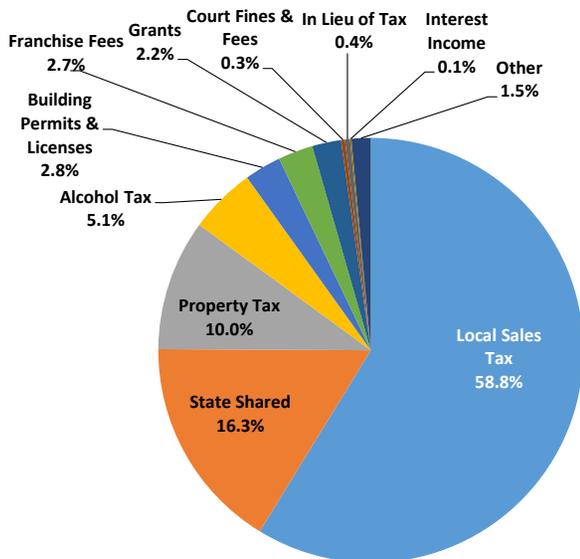


City of Franklin, Tennessee FY 2023 Operating Budget

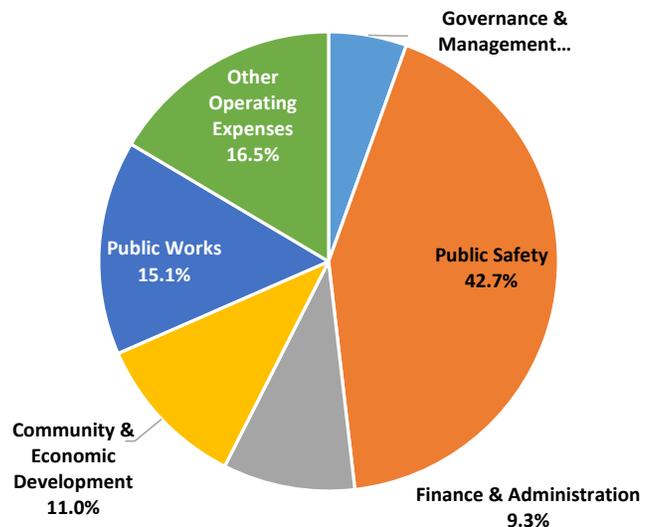
General Fund - Departmental Summary

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>FOY 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</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	\$ 35,453,379	\$ 41,999,727	\$ 55,200,000	\$ 55,297,221	\$ 55,752,000	\$ 552,000	1.0%
State Shared	\$ 13,497,987	\$ 14,505,232	\$ 15,172,039	\$ 15,148,078	\$ 15,501,467	\$ 329,428	2.2%
Property Tax	\$ 7,901,599	\$ 8,499,957	\$ 7,973,338	\$ 8,033,248	\$ 9,461,070	\$ 1,487,732	18.7%
Alcohol Tax	\$ 4,599,511	\$ 5,262,169	\$ 4,693,022	\$ 4,849,056	\$ 4,796,175	\$ 103,153	2.2%
Building Permits & Licenses	\$ 2,405,139	\$ 2,495,634	\$ 2,564,086	\$ 2,462,572	\$ 2,641,846	\$ 77,760	3.0%
Franchise Fees	\$ 2,489,287	\$ 2,497,407	\$ 2,501,079	\$ 2,413,949	\$ 2,526,090	\$ 25,011	1.0%
Grants	\$ 836,319	\$ 3,659,217	\$ 3,296,786	\$ 3,591,794	\$ 2,087,000	\$ (1,209,786)	-36.7%
Court Fines & Fees	\$ 388,668	\$ 304,139	\$ 431,384	\$ 299,418	\$ 282,072	\$ (149,312)	-34.6%
In Lieu of Tax	\$ 398,936	\$ 353,969	\$ 221,990	\$ 275,038	\$ 365,595	\$ 143,605	64.7%
Interest Income	\$ 1,208,681	\$ 93,916	\$ 70,000	\$ 70,035	\$ 100,000	\$ 30,000	42.9%
Other	\$ 777,074	\$ 889,086	\$ 941,566	\$ 814,200	\$ 1,383,198	\$ 441,632	46.9%
Total - General Fund Revenues	\$ 69,956,580	\$ 80,560,453	\$ 93,065,290	\$ 93,254,609	\$ 94,896,513	\$ 1,831,222	2.0%
Expenses							
Governance & Management	\$ 3,817,217	\$ 3,598,339	\$ 4,967,139	\$ 4,649,787	\$ 5,213,070	\$ 245,931	5.0%
Public Safety	\$ 35,513,284	\$ 36,717,815	\$ 41,281,383	\$ 40,638,862	\$ 40,499,853	\$ (781,530)	-1.9%
Finance & Administration	\$ 6,693,915	\$ 6,552,489	\$ 7,980,761	\$ 7,145,777	\$ 8,821,728	\$ 840,968	10.5%
Community & Economic Development	\$ 7,020,130	\$ 7,493,403	\$ 8,807,985	\$ 7,877,413	\$ 10,412,686	\$ 1,604,702	18.2%
Public Works	\$ 12,932,065	\$ 10,811,388	\$ 13,446,175	\$ 12,266,202	\$ 14,324,268	\$ 878,093	6.5%
Other Operating Expenses	\$ 3,965,657	\$ 3,121,796	\$ 16,581,850	\$ 15,324,871	\$ 15,624,908	\$ (956,942)	-5.8%
Total - General Fund Expenses	\$ 69,942,269	\$ 68,295,229	\$ 93,065,290	\$ 87,902,911	\$ 94,896,513	\$ 1,831,223	2.0%
General Fund Expenditures (by major category)							
Personnel	\$ 50,740,927	\$ 51,719,745	\$ 61,493,575	\$ 58,549,374	\$ 68,517,209	\$ 7,023,634	11.4%
Operations	\$ 17,730,503	\$ 13,899,100	\$ 29,464,079	\$ 26,817,675	\$ 23,330,554	\$ (6,133,524)	-20.8%
Capital	\$ 1,470,839	\$ 2,676,385	\$ 2,107,637	\$ 2,535,862	\$ 3,048,750	\$ 941,113	44.7%
Total - General Fund Expenses	\$ 69,942,269	\$ 68,295,229	\$ 93,065,290	\$ 87,902,911	\$ 94,896,513	\$ 1,831,223	2.0%
Surplus / (Deficit)	\$ 14,312	\$ 12,265,224	\$ 0	\$ 5,351,698	\$ 0		

FY 2023 General Fund - Major Revenues



FY 2023 General Fund - Major Expenses





City of Franklin

Revenue Model

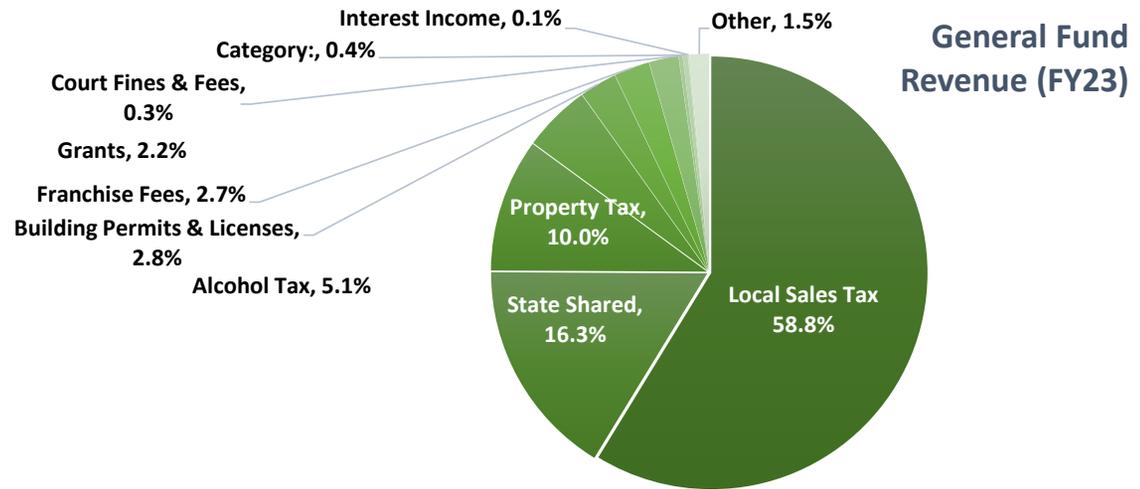
Summary (General Fund)

Percent of All Revenues

48.6%

The General Fund for the City of Franklin is the largest and most important of the City's 14 funds used for financing City services. Although it comprises nearly 50 individual revenue sources, this analysis focuses on the Top 10 revenue sources, which comprise more than 98% of the total as of FY 2023.

For FY 2023, General Fund revenue forecast is an increase of 2% over the FY 2022 budget.



Top Ten Revenue Categories

	Actual					Budget	FY 2023 Forecast		
	<u>A</u> FY 2017	<u>B</u> FY 2018	<u>C</u> FY 2019	<u>D</u> FY 2020	<u>E</u> FY 2021	<u>F</u> FY 2022	<u>G</u> Low	<u>H</u> Medium	<u>I</u> High
Local Sales Tax	\$ 32,694,269	\$ 34,151,972	\$ 36,168,175	\$ 35,453,379	\$ 41,999,727	\$ 55,200,000	\$ 54,191,277	\$ 55,752,000	\$ 57,779,090
State Shared	\$ 12,988,735	\$ 13,966,275	\$ 14,648,230	\$ 13,497,987	\$ 14,505,232	\$ 15,172,039	\$ 15,191,437	\$ 15,501,467	\$ 15,811,495
Property Tax	\$ 9,644,458	\$ 9,091,852	\$ 9,318,972	\$ 7,901,599	\$ 8,499,957	\$ 7,973,338	\$ 9,020,810	\$ 9,461,070	\$ 10,117,436
Alcohol Tax	\$ 4,021,089	\$ 4,200,284	\$ 4,390,575	\$ 4,599,511	\$ 5,262,169	\$ 4,693,022	\$ 4,720,678	\$ 4,796,175	\$ 4,927,532
Building Permits & Licenses	\$ 2,933,745	\$ 3,085,808	\$ 2,279,334	\$ 2,405,139	\$ 2,495,634	\$ 2,564,086	\$ 2,590,839	\$ 2,641,846	\$ 2,692,853
Franchise Fees	\$ 2,230,782	\$ 2,586,092	\$ 2,566,246	\$ 2,489,287	\$ 2,497,407	\$ 2,501,079	\$ 2,501,079	\$ 2,526,090	\$ 2,576,111
Grants	\$ 263,231	\$ 464,319	\$ 387,640	\$ 836,319	\$ 3,659,217	\$ 3,296,786	\$ 2,087,000	\$ 2,087,000	\$ 2,087,000
Court Fines & Fees	\$ 518,823	\$ 371,300	\$ 370,159	\$ 388,668	\$ 304,139	\$ 431,384	\$ 266,865	\$ 282,072	\$ 297,279
Category:	\$ 298,347	\$ 260,607	\$ 259,875	\$ 398,936	\$ 353,969	\$ 221,990	\$ 361,975	\$ 365,595	\$ 369,215
Interest Income	\$ 108,152	\$ 198,953	\$ 1,229,262	\$ 1,208,681	\$ 93,916	\$ 70,000	\$ 93,908	\$ 100,000	\$ 112,690
Top Ten Revenue Sources	\$ 65,701,631	\$ 68,377,461	\$ 71,618,469	\$ 69,179,505	\$ 79,671,367	\$ 92,123,726	\$ 91,025,867	\$ 93,513,315	\$ 96,770,700
Other	\$ 787,787	\$ 722,593	\$ 1,085,952	\$ 777,075	\$ 889,086	\$ 941,566	\$ 1,353,379	\$ 1,383,198	\$ 1,413,016
Total General Fund Revenues	\$ 66,489,417	\$ 69,100,055	\$ 72,704,419	\$ 69,956,580	\$ 80,560,453	\$ 93,065,290	\$ 92,379,247	\$ 94,896,513	\$ 98,183,716

	<u>(B-A)</u>	<u>(C-B)</u>	<u>(D-C)</u>	<u>(E-D)</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	\$ 2,949,545	\$ 2,610,638	\$ 3,604,364	\$ (2,747,839)	\$ 10,603,873	\$ 12,504,836	\$ (686,043)	\$ 1,831,224	\$ 5,118,427
	4.6%	3.9%	5.2%	-3.8%	15.2%	15.5%	-0.7%	2.0%	5.5%



City of Franklin

Revenue Model

Summary (General Fund)

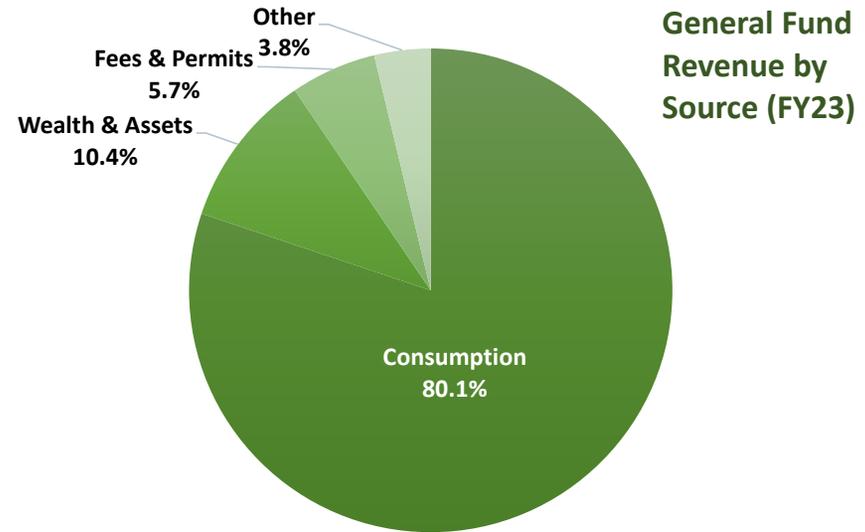
Percent of All Revenues

48.6%

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

The largest category are revenues derived from the consumption of goods and services. This source - taxes on retail sales and alcohol consumption - comprises more than 4 of every 5 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 less than 1 of every 5 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 2017	FY 2018	FY 2019	FY 2020	FY 2021	Budget 2022	FY 2023 Forecast		
							Low	Medium	High
Consumption	\$ 48,235,444	\$ 50,672,408	\$ 53,001,293	\$ 52,914,589	\$ 61,023,282	\$ 75,065,062	\$ 74,103,391	\$ 76,049,642	\$ 78,518,117
Local Sales Tax	\$ 32,694,269	\$ 34,151,972	\$ 36,168,175	\$ 35,453,379	\$ 41,999,727	\$ 55,200,000	\$ 54,191,277	\$ 55,752,000	\$ 57,779,090
State Shared	\$ 11,520,085	\$ 12,320,152	\$ 12,442,543	\$ 12,861,699	\$ 13,761,386	\$ 15,172,039	\$ 15,191,437	\$ 15,501,467	\$ 15,811,495
Alcohol Tax	\$ 4,021,089	\$ 4,200,284	\$ 4,390,575	\$ 4,599,511	\$ 5,262,169	\$ 4,693,022	\$ 4,720,678	\$ 4,796,175	\$ 4,927,532
Wealth & Assets	\$ 11,411,454	\$ 10,998,583	\$ 11,784,534	\$ 8,936,823	\$ 9,597,772	\$ 8,195,328	\$ 9,382,785	\$ 9,826,665	\$ 10,486,651
Property Tax	\$ 9,644,458	\$ 9,091,852	\$ 9,318,972	\$ 7,901,599	\$ 8,499,957	\$ 7,973,338	\$ 9,020,810	\$ 9,461,070	\$ 10,117,436
Hall Income Tax	\$ 1,468,649	\$ 1,646,124	\$ 2,205,687	\$ 636,288	\$ 743,846	\$ -	\$ -	\$ -	\$ -
In Lieu of Taxes	\$ 298,347	\$ 260,607	\$ 259,875	\$ 398,936	\$ 353,969	\$ 221,990	\$ 361,975	\$ 365,595	\$ 369,215
Fees & Permits	\$ 5,683,349	\$ 6,043,200	\$ 5,215,739	\$ 5,283,094	\$ 5,297,180	\$ 5,496,549	\$ 5,358,783	\$ 5,450,008	\$ 5,566,243
Franchise Fees	\$ 2,230,782	\$ 2,586,092	\$ 2,566,246	\$ 2,489,287	\$ 2,497,407	\$ 2,501,079	\$ 2,501,079	\$ 2,526,090	\$ 2,576,111
Category:	\$ 2,933,745	\$ 3,085,808	\$ 2,279,334	\$ 2,405,139	\$ 2,495,634	\$ 2,564,086	\$ 2,590,839	\$ 2,641,846	\$ 2,692,853
Court Fines & Fees	\$ 518,823	\$ 371,300	\$ 370,159	\$ 388,668	\$ 304,139	\$ 431,384	\$ 266,865	\$ 282,072	\$ 297,279
Other	\$ 1,159,171	\$ 1,385,865	\$ 2,702,854	\$ 2,822,075	\$ 4,642,219	\$ 4,308,352	\$ 3,534,287	\$ 3,570,197	\$ 3,612,706
Grants	\$ 263,231	\$ 464,319	\$ 387,640	\$ 836,319	\$ 3,659,217	\$ 3,296,786	\$ 2,087,000	\$ 2,087,000	\$ 2,087,000
Interest Income	\$ 108,152	\$ 198,953	\$ 1,229,262	\$ 1,208,681	\$ 93,916	\$ 70,000	\$ 93,908	\$ 100,000	\$ 112,690
Other	\$ 787,787	\$ 722,593	\$ 1,085,952	\$ 777,075	\$ 889,086	\$ 941,566	\$ 1,353,379	\$ 1,383,198	\$ 1,413,016
Total General Fund Revenues	\$ 66,489,417	\$ 69,100,055	\$ 72,704,419	\$ 69,956,580	\$ 80,560,453	\$ 93,065,292	\$ 92,379,247	\$ 94,896,514	\$ 98,183,716



City of Franklin

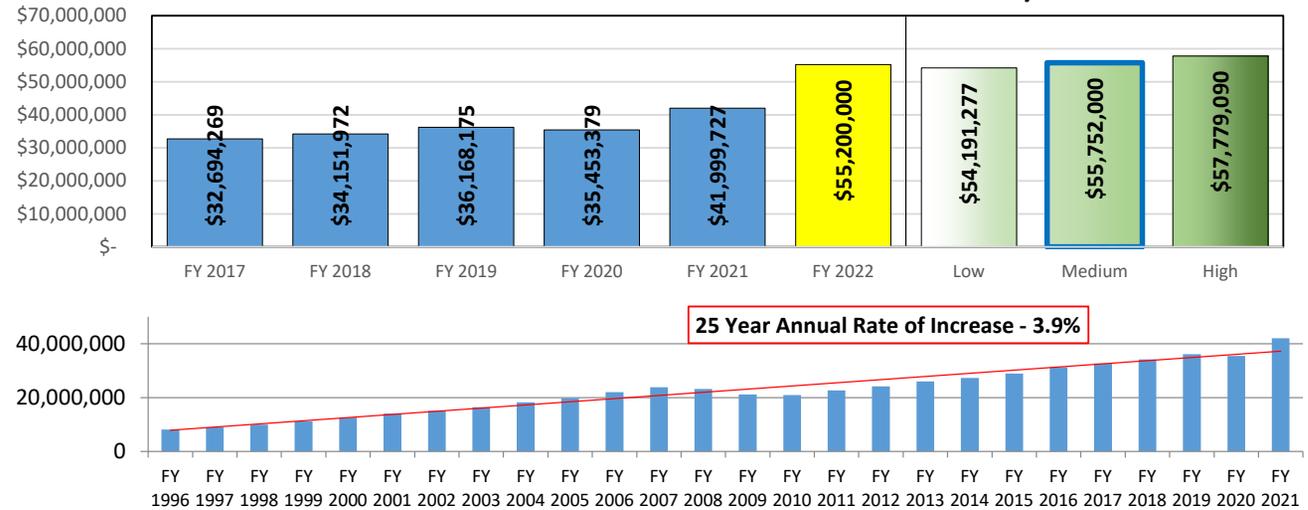
Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	58.8%
--------------	---------------------	------------------	------------------------	---	--------------

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.

FY 2022 witnessed historic growth in the Local Sales Tax base - attributable to many factors (increase in the rate coming to the City by .5% after contributing the City's share to the County for 3 years, inflation, and continued growth in the community). We expect this base to sustain in FY 2023, but given the uncertainty of the world we are forecasting only a 1% increase over unprecedented levels in FY 2022.

Local Sales Tax Revenue FY 2017-2023 & 25-Year History



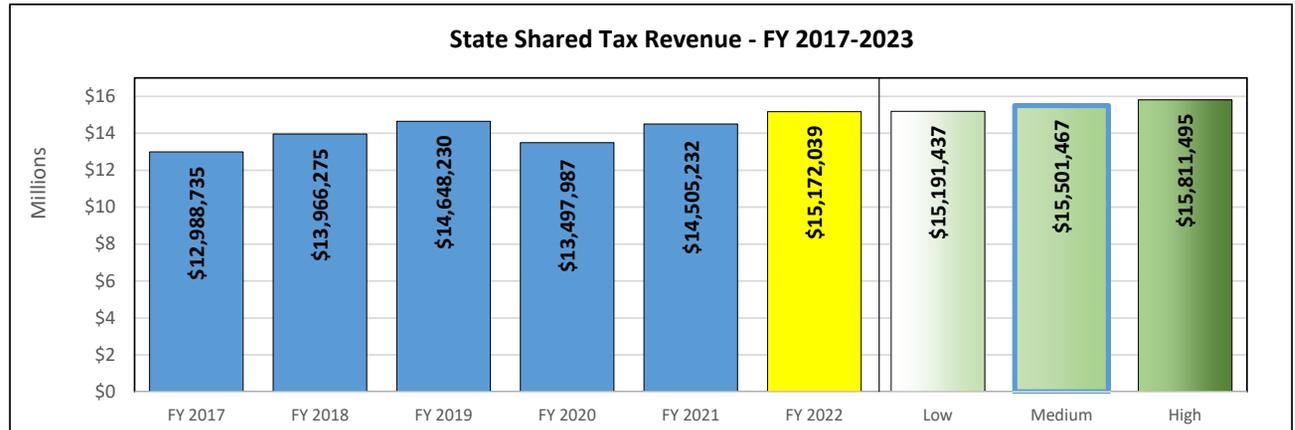
	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	4.4%	4.5%	5.9%	-2.0%	18.5%	31.4%	-1.83%	1.00%	4.67%	3-yr Average
July	2,546,087	2,735,435	2,811,663	3,011,846	3,000,773	4,616,865	4,524,528	4,663,034	4,801,540	\$ 37,873,760
August	2,547,776	2,739,864	2,848,326	2,938,112	2,915,576	4,357,269	4,270,124	4,400,842	4,801,540	15.2%
September	2,817,429	2,748,694	2,933,410	2,947,162	3,022,499	4,794,161	4,698,277	4,842,102	4,985,927	5-Yr Average
October	2,616,784	2,699,861	3,068,712	3,002,662	3,186,150	4,655,427	4,562,318	4,701,981	4,841,644	\$ 36,093,504
November	2,666,949	2,934,718	3,026,420	3,109,876	3,085,542	4,829,484	4,732,895	4,877,779	5,022,664	10.6%
December	3,870,492	3,902,304	3,865,896	4,115,721	4,372,682	5,790,987	5,675,167	5,848,897	6,022,626	10-Yr Average
January	2,338,924	2,503,594	2,682,263	2,822,778	3,007,164	4,188,974	4,105,195	4,230,864	4,356,533	\$ 31,816,877
February	2,186,682	2,315,764	2,622,735	2,605,704	2,550,960	3,909,554	3,831,363	3,948,649	4,065,936	7.3%
March	2,812,649	2,938,636	3,060,153	2,744,230	3,595,329	4,388,291	4,300,525	4,432,174	4,563,823	20-Yr Average
April	2,798,951	2,804,121	3,034,501	2,257,522	4,323,776	4,424,223	4,335,739	4,468,466	4,601,192	\$ 26,083,818
May	2,651,184	2,864,887	3,064,704	2,781,549	4,446,675	4,651,458	4,558,428	4,697,972	4,837,516	5.6%
June	2,840,361	2,964,094	3,149,391	3,116,217	4,492,601	4,593,308	4,596,719	4,639,241	4,878,150	
Totals	\$ 32,694,269	\$ 34,151,972	\$ 36,168,175	\$ 35,453,379	\$ 41,999,727	\$ 55,200,000	\$ 54,191,277	\$ 55,752,000	\$ 57,779,090	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.

Fund: General Fund	Category: State Shared	Percent of Total General Fund Revenues 16.4%
---------------------------	-------------------------------	---

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.

Like the forecast for Local Option Sales Tax, State Shared Sales Tax is also only forecast to increase y 1% in FY 2023. Most other categories will increase - (based on composite projections from state economists and the Department of Revenue) - between 1 and 3%, but vary according to specific category.



	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-13.3%	7.5%	4.9%	-7.9%	7.5%	4.6%	0.13%	2.17%	4.21%	
Sales Tax (State)	5,505,573	6,066,018	6,308,464	6,480,703	7,553,994	8,900,000	8,809,220	8,989,000	9,168,780	3-yr Average
Beer Tax (State)	32,046	33,080	47,859	33,215	18,536	33,034	36,546	37,292	38,038	\$ 14,217,150
State Excise Tax - BANK - January	230,531	213,295	254,236	281,061	316,397	231,403	233,578	238,345	243,112	0.7%
In Lieu of Tax (TVA)	748,991	804,202	839,835	872,269	810,661	836,725	851,917	869,303	886,690	5-Yr Average
Business License (Local Share)	12,150	12,840	11,585	11,685	9,805	11,595	9,734	9,932	10,131	\$ 13,921,292
Transient/Peddler Bus. License	180	5,952	7,242	4,478	5,399	3,588	1,730	1,765	1,801	0.8%
Business Tax (State)	4,537,922	4,739,599	4,515,866	4,703,004	4,536,119	4,700,000	4,736,917	4,833,588	4,930,260	10-Yr Average
Income Tax (State)	1,468,649	1,646,124	2,205,687	636,288	743,846	-	-	-	-	\$ 12,681,187
Business Tax Record Fee - State	452,693	445,166	457,457	475,283	467,994	385,694	443,194	452,239	461,284	1.4%
Sports Gaming Revenues					41,063	70,000	68,600	70,000	71,400	20-Yr Average
Cemetery Excise Tax					1,418					\$ 8,756,735
										3.3%
Totals	\$ 12,988,735	\$ 13,966,275	\$ 14,648,230	\$ 13,497,987	\$ 14,505,232	\$ 15,172,039	\$ 15,191,437	\$ 15,501,467	\$ 15,811,495	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



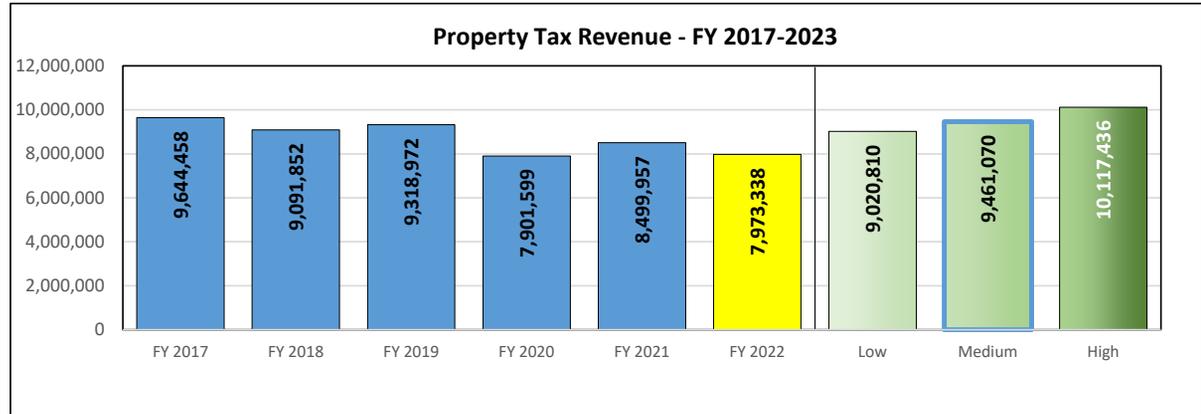
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Property Tax	Percent of Total General Fund Revenues	10.0%
--------------	---------------------	------------------	---------------------	---	--------------

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 2023 Forecast assumes healthy 11% growth in net property tax available to the general fund for two main reasons - 1) a modest (3%) growth over 2022 due primarily to growth in assessed tax rolls, and 2) at least \$1,000,000 in taxes which prior to FY 2023 paid the IDB loans.



	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	93.9%	-5.7%	2.5%	-15.2%	7.6%	-6.2%	6.13%	11.31%	19.03%	
Property Taxes	19,203,126	20,126,690	20,834,771	21,688,376	22,527,250	23,203,331	23,026,943	23,487,482	24,178,290	3-yr Average
Less: Due to IDB/City Loan for IDB**	(1,634,784)	(2,003,609)	(2,111,720)	(2,320,380)	(2,521,183)	(2,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	\$ 8,573,509
Less: Debt Service Fund	(6,710,855)	(8,505,949)	(8,661,198)	(10,958,447)	(10,918,504)	(11,782,505)	(11,595,720)	(11,595,720)	(11,595,720)	-0.3%
Less: Unavailable Revenue (uncollected at year-end)	(190,059)	(231,247)	(249,928)	(160,821)	(198,781)	(206,000)	(200,000)	(204,000)	(214,200)	5-Yr Average
Less: Capital Projects Set-Aside	(623,685)	-	-	-	-	-	-	-	-	\$ 8,891,368
Less: Street Aid Set-Aside	(623,685)	(722,941)	(748,375)	(779,036)	(809,178)	(1,073,088)	(1,073,088)	(1,094,550)	(1,126,742)	-0.9%
Pickups (primarily RR and Public Utility)	224,400	428,908	255,422	272,251	196,102	231,600	262,675	267,858	275,808	\$ 7,412,627
Plus: Prior Year Collections				159,656	224,251	100,000	100,000	100,000	100,000	2.9%
Totals	9,644,458	9,091,852	9,318,972	7,901,599	8,499,957	7,973,338	9,020,810	9,461,070	10,117,436	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.

**** Note on amount due IDB/City:** Now that the IDB Loan is paid in full, the property taxes in the TIF Loan will be directed to repaying the General Fund the \$2.3 million advanced in prior years for repayment of debt service. The estimated amount still remaining to repay the general fund will be in the range of \$1 million to \$1.5 million on 6/30/2022. In the current fiscal year (FY 2022), the property tax billed in the TIF district is \$2.6 million (vs. a budget amount of \$2.5 million). By FY 2024, all available taxes shown on this line will be available for general purposes - whether that be operating or capital.



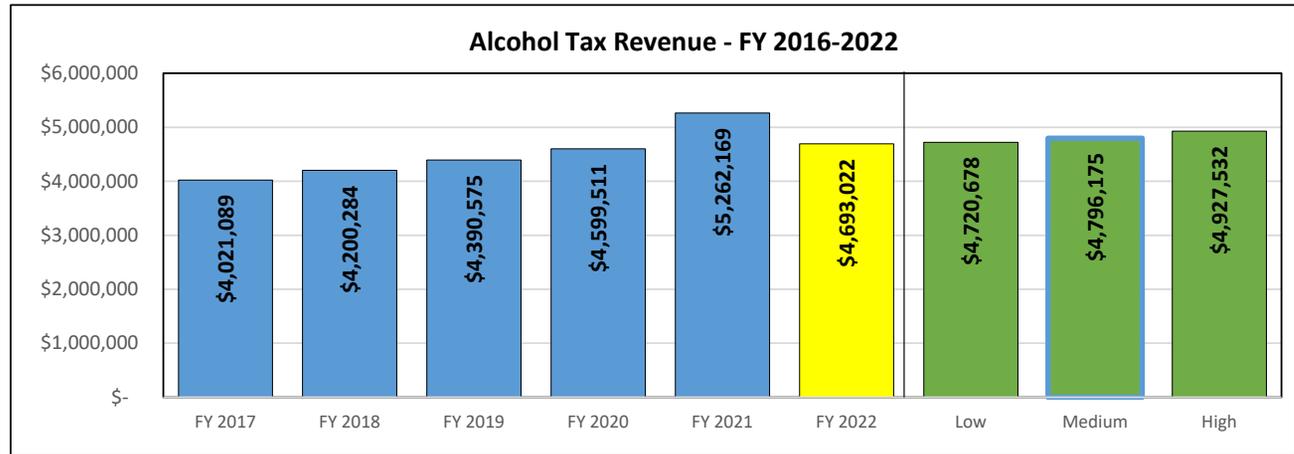
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Alcohol Tax	Percent of Total General Fund Revenues	5.1%
--------------	---------------------	------------------	--------------------	---	-------------

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 2.2%. Wholesale taxes are set to increase nominally, by 1.1%. Privilege taxes are set to increase by 1.1% (Beer) and 3% for (Liquor) and Mixed Drink Taxes are set to increase 5%. All increases are based on composite averages presented from the State Finance Board (11/2021).



	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	2.4%	4.5%	4.5%	4.8%	14.4%	-10.8%	0.6%	2.2%	5.0%	
Beer Tax - Wholesale	1,655,448	1,691,204	1,556,121	1,905,377	1,956,504	1,755,932	1,755,932	1,775,248	1,791,051	3-yr Average
Beer Privilege Tax (Renewal)	23,306	23,049	107,282	21,740	21,394	24,566	24,566	24,836	25,057	\$ 4,750,752
Liquor Tax - Wholesale	1,343,791	1,400,552	1,487,062	1,761,915	1,868,262	1,529,735	1,529,735	1,546,562	1,560,330	3.6%
Liquor Privilege Tax	103,800	92,541	91,759	84,371	84,107	119,961	122,360	123,560	125,959	5-Yr Average
Mixed Drink Tax	894,745	992,939	1,148,352	826,109	1,331,902	1,262,828	1,288,085	1,325,969	1,425,135	\$ 4,494,726
										3.4%
										10-Yr Average
										\$ 3,981,096
										3.2%
										20-Yr Average
										\$ 3,154,849
										3.3%
Totals	\$ 4,021,089	\$ 4,200,284	\$ 4,390,575	\$ 4,599,511	\$ 5,262,169	\$ 4,693,022	\$ 4,720,678	\$ 4,796,175	\$ 4,927,532	

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

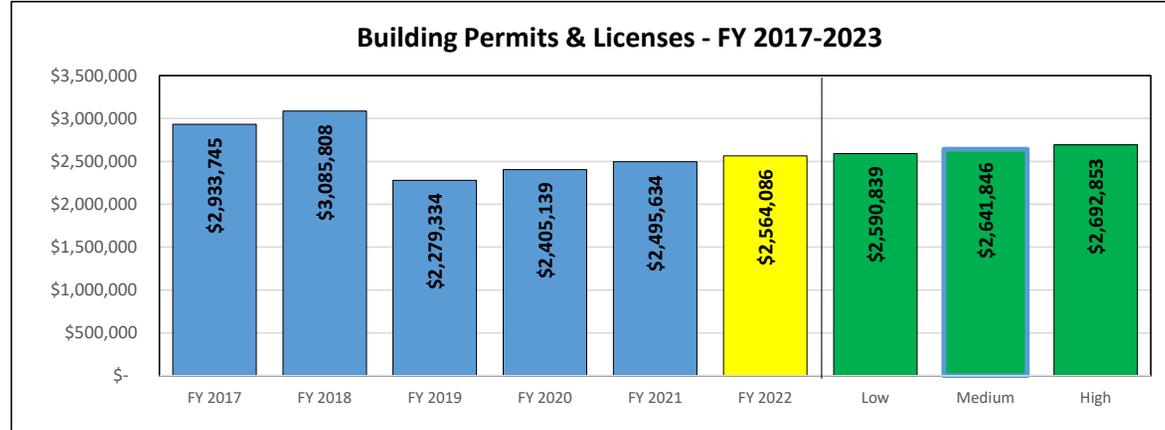


City of Franklin

Revenue Model

Fund:	General Fund	Category:	Building Permits & Licenses	Percent of Total General Fund Revenues	2.8%
--------------	---------------------	------------------	--	---	-------------

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.
This forecast projects a 3% increase.



	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	2.9%	5.2%	-26.1%	5.5%	9.5%	2.7%	1.0%	3.0%	5.0%	
Mechanical License	2,931	5,400	6,087	4,475	5,075	3,134	3,165	3,228	3,291	3-yr Average
Mechanical Permits	87,549	112,051	122,624	107,589	113,732	121,892	123,111	125,549	127,987	\$ 2,393,369
Building Permits	2,153,262	2,339,364	1,548,109	1,714,700	1,796,730	1,791,463	1,809,378	1,845,207	1,881,036	1.4%
Technology Fee	80,630	69,230	63,510	61,730	65,714	83,892	84,731	86,409	88,087	5-Yr Average
Plumbing License	3,359	475	-	-	-	-	-	-	-	\$ 2,639,932
Plumbing Permits	58,624	73,884	87,336	76,747	74,574	73,925	74,664	76,143	77,621	-1.1%
Electrical Inspections	239,084	276,013	249,847	232,907	247,267	272,142	274,863	280,306	285,749	10-Yr Average
Planning Fees (Plans Review)	33,049	38,323	78,136	138,499	76,540	66,921	82,590	83,929	85,267	\$ 2,356,044
Reinspection Fees	16,963	14,300	17,200	17,625	17,900	16,151	16,313	16,636	16,959	0.6%
Sign Permits	8,966	9,759	11,246	11,442	13,419	9,370	9,464	9,651	9,839	20-Yr Average
Café Fees	450	-	-	-	-	-	-	-	-	\$ 1,932,500
Mobile Food Vendor Permit Fee				1,800	5,010	515	520	530	541	1.5%
Video, Film, Photo Permit Fee				100	4,400	2,060	2,081	2,122	2,163	
Short-Term Rental Permit Fee						10,500	10,605	10,815	11,025	
Streets As-built Drawings Review Fee						5,000	5,050	5,150	5,250	
Tree Cutting Permits	50	120	25	110	-	112	113	115	118	
Grading Permits	95,668	114,327	-	-	-	-	-	-	-	
ROW Permit/Inspect	40,374	-	420	-	-	-	-	-	-	
Roadway Inspections	112,786	32,562	94,794	37,414	74,671	93,259	94,192	96,057	97,922	
Small Cell ROW Application					600	-	-	-	-	
Site Plan Amendment Fee						13,750	13,888	14,163	14,438	
Totals	\$ 2,933,745	\$ 3,085,808	\$ 2,279,334	\$ 2,405,139	\$ 2,495,634	\$ 2,564,086	\$ 2,590,839	\$ 2,641,846	\$ 2,692,853	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



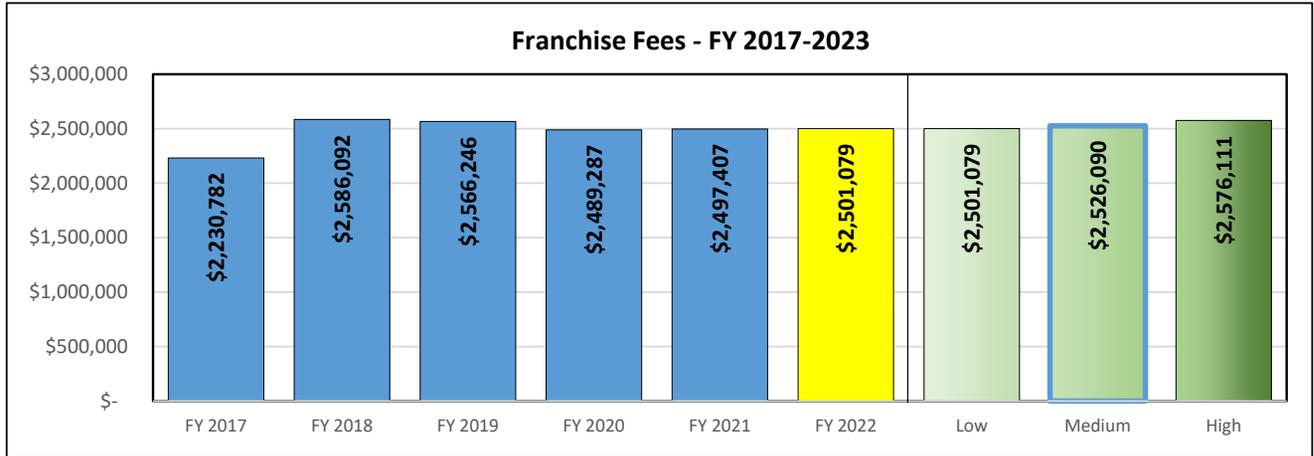
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Franchise Fees	Percent of Total General Fund Revenues	2.7%
--------------	---------------------	------------------	-----------------------	---	-------------

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 2023.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-1.1%	15.9%	-0.8%	-3.0%	0.3%	0.1%	0%	1%	3%	
ATMOS	993,932	1,314,420	1,323,578	1,282,993	1,367,141	1,144,348	1,144,348	1,155,791	1,178,678	3-yr Average
Comcast	952,866	976,578	938,466	920,276	883,330	1,027,261	1,027,261	1,037,534	1,058,079	\$ 2,517,647
Piedmont	42,694	48,066	52,619	48,125	48,665	126,476	126,476	127,741	130,271	-0.3%
AT&T	241,290	247,028	251,583	237,893	198,271	202,993	202,993	205,023	209,083	5-Yr Average
										\$ 2,473,963
										0.2%
										10-Yr Average
										\$ 2,361,306
										0.6%
										20-Yr Average
										\$ 1,855,745
										1.7%
Totals	\$ 2,230,782	\$ 2,586,092	\$ 2,566,246	\$ 2,489,287	\$ 2,497,407	\$ 2,501,079	\$ 2,501,079	\$ 2,526,090	\$ 2,576,111	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



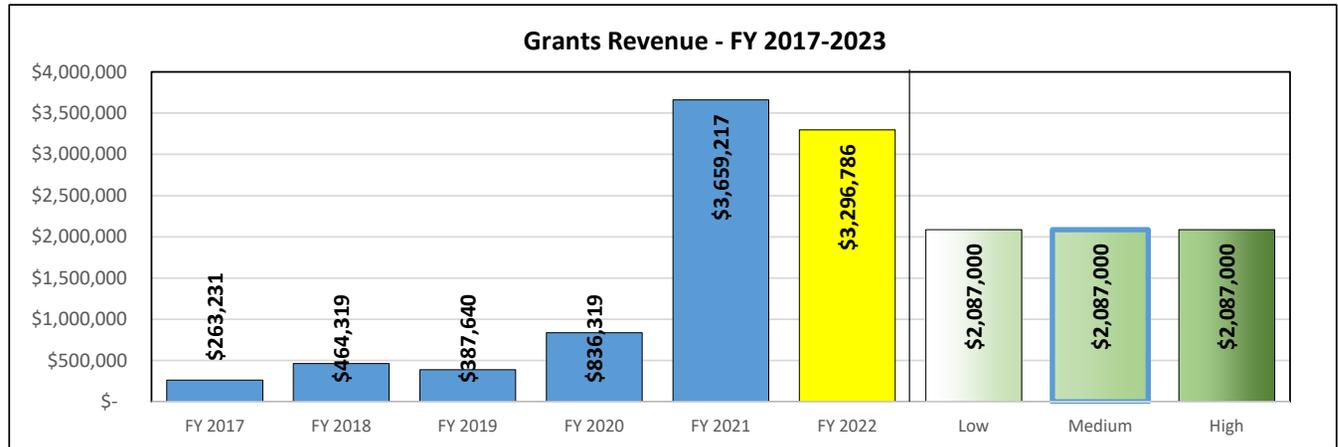
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Grants	Percent of Total General Fund Revenues	2.2%
--------------	---------------------	------------------	---------------	---	-------------

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. In FY 2022 the same grants continued except no additional COVID grants and the State of Tennessee grant was cut in half.

FY 2023 assumes four grants: 2 for Transportation Improvements, 1 for Parks and 1

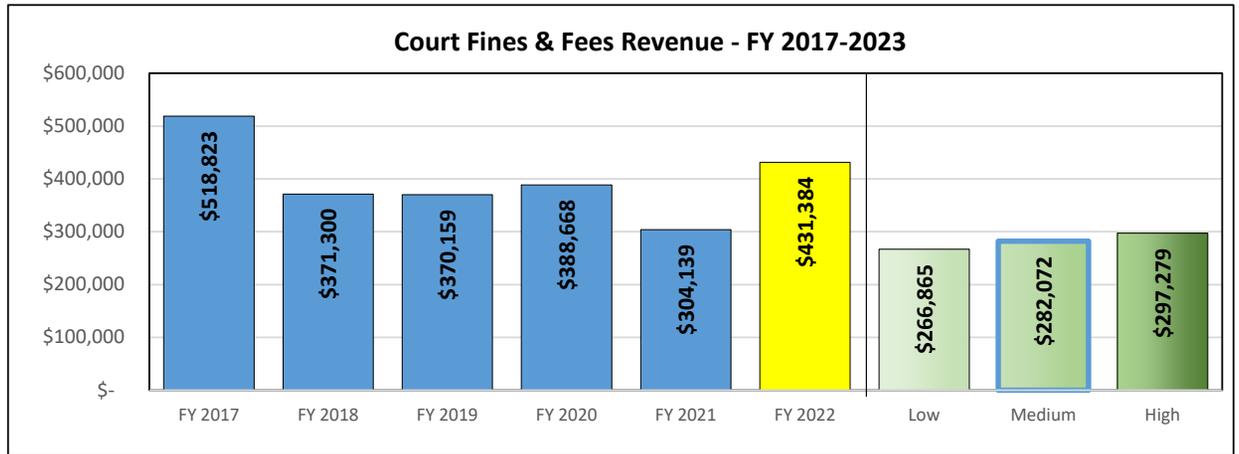


	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-83.7%	76.4%	-16.5%	115.7%	337.5%		-43.0%	-43.0%	-43.0%	
Emergency Shelter Grant	50,693	-	-	-	-	-	-	-	-	3-yr Average
Federal Grant - Ballistic Vests	4,190	14,711	-	3,518	-	-	-	-	-	\$ 1,627,725
Federal Grant - TOC	67,685	295,768	329,719	143,565	-	1,680,000	1,690,000	1,690,000	1,690,000	41.6%
Homeland Security Grant (42200)	-	60,384	52,473	13,802	14,018	50,000	50,000	50,000	50,000	5-Yr Average
Dept of House & Urban Dev (Federal)	-	36,280	-	-	-	-	-	-	-	\$ 1,122,145
Dept of Finance & Admin (Federal)	15,000	-	-	-	-	-	-	-	-	45.2%
Dept of Treasury (Federal)	563	-	-	-	1,131,180	542,636	-	-	-	10-Yr Average
Dept of Transportation (Federal)	27,913	-	-	-	704,040	-	-	-	-	\$ 1,014,236
Dept of Transportation (Federal)	25,548	-	-	-	-	-	-	-	-	26.1%
Preservation Plan Grant (Federal)	-	14,354	-	-	-	-	-	-	-	20-Yr Average
Parks Grants	71,640	42,822	-	656,550	-	100,000	100,000	100,000	100,000	\$ 878,046
Governor's Local Gov't Support Grant	-	-	-	-	1,815,648	924,150	-	-	-	15.8%
TN Dept of Agriculture	-	-	5,448	18,884	2,453	-	-	-	-	
Misc. Adjustment	-	-	-	-	(8,121)	-	-	-	-	
Advanced Transportation Controller	-	-	-	-	-	-	247,000	247,000	247,000	
Totals	\$ 263,231	\$ 464,319	\$ 387,640	\$ 836,319	\$ 3,659,217	\$ 3,296,786	\$ 2,087,000	\$ 2,087,000	\$ 2,087,000	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & 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 lower in FY 2023, after a process begun in FY 2021 to correct for overestimations in previous budget years. This forecast is influenced by reduced court activity in 2020 and 2021.



	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	9.2%	-28.4%	-0.3%	5.0%	-21.7%	41.8%	-38%	-35%	-31%	
Fines/Fees - Mun Court	140,152	83,340	86,258	90,082	53,533	109,237	46,972	49,649	52,326	3-yr Average
Court-Local Litigation Tax	4,964	3,726	3,286	3,286	2,236	3,235	1,962	2,073	2,185	\$ 354,322
Court-Bad Check	20	276	96	382	160	-	140	148	156	-4.7%
Court Collection Fee	(677)	(170)	-	-	-	-	-	-	-	5-Yr Average
Delinquent Court Fees & Fines	14,214	10,403	9,472	9,797	6,556	8,253	5,753	6,080	6,408	\$ 390,618
Court-Driving School	78,915	30,569	41,959	57,033	33,631	59,332	29,509	31,191	32,872	-4.4%
Court-Admin Fee	1,777	1,066	1,372	1,404	720	955	632	668	704	10-Yr Average
Fines - Gen Sessions	81,849	92,490	60,237	61,586	59,763	78,759	52,439	55,427	58,415	\$ 529,799
Officer Costs - General Sessions/Circuit	102,261	107,366	112,322	99,008	95,693	102,845	83,965	88,750	93,535	-4.3%
Parking Fines - Mun Court	24,689	4,328	7,848	16,859	8,361	13,931	7,337	7,755	8,173	20-Yr Average
Fines - Traffic Offenses	68,369	36,396	45,809	47,581	27,427	53,451	24,065	25,437	26,808	\$ 691,431
Failure To Appear - Fine	2,292	1,510	1,500	1,650	980	1,386	860	909	958	-2.8%
Confiscated Goods (State)	-	-	-	-	15,079	-	13,231	13,985	14,739	
Totals	\$ 518,823	\$ 371,300	\$ 370,159	\$ 388,668	\$ 304,139	\$ 431,384	\$ 266,865	\$ 282,072	\$ 297,279	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



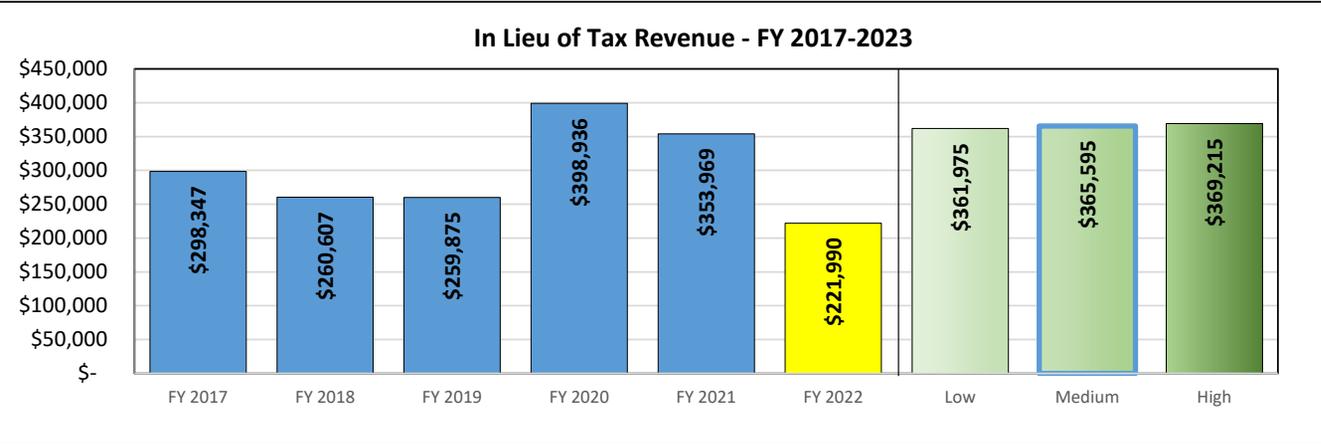
City of Franklin

Revenue Model

Fund:	General Fund	Category:	In Lieu of Tax	Percent of Total General Fund Revenues	0.4%
--------------	---------------------	------------------	-----------------------	---	-------------

In Lieu Of Tax: Payments In Lieu Of Tax are made primarily by various local entities - such as 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). Two new PILOT's - another for the Franklin Housing Authority and one for Ramsey Solutions - have been added.

The base amount of In Lieu of Tax Revenue is projected to increase a nominal 1% over FY 2022 budgeted estimates, but the overall increase is significant due to the two new PILOT's.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-8.6%	-12.6%	-0.3%	53.5%	-11.3%	-37.3%	63.1%	64.7%	66.3%	
Franklin Housing Authority	23,239	25,694	24,963	20,394	17,958	21,705	21,705	21,922	22,139	3-yr Average \$ 337,593
Nissan (TIF District)	234,912	234,913	234,912	172,388	197,962	200,285	200,285	202,288	204,291	1.6%
Community Health Systems (CHS)	40,196			(1,000)			-	-	-	5-Yr Average \$ 314,347
FHA - Reddick Street				171,651	83,087	0	83,918	84,757	85,596	2.5%
Ramsey Solutions				35,503	54,962	0	56,067	56,628	57,188	10-Yr Average \$ 324,552
										0.9%
Totals	\$ 298,347	\$ 260,607	\$ 259,875	\$ 398,936	\$ 353,969	\$ 221,990	\$ 361,975	\$ 365,595	\$ 369,215	20-Yr Average \$ 298,436 0.9%

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



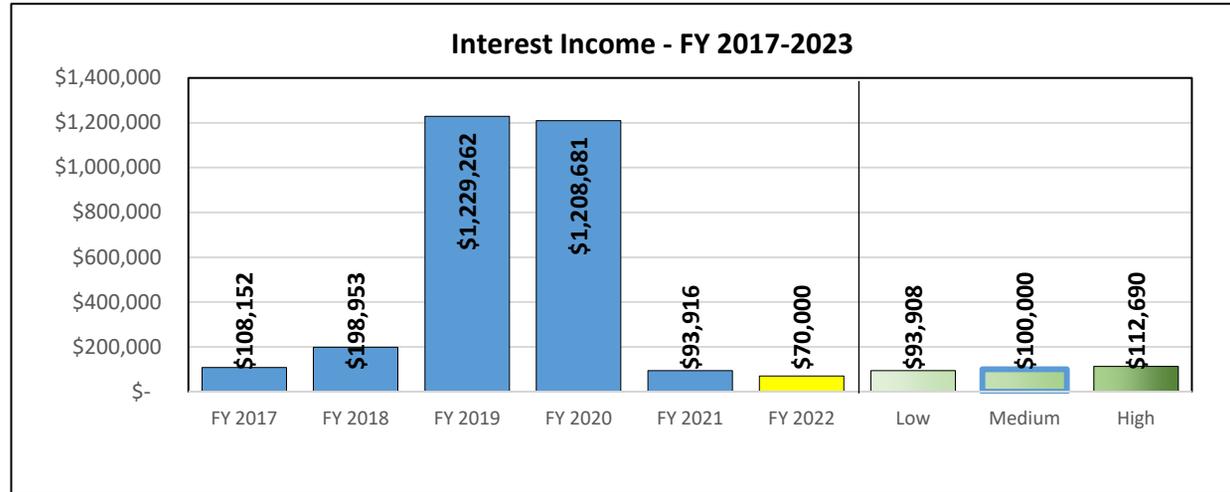
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	0.1%
--------------	---------------------	------------------	------------------------	---	-------------

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, and amount of earnings we as a public sector entity could earn plummeted. Anticipated raises in the Federal Reserve Rates should generate slightly more than FY 2022.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-43.6%	84.0%	517.9%	-1.7%	-92.2%	-25.5%	0%	6%	20%	
July	9,142	52,004	57,040	51,469	13,748	4,931	4,931	5,424	5,917	3-yr Average
August	(3,771)	48,602	85,372	222,070	13,329	(2,658)	(2,658)	(2,924)	(3,190)	\$ 843,953
September	25,061	(975)	19,188	29,714	2,873	(583)	(583)	(641)	(700)	-29.6%
October	5,411	6,494	59,942	85,246	4,214	2,528	2,528	2,781	3,034	5-Yr Average
November	(50,994)	(6,867)	65,066	19,408	13,589	10,936	10,936	12,030	13,123	\$ 650,465
December	8,215	22,065	126,133	44,948	7,866	13,754	13,754	15,129	16,505	-17.1%
January	16,437	14,872	67,431	90,127	6,903	15,000	15,000	16,500	18,000	10-Yr Average
February	24,463	(154,674)	82,012	196,704	(6,559)	(13,908)	10,000	11,000	12,000	\$ 367,596
March	(2,952)	56,927	157,863	347,021	11,574	10,000	10,000	11,000	12,000	-7.4%
April	37,133	(19,591)	108,721	43,598	9,751	10,000	10,000	11,000	12,000	20-Yr Average
May	36,846	116,492	235,172	52,531	11,012	10,000	10,000	11,000	12,000	\$ 573,675
June	3,161	63,604	165,322	25,846	5,616	10,000	10,000	7,701	12,000	-4.2%
Totals	\$ 108,152	\$ 198,953	\$ 1,229,262	\$ 1,208,681	\$ 93,916	\$ 70,000	\$ 93,908	\$ 100,000	\$ 112,690	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



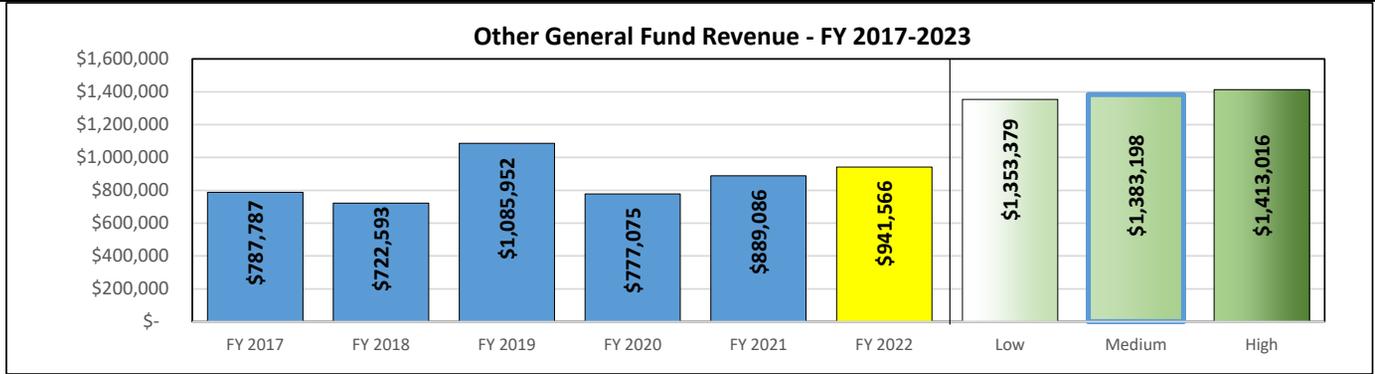
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	1.5%
--------------	---------------------	------------------	--------------	---	-------------

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 increase over FY 2022 is attributable to the match necessary for transportation related capital project grants.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	24.2%	-8.3%	50.3%	-28.4%	14.4%	5.9%	44%	47%	50%	
City Tax Relief	(8,053)	(16,177)	-	(12,893)	(11,769)	-	-	-	-	3-yr Average \$ 917,371
Prop Taxes - P&I	36,671	39,771	43,857	58,580	54,878	38,078	38,078	39,220	40,363	-1.0%
Planning Fees (Rezoning)	30,422	-	-	5,910	10,000	-	-	-	-	5-Yr Average
Planning Fees (Site Plans)	29,011	-	16,500	106,766	47,291	-	13,880	14,163	14,446	\$ 852,499
Planning Fees (Plat Submittal)	98,894	223,373	180,691	41,972	46,875	193,982	193,982	199,802	205,621	0.9%
Planning Fees (Misc Planning)	2,773	262	-	35,966	-	-	-	-	-	10-Yr Average
Annexation Fees	-	-	-	-	8,200	-	8,200	8,446	8,692	\$ 1,279,733
Plan Amendment Fees	-	-	-	-	3,000	-	3,000	3,090	3,180	-3.1%
Development Plan Fee	-	-	-	-	88,204	-	88,204	90,850	93,496	20-Yr Average
Board of Zoning Appeals	-	-	-	-	5,250	-	5,250	5,408	5,565	\$ 1,710,266
Joint Conceptual Workshop	-	-	-	-	2,200	-	2,200	2,266	2,332	-10.0%
Beer Permits (New Applic Fee)	13,750	16,500	14,750	12,660	11,050	15,092	15,092	15,545	15,998	
Yard Sale Permits	7,010	6,220	6,125	3,750	5,030	4,354	4,354	4,485	4,615	
Alarm Permits	23,990	24,190	23,380	26,140	26,385	25,232	25,232	25,989	26,746	
Miscellaneous Permits	4,100	17,612	27,045	18,280	20,950	15,416	15,416	15,878	16,341	
City Sponsored Training	-	3,505	390	-	-	-	-	-	-	
Regional Fire Training	-	2,500	1,500	3,810	695	1,545	1,545	1,591	1,638	
Maps Sold	3,682	1,234	4,020	3,560	1,620	2,914	2,914	3,001	3,089	
Plans Sold	1,650	1,500	1,850	3,700	4,700	2,890	2,890	2,977	3,063	
Records Sold	49	52	8	915	1,766	1,421	1,421	1,464	1,506	
Special Event Services Fee	2,500	2,900	2,000	2,696	2,500	2,795	2,795	2,879	2,963	
Traffic Impact Analysis Review Fee	65,548	35,000	21,000	-	-	25,750	-	-	-	



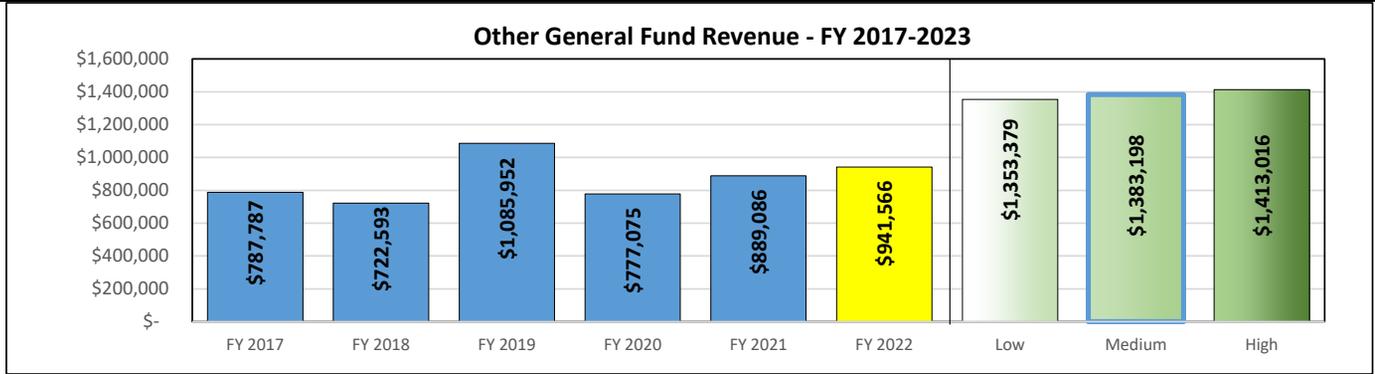
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	1.5%
--------------	---------------------	------------------	--------------	---	-------------

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 increase over FY 2022 is attributable to the match necessary for transportation related capital project grants.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
Accident Reports	1,514	743	3	755	581	691	691	712	732	
Sex Offender Registry	1,800	1,950	2,850	2,100	2,100	1,683	1,683	1,733	1,784	
License Seizure Fees	1,150	715	470	905	595	869	869	895	921	
Police Extra Duty	39,941	43,480	43,618	35,535	45,402	39,459	39,459	40,643	41,827	
Compost Voucher (Non-Refundable)	21,200	23,720	17,555	18,800	21,280	20,459	20,459	21,073	21,687	
Beer Board Violations	-	-	3,000	-	4,000	1,000	1,000	1,030	1,060	
Bldg & Street Stds Appeals Fees	-	-	3,276	-	-	1,000	1,000	1,030	1,060	
Transient Vendor Recording Fees	4,364	556	-	-	-	4,785	4,785	4,929	5,072	
Tree Bank Fees	12,767	12,906	19,904	-	-	11,265	11,265	11,603	11,941	
Sidewalk Reserve Fees	82,840	-	-	-	-	-	-	-	-	
Rebates on Purchases	64,081	68,125	115,951	91,858	82,168	83,359	83,359	85,860	88,361	
Rent - Mall & Other	12,001	15,001	12,001	9,001	18,001	12,001	12,001	12,361	12,721	
Park Concessions	77,543	97,480	200,475	84,806	72,108	84,543	84,543	87,080	89,616	
Harlinsdale Rentals	506	3,472	1,938	(2,441)	13,719	1,066	1,066	1,098	1,130	
Sale of Surplus Assets	134,694	60,019	296,337	128,067	21,392	271,146	271,146	279,280	287,415	
Electrical Charging Stations	-	-	-	456	402	-	-	-	-	
Insurance Reimbursements	-	-	-	-	-	38,170	-	-	-	
Miscellaneous Other Revenue	21,387	35,984	25,458	77,423	90,014	20,600	20,600	21,218	21,836	
Christmas Tree Lighting	-	-	-	18,000	15,000	20,000	20,000	20,600	21,200	
Capital Application from Fund Balance	-	-	-	-	-	-	355,000	355,000	355,000	
Developer Contribution	-	-	-	-	172,500	-	-	-	-	
Contributions	-	-	-	-	1,000	-	-	-	-	
Totals	\$ 787,787	\$ 722,593	\$ 1,085,952	\$ 777,075	\$ 889,086	\$ 941,566	\$ 1,353,379	\$ 1,383,198	\$ 1,413,016	



City of Franklin, Tennessee

FY 2023 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Estd 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</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	\$ 252,555	\$ 256,864	\$ 277,502	\$ 240,203	\$ 272,563	\$ (4,939)	-1.8%
Operations	\$ 106,135	\$ 41,085	\$ 169,928	\$ 162,671	\$ 105,279	\$ (64,649)	-38.0%
Total - Elected Officials	\$ 358,690	\$ 297,949	\$ 447,430	\$ 402,874	\$ 377,842	\$ (69,588)	-15.6%
Administration							
Personnel	\$ 1,314,698	\$ 1,386,625	\$ 1,671,846	\$ 1,562,010	\$ 1,766,683	\$ 94,837	5.7%
Operations	\$ (53,614)	\$ (177,951)	\$ (9,021)	\$ (15,722)	\$ (30,721)	\$ (21,700)	240.5%
Total - Administration	\$ 1,261,084	\$ 1,208,674	\$ 1,662,825	\$ 1,546,288	\$ 1,735,962	\$ 73,137	4.4%
Human Resources							
Personnel	\$ 1,119,992	\$ 1,081,775	\$ 1,283,016	\$ 1,248,807	\$ 1,408,026	\$ 125,010	9.7%
Operations	\$ 150,506	\$ 66,505	\$ 316,890	\$ 253,171	\$ 333,512	\$ 16,622	5.2%
Total - Human Resources	\$ 1,270,498	\$ 1,148,280	\$ 1,599,906	\$ 1,501,978	\$ 1,741,538	\$ 141,632	8.9%
Law							
Personnel	\$ 583,738	\$ 627,768	\$ 686,427	\$ 678,118	\$ 747,537	\$ 61,110	8.9%
Operations	\$ (34,769)	\$ (74,452)	\$ 92,037	\$ 76,534	\$ 100,836	\$ 8,799	9.6%
Total - Law	\$ 548,969	\$ 553,316	\$ 778,464	\$ 754,652	\$ 848,373	\$ 69,909	9.0%
Communications							
Personnel	\$ 398,806	\$ 419,299	\$ 447,542	\$ 427,550	\$ 477,198	\$ 29,656	6.6%
Operations	\$ (20,829)	\$ (29,179)	\$ 30,973	\$ 16,443	\$ 32,156	\$ 1,183	3.8%
Total - Communications	\$ 377,977	\$ 390,120	\$ 478,515	\$ 443,994	\$ 509,354	\$ 30,840	6.4%
Governance & Management Summary							
Personnel	\$ 3,669,789	\$ 3,772,331	\$ 4,366,333	\$ 4,156,689	\$ 4,672,007	\$ 305,674	7.0%
Operations	\$ 147,429	\$ (173,992)	\$ 600,806	\$ 493,097	\$ 541,063	\$ (59,744)	-9.9%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Governance & Management	\$ 3,817,217	\$ 3,598,339	\$ 4,967,139	\$ 4,649,787	\$ 5,213,070	\$ 245,931	5.0%
Public Safety							
Police							
Personnel	\$ 13,324,800	\$ 13,329,351	\$ 14,973,709	\$ 14,891,848	\$ 15,290,679	\$ 316,970	2.1%
Operations	\$ 3,299,053	\$ 3,235,631	\$ 3,787,420	\$ 3,581,613	\$ 4,176,899	\$ 389,479	10.3%
Capital	\$ -	\$ 966,802	\$ 1,083,334	\$ 921,265	\$ 75,000	\$ (1,008,334)	-93.1%
Total - Police	\$ 16,623,853	\$ 17,531,784	\$ 19,844,463	\$ 19,394,726	\$ 19,542,578	\$ (301,885)	-1.5%
Fire							
Personnel	\$ 17,097,984	\$ 17,026,377	\$ 18,747,494	\$ 18,735,561	\$ 18,362,232	\$ (385,262)	-2.1%
Operations	\$ 1,791,447	\$ 2,040,959	\$ 2,376,426	\$ 2,241,725	\$ 2,595,043	\$ 218,617	9.2%
Capital	\$ -	\$ 118,695	\$ 313,000	\$ 266,850	\$ -	\$ (313,000)	-100.0%
Total - Fire	\$ 18,889,431	\$ 19,186,031	\$ 21,436,920	\$ 21,244,136	\$ 20,957,275	\$ (479,645)	-2.2%
Public Safety Summary							
Personnel	\$ 30,422,784	\$ 30,355,728	\$ 33,721,203	\$ 33,627,409	\$ 33,652,911	\$ (68,292)	-0.2%
Operations	\$ 5,090,500	\$ 5,276,590	\$ 6,163,846	\$ 5,823,338	\$ 6,771,942	\$ 608,096	9.9%
Capital	\$ -	\$ 1,085,497	\$ 1,396,334	\$ 1,188,115	\$ 75,000	\$ (1,321,334)	-94.6%
Total Public Safety	\$ 35,513,284	\$ 36,717,815	\$ 41,281,383	\$ 40,638,862	\$ 40,499,853	\$ (781,530)	-1.9%



City of Franklin, Tennessee

FY 2023 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Estd 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</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	\$ 976,306	\$ 984,314	\$ 1,113,533	\$ 1,075,306	\$ 1,092,111	\$ (21,422)	-1.9%
Operations	\$ (44,734)	\$ (67,367)	\$ 54,458	\$ (8,340)	\$ 55,946	\$ 1,488	2.7%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Finance	\$ 931,572	\$ 916,947	\$ 1,167,991	\$ 1,066,966	\$ 1,148,057	\$ (19,935)	-1.7%
Purchasing							
Personnel	\$ 290,706	\$ 293,250	\$ 358,387	\$ 331,838	\$ 380,761	\$ 22,374	6.2%
Operations	\$ (30,220)	\$ (60,908)	\$ 38,118	\$ (9,348)	\$ 13,919	\$ (24,199)	-63.5%
Total - Purchasing	\$ 260,486	\$ 232,343	\$ 396,505	\$ 322,490	\$ 394,680	\$ (1,826)	-0.5%
Information Technology							
Personnel	\$ 2,418,277	\$ 2,291,028	\$ 2,621,810	\$ 2,280,999	\$ 2,767,783	\$ 145,973	5.6%
Operations	\$ 1,417,319	\$ 1,128,804	\$ 1,702,426	\$ 1,233,528	\$ 1,950,304	\$ 247,878	14.6%
Capital	\$ -	\$ 181,070	\$ 100,000	\$ 519,439	\$ 210,000	\$ 110,000	110.0%
Total - Information Technology	\$ 3,835,596	\$ 3,600,902	\$ 4,424,236	\$ 4,033,966	\$ 4,928,087	\$ 503,851	11.4%
Revenue Management							
Personnel	\$ 1,020,658	\$ 1,068,002	\$ 1,143,430	\$ 1,091,984	\$ 1,176,995	\$ 33,565	2.9%
Operations	\$ (885,186)	\$ (861,694)	\$ (851,958)	\$ (886,739)	\$ (917,746)	\$ (65,788)	7.7%
Total - Revenue Management	\$ 135,472	\$ 206,308	\$ 291,472	\$ 205,245	\$ 259,249	\$ (32,223)	-11.1%
Municipal Court							
Personnel	\$ 214,025	\$ 256,268	\$ 259,318	\$ 210,870	\$ 209,326	\$ (49,993)	-19.3%
Operations	\$ 62,871	\$ 58,262	\$ 48,045	\$ 44,979	\$ 335,978	\$ 287,933	599.3%
Total - Municipal Court	\$ 276,896	\$ 314,530	\$ 307,363	\$ 255,849	\$ 545,304	\$ 237,940	77.4%
Project and Facilities Management							
Personnel	\$ 448,962	\$ 480,964	\$ 510,958	\$ 490,825	\$ 480,103	\$ (30,855)	-6.0%
Operations	\$ 705,428	\$ 800,495	\$ 882,234	\$ 770,436	\$ 1,066,248	\$ 184,014	20.9%
Capital	\$ 99,503	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Project and Facilities Management	\$ 1,253,893	\$ 1,281,459	\$ 1,393,192	\$ 1,261,261	\$ 1,546,351	\$ 153,159	11.0%
Finance & Administration Summary							
Personnel	\$ 5,368,934	\$ 5,373,826	\$ 6,007,436	\$ 5,481,822	\$ 6,107,079	\$ 99,643	1.7%
Operations	\$ 1,225,478	\$ 997,592	\$ 1,873,324	\$ 1,144,516	\$ 2,504,650	\$ 631,325	33.7%
Capital	\$ 99,503	\$ 181,070	\$ 100,000	\$ 519,439	\$ 210,000	\$ 110,000	110.0%
Total Finance & Administration	\$ 6,693,915	\$ 6,552,489	\$ 7,980,761	\$ 7,145,777	\$ 8,821,728	\$ 840,968	10.5%
Community & Economic Development							
Building and Neighborhood Services							
Personnel	\$ 2,868,867	\$ 2,660,000	\$ 3,391,396	\$ 3,058,076	\$ 3,356,681	\$ (34,715)	-1.0%
Operations	\$ 276,432	\$ 180,548	\$ 322,332	\$ 301,310	\$ 332,978	\$ 10,646	3.3%
Total - Building & Neighborhood Services	\$ 3,145,299	\$ 2,840,548	\$ 3,713,728	\$ 3,359,386	\$ 3,689,659	\$ (24,069)	-0.6%
Planning and Sustainability							
Personnel	\$ 1,261,300	\$ 1,307,853	\$ 1,619,774	\$ 1,503,719	\$ 1,580,695	\$ (39,079)	-2.4%
Operations	\$ 134,402	\$ 159,540	\$ 403,459	\$ 309,457	\$ 406,633	\$ 3,174	0.8%
Total - Planning & Sustainability	\$ 1,395,702	\$ 1,467,393	\$ 2,023,233	\$ 1,813,176	\$ 1,987,327	\$ (35,906)	-1.8%
Engineering							
Personnel	\$ 1,609,579	\$ 1,676,643	\$ 1,871,159	\$ 1,850,741	\$ 1,826,551	\$ (44,608)	-2.4%
Operations	\$ (160,361)	\$ (299,591)	\$ (139,249)	\$ (168,250)	\$ (157,022)	\$ (17,773)	12.8%
Total Engineering & TOC	\$ 1,449,218	\$ 1,377,052	\$ 1,731,910	\$ 1,682,491	\$ 1,669,529	\$ (62,381)	-3.6%



City of Franklin, Tennessee

FY 2023 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Estd 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</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	\$ 362,636	\$ 319,114	\$ 432,720	\$ 363,934	\$ 483,444	\$ 50,724	11.7%
Operations	\$ 483,566	\$ 227,000	\$ 472,539	\$ 274,570	\$ 418,020	\$ (54,519)	-11.5%
Capital	\$ 92,864	\$ 1,191,035	\$ 345,000	\$ 295,000	\$ 2,072,500	\$ 1,727,500	500.7%
Total Engineering & TOC	\$ 939,066	\$ 1,737,149	\$ 1,250,259	\$ 933,504	\$ 2,973,964	\$ 1,723,705	137.9%
Economic Development							
Operations	\$ 90,844	\$ 71,261	\$ 88,855	\$ 88,855	\$ 92,209	\$ 3,354	3.8%
Total - Economic Development	\$ 90,844	\$ 71,261	\$ 88,855	\$ 88,855	\$ 92,209	\$ 3,354	3.8%
Community & Economic Development Summary							
Personnel	\$ 6,102,382	\$ 5,963,610	\$ 7,315,049	\$ 6,776,471	\$ 7,247,370	\$ (67,679)	-0.9%
Operations	\$ 824,883	\$ 338,758	\$ 1,147,936	\$ 805,942	\$ 1,092,816	\$ (55,119)	-4.8%
Capital	\$ 92,864	\$ 1,191,035	\$ 345,000	\$ 295,000	\$ 2,072,500	\$ 1,727,500	500.7%
Total Community & Economic Development	\$ 7,020,130	\$ 7,493,403	\$ 8,807,985	\$ 7,877,413	\$ 10,412,686	\$ 1,604,702	18.2%
Public Works							
Streets Department - Maintenance Division							
Personnel	\$ 2,792,189	\$ 2,779,206	\$ 3,147,265	\$ 3,159,047	\$ 3,305,925	\$ 158,660	5.0%
Operations	\$ 1,223,403	\$ 1,194,336	\$ 1,379,265	\$ 1,326,378	\$ 1,443,768	\$ 64,503	4.7%
Capital	\$ 603,671	\$ 176,986	\$ 219,773	\$ 106,778	\$ 406,000	\$ 186,227	84.7%
Total - Streets - Maintenance	\$ 4,619,263	\$ 4,150,528	\$ 4,746,303	\$ 4,592,203	\$ 5,155,693	\$ 409,390	8.6%
Streets Department - Traffic Division							
Personnel	\$ 923,716	\$ 927,719	\$ 999,610	\$ 924,175	\$ 1,023,742	\$ 24,132	2.4%
Operations	\$ 507,818	\$ 479,476	\$ 641,920	\$ 623,350	\$ 665,266	\$ 23,346	3.6%
Capital	\$ 141,386	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	100.0%
Total - Streets - Traffic	\$ 1,572,920	\$ 1,407,195	\$ 1,641,530	\$ 1,547,525	\$ 1,729,007	\$ 87,478	5.3%
Streets Department - Fleet Maintenance Division							
Personnel	\$ 847,312	\$ 750,108	\$ 868,927	\$ 826,049	\$ 898,603	\$ 29,676	3.4%
Operations	\$ 95,025	\$ (9,057)	\$ 447,299	\$ 60,156	\$ 133,137	\$ (314,162)	-70.2%
Capital	\$ -	\$ -	\$ -	\$ 380,000	\$ 200,000	\$ 200,000	0.0%
Total - Streets - Fleet Maintenance	\$ 942,337	\$ 741,051	\$ 1,316,226	\$ 1,266,205	\$ 1,231,740	\$ (84,486)	-6.4%
Parks							
Personnel	\$ 2,953,214	\$ 2,731,077	\$ 3,309,936	\$ 2,890,587	\$ 3,743,678	\$ 433,742	13.1%
Operations	\$ 2,310,916	\$ 1,739,740	\$ 2,385,650	\$ 1,923,152	\$ 2,418,900	\$ 33,250	1.4%
Capital	\$ 533,415	\$ 41,797	\$ 46,530	\$ 46,530	\$ 45,250	\$ (1,280)	-2.8%
Total - Parks	\$ 5,797,545	\$ 4,512,614	\$ 5,742,116	\$ 4,860,269	\$ 6,207,828	\$ 465,712	8.1%
Public Works							
Personnel	\$ 7,516,431	\$ 7,188,110	\$ 8,325,738	\$ 7,799,858	\$ 8,971,947	\$ 646,209	7.8%
Operations	\$ 4,137,162	\$ 3,404,495	\$ 4,854,134	\$ 3,933,036	\$ 4,661,071	\$ (193,063)	-4.0%
Capital	\$ 1,278,472	\$ 218,783	\$ 266,303	\$ 533,308	\$ 691,250	\$ 424,947	159.6%
Total Public Works	\$ 12,932,065	\$ 10,811,388	\$ 13,446,175	\$ 12,266,202	\$ 14,324,268	\$ 878,093	6.5%



City of Franklin, Tennessee

FY 2023 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Estd 2022</u>	<u>Budget 2023</u>	<u>Difference '22 vs. '23</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>
Other Operating Expenditures							
General Expenses							
Personnel	\$ (2,339,393)	\$ (933,860)	\$ 1,757,816	\$ 707,125	\$ 7,865,895	\$ 6,108,079	347.5%
Operations	\$ 320,279	\$ 182,287	\$ 283,071	\$ 76,783	\$ 299,954	\$ 16,883	6.0%
Capital						\$ -	0.0%
Total - General Expenses	\$ (2,019,114)	\$ (751,573)	\$ 2,040,887	\$ 783,908	\$ 8,165,849	\$ 6,124,962	300.1%
Appropriations							
Operations	\$ 486,738	\$ 446,248	\$ 509,919	\$ 509,919	\$ 661,028	\$ 151,109	29.6%
Total Appropriations	\$ 486,738	\$ 446,248	\$ 509,919	\$ 509,919	\$ 661,028	\$ 151,109	29.6%
Interfund Transfers							
Operations	\$ 5,498,033	\$ 3,427,121	\$ 14,031,044	\$ 14,031,044	\$ 6,798,031	\$ (7,233,013)	-51.6%
Total Interfund Transfers	\$ 5,498,033	\$ 3,427,121	\$ 14,031,044	\$ 14,031,044	\$ 6,798,031	\$ (7,233,013)	-51.6%
Other General Fund Operating Expenditures Summary							
Personnel	\$ (2,339,393)	\$ (933,860)	\$ 1,757,816	\$ 707,125	\$ 7,865,895	\$ 6,108,079	347.5%
Operations	\$ 6,305,050	\$ 4,055,656	\$ 14,824,034	\$ 14,617,746	\$ 7,759,013	\$ (7,065,021)	-47.7%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Other GF Oper. Exp.	\$ 3,965,657	\$ 3,121,796	\$ 16,581,850	\$ 15,324,871	\$ 15,624,908	\$ (956,942)	-5.8%
General Fund Expenditures (by major category)							
Personnel	\$ 50,740,927	\$ 51,719,745	\$ 61,493,575	\$ 58,549,374	\$ 68,517,209	\$ 7,023,634	11.4%
Operations	\$ 17,730,503	\$ 13,899,100	\$ 29,464,079	\$ 26,817,675	\$ 23,330,554	\$ (6,133,524)	-20.8%
Capital	\$ 1,470,839	\$ 2,676,385	\$ 2,107,637	\$ 2,535,862	\$ 3,048,750	\$ 941,113	44.7%
Total - General Fund Departments	\$ 69,942,269	\$ 68,295,229	\$ 93,065,291	\$ 87,902,911	\$ 94,896,513	\$ 1,831,222	2.0%

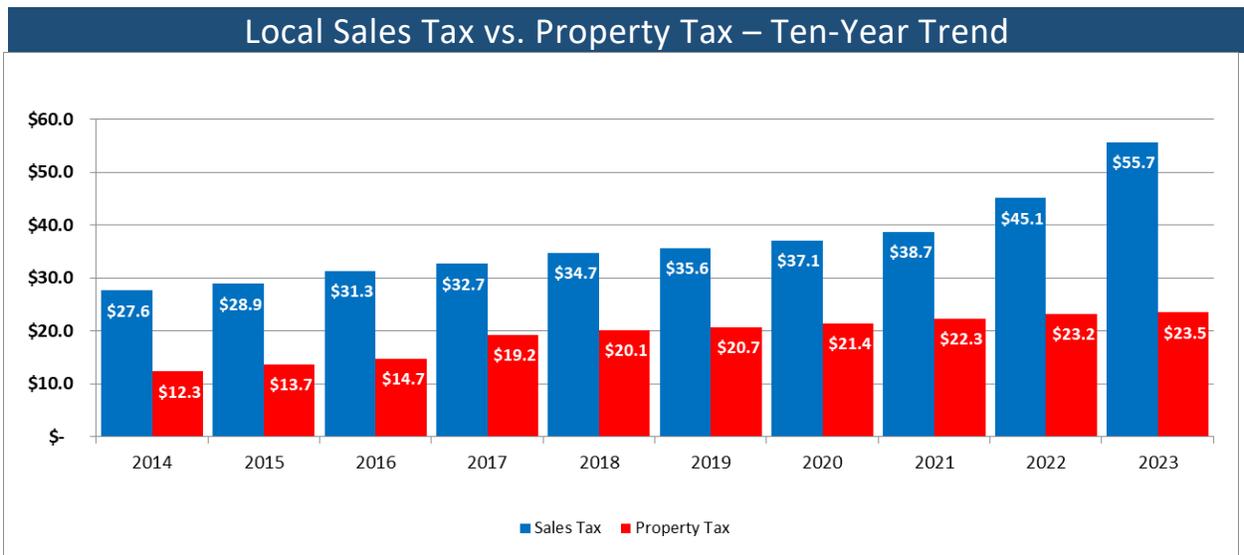


City of Franklin, Tennessee
FY 2023 Operating Budget

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 2023, the anticipated collection of \$23.5 million is split \$9.4 million in the General Fund, \$11.6 million in the Debt Service Fund, \$1.5 million due to the City to repay a loan to service now retired Industrial Development Board debt, and \$1.0 million 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). 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.



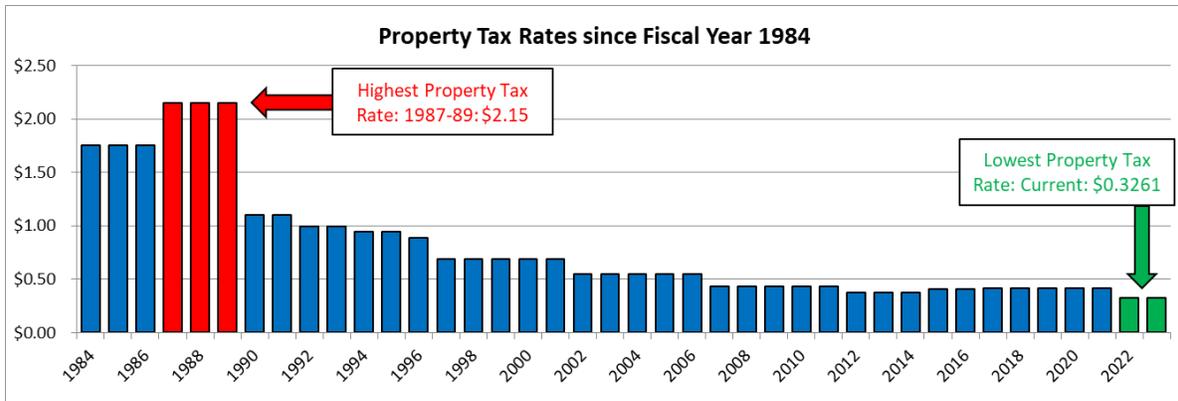
City of Franklin, Tennessee

FY 2023 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 for the last 40 years (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	2023	\$0.3261	\$0.0000



Long-Range Financial Model - Summary - 2023-2027

Summary: This is a summary of anticipated General Fund revenues and General Fund expenses for the next five years, FY 2023-2027. 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, 2022 and ending June 30, 2027. 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 2023-2027

	Forecast 2023		Forecast 2024		Forecast 2025		Forecast 2026		Forecast 2027	
	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %
Revenues										
Local Sales Tax	\$ 55,752,000	1.00%	\$ 57,424,560	3.00%	\$ 59,147,297	3.00%	\$ 60,921,716	3.00%	\$ 62,749,367	3.00%
State Shared	\$ 15,501,467	2.17%	\$ 15,966,511	3.00%	\$ 16,445,506	3.00%	\$ 16,938,872	3.00%	\$ 17,447,038	3.00%
Property Tax	\$ 9,461,070	18.66%	\$ 11,244,902	18.85%	\$ 11,582,249	3.00%	\$ 11,929,717	3.00%	\$ 12,287,608	3.00%
Alcohol Tax	\$ 4,796,175	2.20%	\$ 4,964,041	3.50%	\$ 5,137,782	3.50%	\$ 5,317,605	3.50%	\$ 5,503,721	3.50%
Building Permits & Licenses	\$ 2,641,846	3.03%	\$ 2,641,846	0.00%	\$ 2,641,846	0.00%	\$ 2,641,846	0.00%	\$ 2,641,846	0.00%
Franchise Fees	\$ 2,526,090	1.00%	\$ 2,601,872	3.00%	\$ 2,679,929	3.00%	\$ 2,760,326	3.00%	\$ 2,843,136	3.00%
Grants	\$ 2,087,000	-36.70%	\$ 407,000	-80.50%	\$ 407,000	0.00%	\$ 407,000	0.00%	\$ 407,000	0.00%
Court Fines & Fees	\$ 282,072	-34.61%	\$ 282,072	0.00%	\$ 282,072	0.00%	\$ 282,072	0.00%	\$ 282,072	0.00%
In Lieu of Tax	\$ 365,595	64.69%	\$ 383,875	5.00%	\$ 403,068	5.00%	\$ 423,222	5.00%	\$ 444,383	5.00%
Interest Income	\$ 100,000	42.86%	\$ 102,000	2.00%	\$ 104,040	2.00%	\$ 106,121	2.00%	\$ 108,243	2.00%
Other	\$ 1,383,198	46.90%	\$ 1,383,198	0.00%	\$ 1,383,198	0.00%	\$ 1,383,198	0.00%	\$ 1,383,198	0.00%
Total - General Fund Revenue	\$ 94,896,513		\$ 97,401,877		\$ 100,213,988		\$ 103,111,694		\$ 106,097,612	
Year over Year \$	\$ 1,831,222		\$ 2,505,365		\$ 2,812,111		\$ 2,897,706		\$ 2,985,919	
Year over Year %	1.97%		2.64%		2.89%		2.89%		2.90%	

Revenues: Revenues are forecast to grow by nearly 13.3% from FY 2023 to 2027, or an average of just more 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. 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.

Exhibit 2: Local Option Sales Tax - 25 Year Historic Average - FY 1996-2021



The last 18 months have witnessed amazing revenue growth in this particular category. The rate increase from April of 2018 (which came back to the City in April of 2021) of an additional .50% of the 2.75% total local City/County option) was expected to add about 15% more per month to collections. But the average so far this fiscal year for 8 months has been nearly 25% increases year over year. The FY 2023 forecast acknowledges the tremendous growth in the sales tax base, but only assumes a 1% increase in that base for FY 2023. The world economic outlook is just far too uncertain to be optimistic. We will continue to monitor conditions as warranted.

This forecast assumes 50% of that distribution (or \$4.3 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 - 2023-2027

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 2023 also assumes a slowing down so growth of only 1-2%. Beyond (2024-2027) 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 2023 Forecast assumes modest growth over 2022 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 39 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)

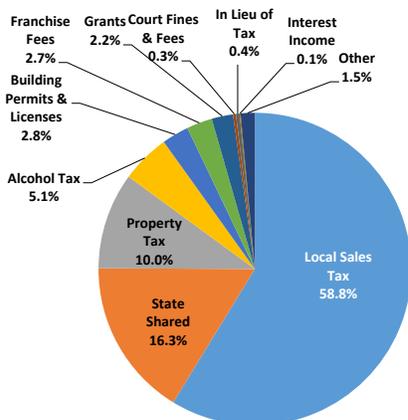
Exhibit 3: Property Tax Rates - FY 1984-2022

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			

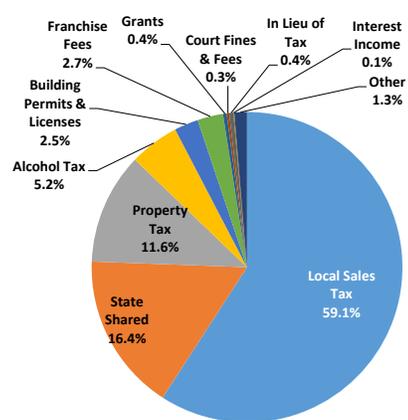
The significant increase in the FY 2024 Property Tax forecast for the general fund is the realization of additional property tax revenues currently dedicated to paying down the Tax Increment Financing district in the Cool Springs area of Franklin. This is forecast to be paid off in FY 2023, allowing 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. By 2027, nearly 81% 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 10% in FY 2023.

FY 2023 General Fund Revenues



FY 2027 General Fund Revenues





Long-Range Financial Model - Summary - 2023-2027

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 2023-2027, 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 2023-2027

	Forecast 2023		Forecast 2024		Forecast 2025		Forecast 2026		Forecast 2027	
	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %
General Fund Expenditures (by program area)										
Governance & Management	\$ 5,213,070	12.11%	\$ 5,416,051	3.89%	\$ 5,572,494	2.89%	\$ 5,785,509	3.82%	\$ 5,952,272	2.88%
Public Safety	\$ 40,499,853	-0.34%	\$ 42,166,099	4.11%	\$ 43,650,758	3.52%	\$ 45,169,576	3.48%	\$ 46,723,549	3.44%
Finance & Administration	\$ 8,821,728	23.45%	\$ 9,177,049	4.03%	\$ 9,420,513	2.65%	\$ 9,670,770	2.66%	\$ 9,928,013	2.66%
Community & Economic Devel	\$ 10,412,686	32.18%	\$ 8,902,886	-14.50%	\$ 9,150,566	2.78%	\$ 9,405,489	2.79%	\$ 9,667,870	2.79%
Public Works	\$ 14,324,268	16.78%	\$ 14,874,648	3.84%	\$ 15,439,327	3.80%	\$ 16,018,690	3.75%	\$ 16,613,132	3.71%
Other Operating Expenses	\$ 15,624,908	1.96%	\$ 17,515,693	12.10%	\$ 18,221,782	4.03%	\$ 18,958,061	4.04%	\$ 19,725,885	4.05%
Total - General Fund Expenses	\$ 94,896,513	7.96%	\$ 98,052,426	3.33%	\$ 101,455,440	3.47%	\$ 105,008,094	3.50%	\$ 108,610,721	3.43%
General Fund Expenditures (by major category)										
Personnel	\$ 68,517,209	17.02%	\$ 71,133,278	3.82%	\$ 73,492,460	3.32%	\$ 75,930,677	3.32%	\$ 78,450,713	3.32%
Operations	\$ 23,330,553	-13.00%	\$ 25,320,398	8.53%	\$ 26,064,230	2.94%	\$ 26,878,667	3.12%	\$ 27,661,258	2.91%
Capital	\$ 3,048,750	41.42%	\$ 1,398,750	-54.12%	\$ 1,698,750	21.45%	\$ 1,998,750	17.66%	\$ 2,298,750	15.01%
Total - General Fund Expenses	\$ 94,896,513	8.42%	\$ 97,852,426	3.11%	\$ 101,255,440	3.48%	\$ 104,808,094	3.51%	\$ 108,410,721	3.44%
Year over Year \$	\$ 7,373,602		\$ 2,955,914		\$ 3,403,014		\$ 3,552,654		\$ 3,602,626	
Year over Year %	8.42%		3.11%		3.48%		3.51%		3.44%	

For the next five years, baseline personnel expenses are expected to increase about 3.4% annually, very much in line with the 10-year historic average of a 3.9% increase year-over-year. (after a significant increase in FY 2023). 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 2-3% annually year-over-year, primarily as the result of inflation. 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 6% annually FY 2023 through FY 2027. 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**



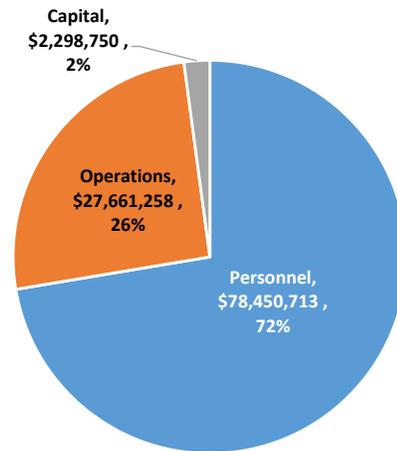
Long-Range Financial Model - Summary - 2023-2027

Expenses (con't)

Expense Summary: Overall, personnel costs are forecast to increase from 71% to 73% in FY 2027 of the total General Fund budget, while operations will drop from 25% to 24% and capital from 4% to 3% in FY 2027.

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 \$10-12 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 2027 G/F Expenses by Category



Summary

The long-range operational forecast for the City of Franklin's General Fund proposes slight deficits moving forward throughout the forecast window, but never more than 1-2% of the annual budget. This will result in the reduction as a percentage of overall annual budgets the City's General Fund balance from its forecast level of 75% in FY 2023 to 62% in FY 2027. 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 2023-2027

	<u>Forecast 2023</u>	<u>Forecast 2024</u>	<u>Forecast 2025</u>	<u>Forecast 2026</u>	<u>Forecast 2027</u>
Beginning Balance*	\$ 70,833,209	\$ 70,833,209	\$ 70,382,660	\$ 69,341,208	\$ 67,644,807
+ Revenues	\$ 94,896,513	\$ 97,401,877	\$ 100,213,988	\$ 103,111,694	\$ 106,097,612
- Expenses	\$ 94,896,513	\$ 97,852,426	\$ 101,255,440	\$ 104,808,094	\$ 108,410,721
Ending Balance	\$ 70,833,209	\$ 70,382,660	\$ 69,341,208	\$ 67,644,807	\$ 65,331,699
<i>ar-End F/B as % of Budget:</i>	75%	72%	69%	66%	62%
<i>Year over Year \$</i>	\$ 0	\$ (450,549)	\$ (1,041,452)	\$ (1,696,401)	\$ (2,313,108)
<i>Year over Year %</i>	0.00%	-0.64%	-1.48%	-2.45%	-3.42%

*Forecast at year-end, FY 2022.



Budget Summary

Personnel Changes

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



City of Franklin, Tennessee **FY 2023 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 10 were restored in FY 2022.

A full study of the current compensation plan is complete and will be presented to the Board of Mayor and Aldermen concurrent to this budget proposal. A series of grade changes will be



City of Franklin, Tennessee

FY 2023 Operating Budget

Personnel Changes

proposed in that analysis and funding for implementing those grade changes is included in this budget.

Proposed for July 1, 2022, total authorized employment for the municipal government’s General, Special and Enterprise Funds is 777 full-time employees. However, only 772 of these authorized positions are supported within the FY 2023 budget. This represents a 2% increase of budgeted staff from FY 2021.

15 more full-time positions are budgeted in FY 2023 compared to FY 2022. 3 are restorations and 15 are new positions across all funds while 3 existing positions have been moved to non-budgeted.

2 vacant positions have been eliminated from the authorized staffing lists.

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

Function / Program	2019	2020	2021	2022			2023		
	Total	Total	Total	Budgeted	Not-Budgeted	Total	Budgeted	Not-Budgeted	Total
Administration	10	11	11	13	0	13	14	0	14
Building & Neighborhood Services	36	36	36	36	1	37	37	0	37
Communications	4	4	4	4	0	4	4	0	4
Court	3	3	3	2	0	2	2	0	2
Engineering	14	15	16	16	0	16	17	0	17
Finance	9	9	9	9	0	9	9	0	9
Fire	172	172	172	172	0	172	173	0	173
Human Resources	12	12	12	12	0	12	14	0	14
Information Technology	23	24	25	25	0	25	26	0	26
Law	5	5	5	5	0	5	6	0	6
Parks	44	46	46	51	0	51	49	3	52
Planning & Sustainability	15	15	15	15	0	15	16	0	16
Police	142	145	145	145	1	146	149	1	150
Project & Facilities Management	6	6	6	6	0	6	6	0	6
Purchasing	3	4	4	4	0	4	4	0	4
Revenue Management	14	14	14	14	0	14	14	0	14
Sanitation & Environmental Services	45	45	45	46	0	46	48	0	48
Stormwater	22	22	22	22	0	22	22	0	22
Streets	59	60	60	61	0	61	61	0	61
Traffic Operations Center	4	4	4	4	0	4	4	0	4
Water & Wastewater	96	96	96	95	5	100	97	1	98
Total (All Funds)	738	748	750	757	7	764	772	5	777



City of Franklin, Tennessee
FY 2023 Operating Budget

Personnel Changes

New Positions added in FY 2023

<u>Dept</u>	<u>Position Title</u>	<u>Grade</u>	<u>Full Time</u>	<u>Part Time</u>
General Fund				
ADMIN	Public Works Analyst	H	1	
HR	Organization Development Specialist	G	1	
HR	Benefits Generalist	G	1	
LAW	Paralegal	G	1	
POLPAT	Police Officer I-II	E-F	4	
FIRE	Fire Information Systems Analyst	H	1	
IT	IT Technician	E	1	
ENG	Capital Projects Inspector	G	1	
PLAN	Asst. Preservation Planner	F	1	
STREETS	Maintenance Worker	B	0	
PARKS	Asst. Athletic Field Turf Supervisor	F	1	
Sanitation and Environmental Services				
COLL	Equipment Operator	D	2	
Total New Budgeted Positions City-Wide			15	0

Authorized, Unbudgeted Positions in FY 2023

<u>Dept</u>	<u>Position Title</u>	<u>Grade</u>	<u>Full Time</u>	<u>Part Time</u>
General Fund				
COURT	Asst. Deputy Court Clerk(PT)	D		1
FINANC	Intern	Intern		1
LAW	Intern	Intern		1
PARKS	Grounds Worker	B	3	
PLAN	Intern	Intern		1
POLADM	Crime Analyst	F	1	
Water Management				
DIST	Grounds Worker	B	1	
Total Unbudgeted Positions City-Wide			5	4



City of Franklin, Tennessee
FY 2023 Operating Budget

Budget Summary

Debt

-
- **Debt Capacity & Service Levels**
 - **Debt Service for FY 2023**
 - **Statement of Bonded Indebtedness for FY 2023**



City of Franklin, Tennessee

FY 2023 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. (2019) 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 Aa2. (2021)

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 2023 is \$15,719,619.

Expenses (Debt Service by Fund)							
Debt Issuance/Refinancing	38,316,818	0	0	0	-	0.0%	
General	13,944,158	11,098,753	11,978,038	11,978,038	11,608,665	(369,373)	-3.1%
Sanitation	208,255	209,081	209,512	209,512	209,186	(327)	-0.2%
Road Impact	2,707,090	2,730,453	2,893,316	2,893,316	2,884,346	(8,970)	-0.3%
Hotel Motel	1,093,911	1,281,521	1,019,071	1,019,071	1,017,422	(1,648)	-0.2%
Total Expenditures	56,270,233	15,319,808	16,099,937	16,099,937	15,719,619	(380,318)	-2.4%

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. Another G.O. issuance is planned in FY 2023 – details will be forthcoming later in summer or fall 2022.



City of Franklin, Tennessee

FY 2023 Operating Budget

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2023

BOND INFORMATION			2023 DEBT SERVICE			DEBT SERVICE PAID BY					Total		
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding at End of Fiscal Year	2023 Principal	2023 Interest	Total 2023 (Principal + Interest)	General Fund	Sanitation Fund	Road Impact Fund	Hotel/Motel Tax Fund	Total	
2010 New Bonds	Used to refund 2005 TN Loans and Infrastructure bonds	2024	\$16,590,000	\$3,000,000	\$1,470,000	\$104,700	\$1,574,700	\$992,061			\$682,639	\$1,574,700	
2012 Refunding	Used to refund 2009 TMBF bonds	2027	\$2,500,000	\$8,500,000	\$1,630,000	\$181,050	\$1,811,050	\$742,531		\$923,536	\$144,884	\$1,811,050	
2013A Public Improvement	To finance the Public Works Facility and other street projects	2034	\$7,405,000	\$4,905,000	\$350,000	\$158,318	\$508,318	\$508,318				\$508,318	
2013B Pension Obligation	Used to fund the unfunded portion of the pension obligations	2024	\$10,000,000	\$2,215,000	\$1,090,000	\$74,800	\$1,164,800	\$1,164,800				\$1,164,800	
2015 G.O. Bonds	Used to fund roads and public facilities	2034	\$15,000,000	\$11,070,000	\$665,000	\$401,790	\$1,066,790	\$1,061,456		\$5,334		\$1,066,790	
2017 G.O. Bonds	Used to fund Roads, Communications, Sanitation & Equipment	2037	\$23,120,000	\$18,920,000	\$915,000	\$613,400	\$1,728,400	\$1,631,610	\$86,790			\$1,728,400	
2019A G.O. Bonds	Used to fund Invest Franklin Public Safety Equipment (Sanitation)	2039	\$29,585,000	\$25,185,000	\$1,625,000	\$1,151,100	\$2,676,100	\$2,563,704	\$112,396			\$2,676,100	
2019B G.O. Bonds	Refinanced 2009 Build America Bonds	2029	\$2,940,000	\$16,995,000	\$2,095,000	\$949,750	\$2,944,750	\$1,914,088		\$1,018,884	\$11,779	\$2,944,750	
2019C G.O. Bonds	Refinanced 2009 Build America Bonds	2032	\$29,245,000	\$28,820,000	\$425,000	\$1,391,150	\$1,816,150	\$780,945		\$762,783	\$272,423	\$1,816,150	
2019D G.O. Bonds	Refinanced 2009 Build America Bonds	2027	\$2,305,000	\$1,940,000	\$375,000	\$39,403	\$414,403	\$236,209		\$178,193	\$0	\$414,403	
Government Funds Totals					\$180,890,000	\$121,550,000	\$15,705,460	\$15,705,460	\$1,595,720	\$209,187	\$2,883,495	\$1,017,058	\$15,705,459
Plus Debt Fees							\$14,160	\$14,160	\$0	\$860	\$210		\$14,160
Debt Service Fund Costs (see Other Special Funds)					\$15,719,620	\$11,608,820	\$208,187	\$2,884,345	\$1,017,288				\$15,719,619

WATER AND WASTEWATER FUND

BOND INFORMATION			2023 DEBT SERVICE			DEBT SERVICE PAID BY					Total					
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2023 Principal	2023 Interest	Total 2023 (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 2002B issue	2025	\$24,670,000	\$4,455,000	\$1,655,000	\$211,875	\$1,766,875				\$706,750	\$1,060,125			\$1,766,875	
2011 Refunding	Used to refund 2008 issue	2026	\$19,430,000	\$6,015,000	\$1,450,000	\$146,175	\$1,596,175	\$111,732	\$255,388	\$0	\$15,982	\$1,117,323	\$79,809	\$15,982	\$1,596,175	
ARRA Loan - Drinking Water	Used for rehabilitation of reservoir	2030	\$1,500,000	\$741,339	\$78,310	\$19,504	\$98,214	\$98,214							\$98,214	
ARRA Loan - Clean Water	Used for sewer and reclaimed water projects	2031	\$1,889,200	\$1,101,141	\$93,704	\$28,471	\$122,176				\$61,088		\$61,088		\$122,176	
2016 SRF Loan	Used for SCADA System	2033	\$2,285,727	\$1,600,889	\$139,152	\$13,680	\$152,832	\$50,455			\$102,397				\$152,832	
2017 Water Bonds	Used for renovation of Water Treatment Plant	2037	\$12,000,000	\$9,009,630	\$475,370	\$492,830	\$968,200	\$656,490	\$271,710						\$928,200	
2017 SRF Loan	Used for renovation of Water Reclamation Plant	2049	\$1,275,000	\$1,171,148	\$55,620	\$17,064	\$52,584				\$62,584				\$52,584	
2018 SRF Loan	Used for renovation of Water Reclamation Plant	2051	\$7,500,000	\$76,049,748	\$2,133,900	\$1,103,592	\$3,237,492				\$3,237,492				\$3,237,492	
2020 SRF Loan	Used for renovation of Water Reclamation Plant	2051	\$20,000,000	\$19,599,914	\$540,360	\$294,484	\$824,844				\$824,844				\$824,844	
2021 Sewer Bonds	Used for renovation of Water Reclamation Plant	2042	\$10,660,000	\$10,660,000	\$330,000	\$488,150	\$798,150				\$798,150				\$798,150	
2021 SRF Loan	Used for renovation of Water Reclamation Plant	2052	\$19,500,000	\$19,500,000	\$487,169	\$218,401	\$705,570				\$705,570				\$705,570	
Water & Wastewater Totals (detail found in separate budget)					\$191,688,927	\$150,809,809	\$2,844,627	\$10,263,112	\$836,871	\$627,088	\$0	\$6,504,837	\$2,177,448	\$140,897	\$15,962	\$10,263,112
Combined Totals					\$372,378,927	\$272,359,809	\$6,110,087	\$25,968,570	\$12,492,591	\$736,285	\$2,883,495	\$7,521,895	\$2,177,448	\$140,897	\$15,962	\$25,968,569

Source: 2021 Annual Comprehensive Financial Report & FY 2023 Operating Budget, City of Franklin, Finance Department.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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
- #4 Best Place to Live in America – 2021 (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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	252,555	256,864	277,502	240,203	272,563	-4,939	-1.8%
Operations	106,135	41,085	169,928	162,671	105,279	-64,649	-38.0%
Capital	0	0	0	0	0	0	0.0%
Total	358,690	297,949	447,430	402,874	377,842	-69,588	-15.6%

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 for the beginning of FY2022. The most impactful change included holding public meetings electronically. Public meetings were conducted via the ZOOM software platform for a portion of the calendar year; public involvement continued through communication platforms such as the City's

FY 2023 Outlook

Continued work on plans for a new City Hall, an updated Capital Improvements Plan and other various projects will afford opportunities for working together with a Board comprised of 4 new Aldermen as of the 2021 election. The next election will be held October 24, 2023 (FY2024), a Mayoral and At-Large Aldermen election.

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 2023 Operating Budget

Performance Measures (con't)



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

	2019	2020	2021	2022*	2023*
Number of Resolutions Passed	125	148	125	125	125
Number of Ordinances Passed	56	32	50	50	50
Meetings Held					
- Work Sessions	20	21	25	30	30
- Regular Meetings	12	12	21	21	21
- Special Meetings	13	10	2	2	2

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Percent of BOMA Meetings with Perfect attendance (9 of 9)	70%	80%	80%	85%	85%
Percent of BOMA Meetings with eight of nine members in attendance (8 of 9)	100%	85%	85%	85%	85%

* Notes: (1) All counts shown herein are estimated and on a Calendar Year basis. (2) 2022 & 2023 data estimated.

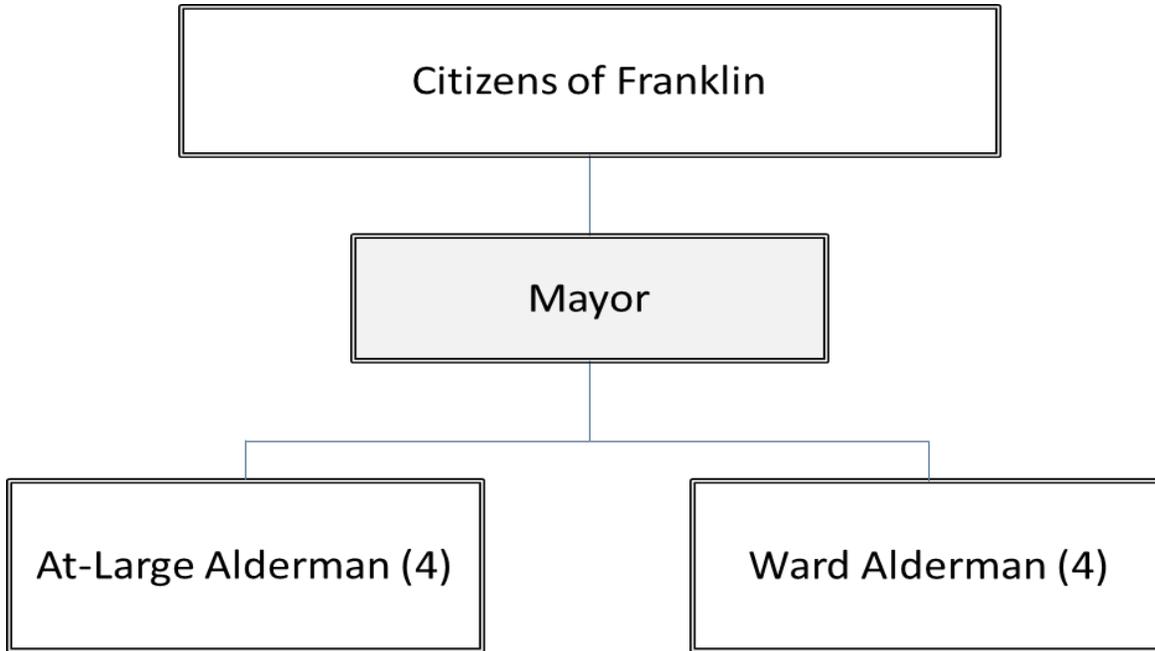
Franklin Citizens Survey

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



City of Franklin, Tennessee
FY 2023 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 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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								



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Officials Fees	129,295	128,491	131,935	107,085	122,175	(9,760)	-7.4%
Employee Benefits	123,260	128,373	145,567	133,118	150,388	4,821	3.3%
Total Personnel	252,555	256,864	277,502	240,203	272,563	(4,939)	-1.8%
Operations							
Transportation Services	175	188	200	200	200	-	0.0%
Operating Services	-	-	150	150	150	-	0.0%
Notices, Subscriptions, etc.	89,220	29,226	102,400	93,800	37,400	(65,000)	-63.5%
Utilities	744	625	1,900	1,900	2,000	100	5.3%
Contractual Services	4,000	-	3,550	3,500	3,550	-	0.0%
Employee Programs	500	2,577	-	-	-	-	0.0%
Professional Development/Travel	5,195	305	34,000	34,000	34,000	-	0.0%
Office Supplies	3,502	3,329	9,400	9,400	9,400	-	0.0%
Operating Supplies	237	486	800	800	850	50	6.3%
Fuel & Mileage	-	-	1,000	1,000	1,000	-	0.0%
Machinery & Equipment (<\$25,000)	-	1,360	13,450	14,799	13,450	-	0.0%
Property & Liability Costs	2,562	2,989	3,078	3,122	3,279	201	6.5%
Total Operations	106,135	41,085	169,928	162,671	105,279	(64,649)	-38.0%
Capital	-	-	-	-	-	-	0.0%
Total Elected Officials	358,690	297,949	447,430	402,874	377,842	(69,588)	-15.6%



City of Franklin, Tennessee

FY 2023 Operating Budget

Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	1,314,698	1,386,625	1,671,846	1,562,010	1,766,683	94,837	5.7%
Operations	-53,614	-177,951	-9,021	-15,722	-30,721	-21,700	240.5%
Capital	0	0	0	0	0	0	0.0%
Total	1,261,084	1,208,674	1,662,825	1,546,288	1,735,962	3,398,787	4.4%

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 agenda software 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. Civic Clerk also has a voting portal where board and committee members can vote LIVE in a meeting with their votes automatically tallied for the Recorder. Agendas remain on the City’s website after the meeting, and the video clip is linked to the respective item on the agenda.

JustFOIA, the 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. Citizens may receive automatic email notifications when new Ordinances are approved and included in the code.

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.

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 2023 Operating Budget

Administration

Eric S. Stuckey, City Administrator

FY 2023 Outlook

Work continues on the planning of a new City Hall. Information will continue to be provided at Work Sessions of the Board of Mayor and Aldermen with continued opportunities for public input. At the beginning of FY2023, we will be performing general housekeeping revisions and updates to the City's Record Retention program. The current retention process dates back to 2005 with minor revisions made through the years. Staff intends to conduct a thorough review and target missing policies for inclusion.

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: To 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 2023 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

	2019	2020	2021	2022*	2023*
Number of Agenda Packets Prepared & Reviewed	50	43	45	50	50
Number of Sets of Minutes Prepared & Reviewed	50	43	45	50	50
Number of Documents Prepared & Reviewed					
Resolutions	135	299	188	190	190
Ordinances	59	37	52	60	60

Efficiency Measures

	2019	2020	2021	2022*	2023*
Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.					
Percentage of time target met	95%	94%	95%	95%	95%

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
 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%	^	^
Target	90%	90%	90%	^	^
Meets Target?	Yes	Yes	Yes	TBD	TBD



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures (con't)

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

Outcome (Effectiveness) Measures continued

	2019	2020	2021	2022*	2023*
 80% or better of citizens reporting satisfaction with the managed growth of the community.					
Satisfaction response rate	80%	80%	80%	^	^
Target (<i>from Citizens Survey</i>)	80%	80%	80%	^	^
Meets Target?	Yes	Yes	Yes	TBD	TBD

^This measure is not forecasted.

Franklin Citizens Survey

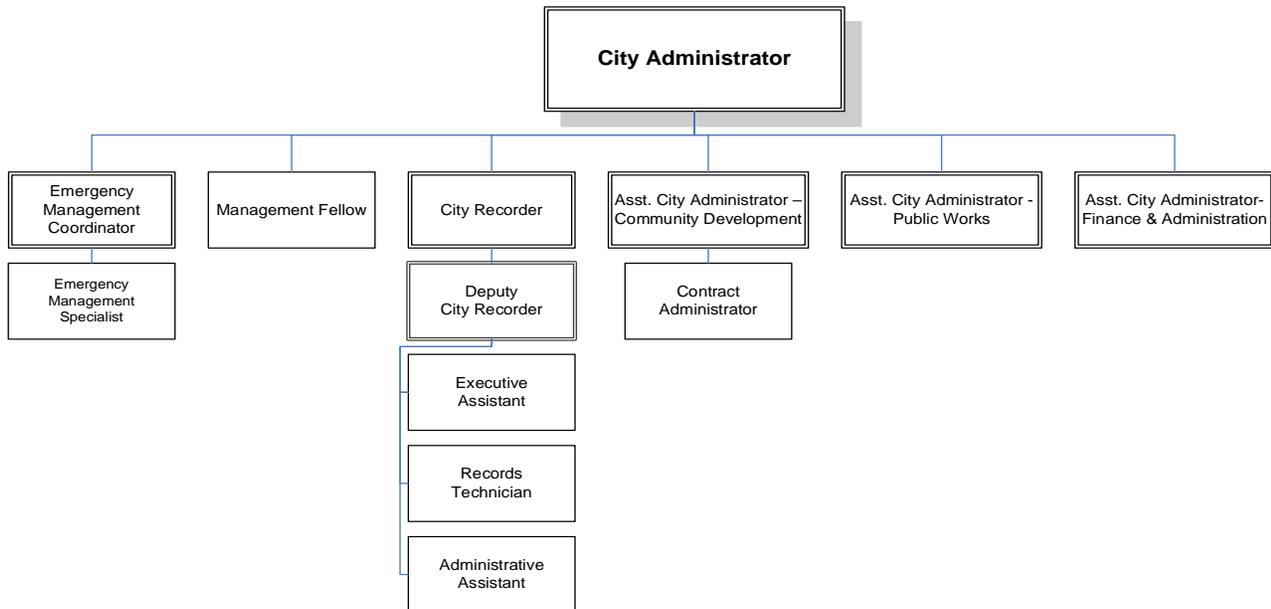
	2016 Citizens Survey		2019 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
<input checked="" type="checkbox"/> % rating Franklin as a place to raise children	97%	3%	97%	3%
<input checked="" type="checkbox"/> % rating Franklin as a place to work	91%	9%	92%	8%
<input checked="" type="checkbox"/> % 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 2023 Operating Budget

Organizational Chart



White: Positions Authorized and budgeted in FY 2023

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

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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
Emergency Management Coordinator	Grade I	0	0	0	0	0	0	1	0	1	0
Contract Administrator	Grade H	0	0	1	0	1	0	1	0	1	0
City Recorder	Grade H	0	0	0	0	0	0	1	0	1	0
Public Works Analyst	Grade H	0	0	0	0	0	0	0	0	1	0
Assistant City Recorder - Records	Grade G	1	0	1	0	1	0	0	0	0	0
Emergency Management Specialist	Grade G	0	0	0	0	0	0	1	0	1	0
Deputy City Recorder	Grade F	0	0	0	0	0	0	1	0	1	0
Management Fellow	Grade E	1	0	1	0	0	0	1	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	1	0	1	0	0	0	0	0
Administrative Assistant	Grade D	1	0	0	0	0	0	1	0	1	0
Records Technician	Grade C	0	0	0	0	0	0	1	0	1	0
Board Recording Secretary - BOMA	Grade C	1	0	1	0	1	0	0	0	0	0
Administrative Secretary	Grade B	1	0	1	0	1	0	0	0	0	0
Sub-Total - Budgeted Positions		10	0	11	0	10	0	13	0	14	0

Authorized, Unbudgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		F-T	P-T								
Management Fellow	Grade E	0	0	0	0	1	0	0	0	0	0
Sub-Total - Unbudgeted Positions		0	0	0	0	1	0	0	0	0	0

Total Authorized Positions	10	0	11	0	11	0	13	0	14	0
-----------------------------------	-----------	----------	-----------	----------	-----------	----------	-----------	----------	-----------	----------



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	1,032,211	1,064,546	1,277,173	1,190,183	1,312,104	34,931	2.7%
Employee Benefits	282,487	322,079	394,673	371,827	454,579	59,906	15.2%
Total Personnel	1,314,698	1,386,625	1,671,846	1,562,010	1,766,683	94,837	5.7%
Operations							
Transportation Services	187	873	520	610	610	90	17.3%
Operating Services	12,750	8,334	24,576	22,252	23,676	(900)	-3.7%
Notices, Subscriptions, etc.	38,407	21,192	11,790	21,525	12,600	810	6.9%
Utilities	15,358	16,195	16,700	16,700	18,500	1,800	10.8%
Contractual Services	5,205	475	20,500	20,500	20,800	300	1.5%
Repair & Maintenance Services	3,586	2,551	7,500	7,500	7,500	-	0.0%
Employee programs	6,490	13,403	26,500	26,500	20,600	(5,900)	-22.3%
Professional Development/Travel	28,011	4,845	69,140	56,940	63,440	(5,700)	-8.2%
Office Supplies	18,492	8,207	18,050	17,215	18,450	400	2.2%
Operating Supplies	1,323	961	7,535	5,535	6,255	(1,280)	-17.0%
Fuel & Mileage	224	76	800	500	800	-	0.0%
Machinery & Equipment (<\$25,000)	64,911	31,620	44,434	45,559	37,850	(6,584)	-14.8%
Repair & Maintenance Supplies	544	45	200	200	250	50	25.0%
Property & Liability Costs	11,776	11,889	12,717	12,725	13,360	643	5.1%
Permits	-	-	1,455	1,455	1,455	-	0.0%
Other Business Expenses	20	20	-	-	-	-	0.0%
Interfund Reimbursements	(260,898)	(298,638)	(271,438)	(271,438)	(276,867)	(5,429)	2.0%
Total Operations	(53,614)	(177,951)	(9,021)	(15,722)	(30,721)	(21,700)	240.5%
Capital	-	-	-	-	-	-	0.0%
Total Administration	1,261,084	1,208,674	1,662,825	1,546,288	1,735,962	73,137	4.4%



City of Franklin, Tennessee

FY 2023 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	1,119,992	1,081,775	1,283,016	1,248,807	1,408,026	125,010	9.7%
Operations	150,506	66,505	316,890	253,171	333,512	16,622	5.2%
Capital	0	0	0	0	0	0	0.0%
Total	1,270,498	1,148,280	1,599,906	1,501,978	1,741,538	141,632	8.9%

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 interpretation.

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 City primarily uses a company that allows PCR tests to come back same day. For calendar year 2021, the City had 366 tests, 236 of those tests we did in-house via Resolve Self Tests. 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 continued to update several policies and protocols for handling COVID-19 in the workplace as the CDC makes changes. 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-19 related questions or concerns.



City of Franklin, Tennessee

FY 2023 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

FY 2022 Accomplishments

- The HR Department took the lead in gathering COVID medical advice and generating policies and procedures for our employees.
- The Department did contact tracing for each known COVID work exposure for our employees. We provided opportunities for employees to get vaccinated and generated policies that offered continued compensation of our employees who tested positive for COVID.
- The City has received \$643,278 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- We resumed the Management Fellow Program and hired a graduate student for the position.
- First full year with a near-site clinic services for employees and their dependents that reduced our employees out of pocket doctor's visit to \$20 per visit.
- 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. 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 2023 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

	2019	2020	2021	2022*	2023*
Organization-Wide					
Number of Budgeted Positions Full-Time	738	749	733	757	765
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of Budgeted Positions Part-Time	31	31	23	24	26
Employee Turnover for Full-Time Positions (Not Including Retirees)	7.0%	6.5%	7.0%	10.0%	10.0%
Number of Vacancies Advertised Externally **	108	44	75	136	150
Number of External Applications Processed	4,200	2,524	4,000	9,608	11,000
Average Number of Applications per Advertised External	80	57.36	53.33	70.64	75
Average Number of Days to Fill a Position Advertised	40	68	60	66	65
Number of new employees hired	93	40	70	82	100
Number of new hires that were from within ranks (promoted)	55	23	50	49	55
OSHA 300 log recordable injuries or illnesses	25	19	20	25	20
Workers' compensation claims	54	53	53	121	110



City of Franklin, Tennessee
FY 2023 Operating Budget

Performance Measures

Human Resources Department Statistics

Total number of FTEs	12	12	12	12	14
Human Resources Staff per 100 Employees	1.56	1.54	1.59	1.54	1.77
Applications processed Internal & External	4,500	2,692	4200	9815	11500
Requisitions approved Internal & External	128	54	68	125	135
Total HR Department Expenditures	\$ 1,151,251	\$ 1,270,498	\$ 1,148,280	\$ 1,599,906	\$ 1,741,538
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD

***includes postings with multiple vacancies*

Efficiency Measures

	2019	2020	2021	2022*	2023*
Human Resources Cost per Total FTE (City -Wide)	\$ 1,497.08	\$ 1,628.84	\$ 1,518.89	\$ 2,048.54	\$ 2,201.69
Workers Compensation Paid per Policy Year	NA	NA	\$23,762.65	\$27,913.83	\$ 32,798.75

Outcome (Effectiveness) Measures

	2019	2020*	2021	2022*	2023*
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	22.0%	20.7%	21.5%	19.8%	22.0%
% of Franklin Female	52.2%	52.6%	52.6%	55.0%	58.0%
Meets Target?	No	No	No	No	No
% of Employees Minority	8.0%	7.9%	8.5%	10.4%	13.0%
% of Franklin Minority	15.7%	22.7%	22.7%	27.0%	32.0%
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	128	74	70	^	^
# Number of lost work days by employees	40	283	150	^	^
Meets Target?	TBD	TBD	TBD	TBD	TBD
# of credit hours reimbursed for employees	214	185	230	^	^

**2022 and 2023 estimated.*

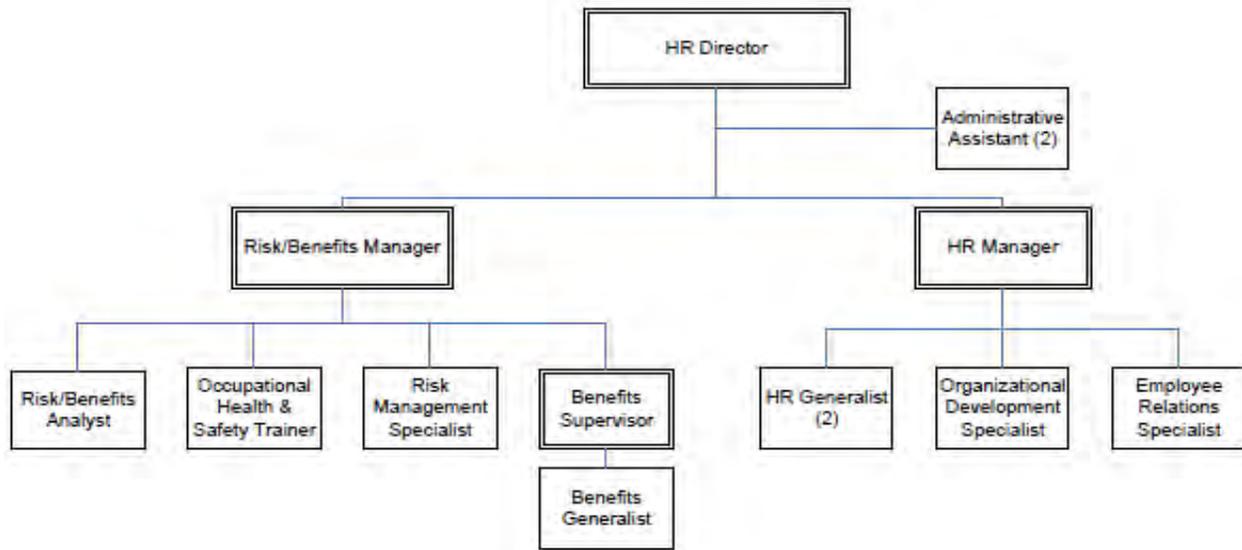
^ No data forecast. It is the practice of the HR Department to not forecast accident data.



City of Franklin, Tennessee

FY 2023 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 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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 Supervisor	Grade J	0	0	0	0	0	0	0	0	1	0
Benefits Specialist	Grade I	0	0	1	0	1	0	1	0	0	0
Risk Management Specialist	Grade I	0	0	1	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	0	0	0	0	0	0	0	0
Employee Relations Specialist	Grade G	1	0	1	0	1	0	1	0	1	0
Benefits Generalist	Grade G	0	0	0	0	0	0	0	0	1	0
Organizational Development Specialist	Grade G	0	0	0	0	0	0	0	0	1	0
HR Generalist	Grade G	4	0	3	0	3	0	3	0	2	0
Risk/Benefits Analyst	Grade G	0	0	0	0	0	0	0	0	1	0
Administrative Assistant	Grade D	2	0	2	0	2	0	2	0	2	0
TOTALS		12	0	12	0	12	0	12	0	14	0



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	838,170	803,861	965,313	921,034	999,129	33,816	3.5%
Employee Benefits	281,822	277,914	317,703	327,773	408,895	91,192	28.7%
Total Personnel	1,119,992	1,081,775	1,283,016	1,248,807	1,408,026	125,010	9.7%
Operations							
Transportation Services	2,538	1,523	4,100	2,600	4,100	-	0.0%
Operating Services	3,194	10,809	3,100	2,150	3,600	500	16.1%
Notices, Subscriptions, etc.	11,701	14,001	22,550	14,050	27,050	4,500	20.0%
Utilities	7,505	7,832	8,400	8,180	8,750	350	4.2%
Contractual Services	109,214	75,503	165,218	162,000	170,500	5,282	3.2%
Repair & Maintenance Services	6,282	2,980	6,000	6,000	6,250	250	4.2%
Employee Programs	229,453	197,379	303,750	246,750	287,250	(16,500)	-5.4%
Professional Development/Travel	19,374	5,309	27,875	27,875	44,975	17,100	61.3%
Office Supplies	18,339	8,477	28,000	26,000	28,000	-	0.0%
Operating Supplies	2,627	2,753	4,500	4,000	5,250	750	16.7%
Fuel & Mileage	2,466	2,089	3,500	3,500	3,500	-	0.0%
Machinery & Equipment (<\$25,000)	30,405	10,173	42,750	42,750	42,750	-	0.0%
Repair & Maintenance Supplies	230	-	570	570	570	-	0.0%
Property & Liability Costs	8,589	18,216	9,687	19,856	20,350	10,663	110.1%
Rentals	98	-	-	-	-	-	0.0%
Other Business Expenses	-	-	580	580	581	1	0.2%
Interfund Reimbursements	(301,509)	(290,539)	(313,690)	(313,690)	(319,964)	(6,274)	2.0%
Total Operations	150,506	66,505	316,890	253,171	333,512	16,622	5.2%
Total Human Resources	1,270,498	1,148,280	1,599,906	1,501,978	1,741,538	141,632	8.9%



City of Franklin, Tennessee

FY 2023 Operating Budget

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	583,738	627,768	686,427	678,118	747,537	61,110	8.9%
Operations	-34,769	-74,452	92,037	76,534	100,836	8,799	9.6%
Capital	0	0	0	0	0	0	0.0%
Total	548,969	553,316	778,464	754,652	848,373	69,909	9.0%

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 2023 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

	2019	2020	2021	2022*	2023*
Number of Ordinances Drafted/Reviewed	73	40	52	TBD	TBD
Number of Resolutions Drafted/Reviewed	102	270	190	TBD	TBD
Number of Contracts Drafted/Reviewed	275	360	387	TBD	TBD
Total Number of Litigation Cases Opened/Closed	130/66	105/93	133/125	TBD	TBD
Number of Tasks Created/Completed	726/708	734/665	647/603	TBD	TBD

Efficiency Measures

	2019	2020	2021	2022*	2023*
TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
TBD	TBD	TBD	TBD	TBD	TBD

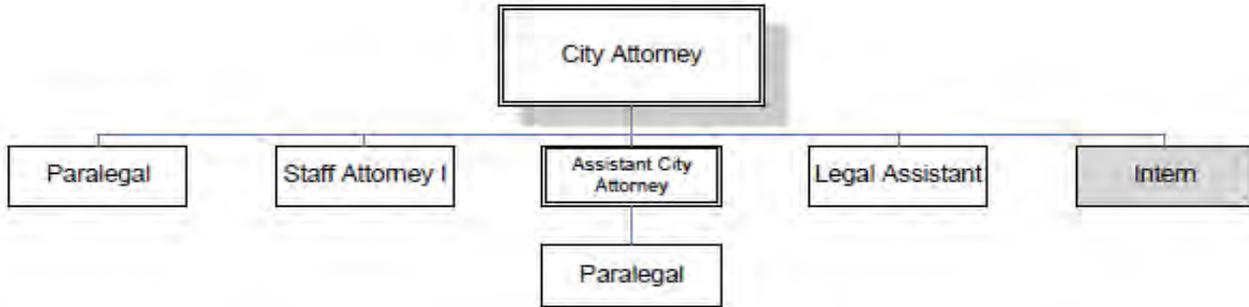
*2022 and 2023 estimated



City of Franklin, Tennessee

FY 2023 Operating Budget

Organizational Chart



White: Authorized and budgeted in FY 2023

Gray: Authorized and unbudgeted in FY 2023

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

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	2	0
Legal Assistant	Grade F	1	0	1	0	1	0	1	0	1	0
Intern	---	0	1	0	1	0	0	0	0	0	0
Sub-Total Budgeted Positions		5	1	5	1	5	0	5	0	6	0
Authorized, Unbudgeted Positions											
Intern	---	0	0	0	0	0	1	0	1	0	1
Sub-Total Unbudgeted Positions		0	0	0	0	0	1	0	1	0	1
Total Authorized Positions		5	1	5	1	5	1	5	1	6	1



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	450,839	481,628	534,135	522,968	562,418	28,283	5.3%
Officials Fees	-	-	300	-	300	-	0.0%
Employee Benefits	132,899	146,140	151,992	155,150	184,819	32,827	21.6%
Total Personnel	583,738	627,768	686,427	678,118	747,537	76,115	12.5%
Operations							
Transportation Services	1,204	692	1,600	1,500	1,600	-	0.0%
Operating Services	5,430	7,240	14,100	14,100	14,100	-	0.0%
Notices, Subscriptions, etc.	22,151	17,536	32,200	32,000	32,000	(200)	-0.6%
Utilities	2,971	3,404	4,650	4,650	5,400	750	16.1%
Contractual Services	51,653	36,010	134,600	124,700	142,583	7,983	5.9%
Repair & Maintenance Services	87	281	1,000	1,000	1,000	-	0.0%
Employee programs	1,030	20	5,000	5,200	5,200	200	4.0%
Professional Development/Travel	9,923	4,450	25,000	25,000	25,000	-	0.0%
Office Supplies	2,507	1,474	5,200	5,200	5,350	150	2.9%
Operating Supplies	266	59	800	800	1,000	200	25.0%
Fuel & Mileage	-	-	500	500	500	-	0.0%
Machinery & Equipment (<\$25,000)	15,218	3,707	14,000	9,000	16,700	2,700	19.3%
Repair & Maintenance Supplies	-	21	150	150	150	-	0.0%
Property & Liability Costs	4,112	3,353	4,652	4,149	4,857	205	4.4%
Financial Fees	78	94	800	800	800	-	0.0%
Permits	1,827	3,128	7,200	7,200	7,200	-	0.0%
Interfund Services Reimbursements	(153,225)	(155,921)	(159,415)	(159,415)	(162,604)	(3,188)	2.0%
Total Operations	(34,769)	(74,452)	92,037	76,534	100,836	8,800	9.6%
Capital						-	0.0%
Total Law Department	548,969	553,316	778,464	754,652	848,373	69,909	9.0%



City of Franklin, Tennessee

FY 2023 Operating Budget

Communications

Milissa Reiersen, Communications Manager

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	398,806	419,299	447,542	427,550	477,198	29,656	6.6%
Operations	-20,829	-29,179	30,973	16,443	32,156	1,183	3.8%
Capital	0	0	0	0	0	0	0.0%
Total	377,977	390,120	478,515	443,993	509,354	30,840	6.4%

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

In 2020, 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. In 2021, we worked with the County to get information out about testing and drive through vaccines. Our Division also worked with many event organizers to get in-person events back online and open for visitors. All of our events were well attended and organizers seemed happy to be working with the City once again. The end of year culminated with an in-person tree lighting attended by an estimated 10,000 people. Our socials continued to do well and we continued to work with health leaders for updated information to our citizens.

FY 2023 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 2021 was a year of re-opening and getting back to a new-normal. The Communications Division works with all City departments to help them achieve their communications goals.



City of Franklin, Tennessee

FY 2023 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 events.

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

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

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

Workload (Output) Measures

	2019	2020	2021	2022*	2023*
Special Events Processed by the City	55	23	33	60	60
Film Permits Processed by the City	22	9	21	24	24
Goal: Provide proactive and timely information ^					
Number of Press Releases (excluding Police & Fire)	30	45	30	35	35
Goal: Produce informative programming for the community ^					
Local programming produced for Franklin TV (not including meetings)	40	183	174	184	194
Produced programming for Social Media	80	NA	380	300	300

Social Media interaction/week Measure under development

[^] Measure under refinement.

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Increase the public's use of social media forms of communication.^					
<i>Definitions:</i>					
Followers: The Number of People following your page					
Facebook (number of followers)	37,480	41,117	45,010	48,000	51,000
Twitter (number of followers)	28,400	28,900	29,996	31,000	32,000



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures					
Instagram (number of followers)	15,924	21,000	24,646	27,000	31,000
Impressions: The total number of times your content is displayed, no matter if it was clicked or not.					
Facebook (Impressions)	6,694,773	7,109,594	5,499,685	7,200,000	8,200,000
Twitter (Impressions)	2,147,600	2,554,000	5,452,624	7,200,000	82,000,000
Instagram (Impressions)	1,389,190	2,217,431	2,121,435	2,300,000	2,400,000
Reach: The number of people who saw any of your posts at least once. <i>Estimated.</i>					
Facebook (Reach)	5,061,265	6,330,869	3,113,638	6,300,000	6,400,000
Instagram (Reach)	1,029,943	1,922,919	1,322,472	2,000,000	2,500,000
Engagement: The number of interactions people have with your content, likes, comments, shares or reposts.					
Facebook (Engagement)	314,297	461,839	492,865	510,000	600,000
Twitter (Engagement)	28,400	99,330	651,229	700,000	800,000
YouTube (upload views)	N/A	33,366	96,244	100,000	150,000
 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).	Baseline to be established				
Meets Target?	TBD	TBD	TBD	TBD	TBD

*2021 and 2022 estimated. ^ Measure under refinement.

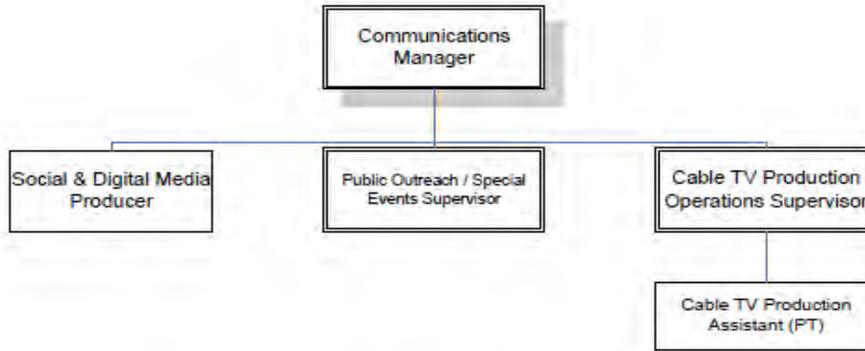
Franklin Citizens Survey

		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 2023 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 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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 / Special Events Supervisor	Grade G	0	0	0	0	0	0	0	0	1	0
Public Outreach Specialist	Grade G	1	0	1	0	1	0	1	0	0	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								



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	303,693	310,398	332,604	317,301	337,476	4,872	1.5%
Employee Benefits	95,113	108,901	114,938	110,249	139,723	24,785	21.6%
Total Personnel	398,806	419,299	447,542	427,550	477,198	29,656	6.6%
Operations							
Transportation Services	58	119	730	635	775	45	6.2%
Operating Services	466	-	545	545	575	30	5.5%
Notices, Subscriptions, etc.	32,133	32,970	44,880	37,650	45,440	560	1.2%
Utilities	3,583	3,423	4,150	4,250	4,565	415	10.0%
Contractual Services	18,665	9,212	23,700	21,700	24,775	1,075	4.5%
Repair & Maintenance Services	(3,115)	213	3,630	3,630	3,775	145	4.0%
Employee programs	2,194	449	500	500	500	-	0.0%
Professional Development/Travel	1,871	368	12,170	7,000	12,830	660	5.4%
Office Supplies	2,016	1,269	3,715	3,615	3,910	195	5.2%
Operating Supplies	2,815	1,055	7,325	7,325	7,725	400	5.5%
Fuel & Mileage	112	-	490	490	515	25	5.1%
Machinery & Equipment (<\$25,000)	6,394	17,332	25,900	25,900	25,210	(690)	-2.7%
Repair & Maintenance Supplies	4,622	3,486	540	540	570	30	5.6%
Operational Units	2,779	4,446	4,795	4,795	5,060	265	5.5%
Property & Liability Costs	3,204	4,966	3,537	3,502	3,678	141	4.0%
Other Business Expenses	2,606	49	-	-	-	-	0.0%
Interfund Service Reimbursements	(101,232)	(108,536)	(105,634)	(105,634)	(107,747)	(2,113)	2.0%
Total Operations	(20,829)	(29,179)	30,973	16,443	32,156	1,183	3.8%
Capital	-	-	-	-	-	-	-
Total Communications Department	377,977	390,120	478,515	443,993	509,354	30,840	6.4%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	13,324,800	13,329,351	14,973,709	14,891,848	15,290,679	316,970	2.1%
Operations	3,299,053	3,235,631	3,787,420	3,581,613	4,176,899	389,479	10.3%
Capital	0	966,802	1,083,334	921,265	75,000	(1,008,334)	-93.1%
Total	16,623,853	17,531,784	19,844,463	19,394,726	19,542,578	(301,885)	-1.5%

Budget Summary - By Division

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Administration	4,283,466	5,454,790	7,131,513	6,877,154	6,672,666	(458,847)	-6.4%
Operations	9,251,023	9,662,260	10,236,280	10,434,476	10,787,676	551,396	5.4%
CID	3,089,364	2,414,734	2,476,670	2,083,096	2,082,236	(394,434)	-15.9%
Total	16,623,853	17,531,784	19,844,463	19,394,726	19,542,578	(301,885)	-1.5%

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.

Many officers have been forced to miss work as a result of COVID-19 which has limited the number of available officers and contributed to an increase in overtime expenses.



City of Franklin, Tennessee

FY 2023 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Objectives for FY 2023

- 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

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 2023 Operating Budget

Performance Measures (con't)

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

Workload (Output) Measures

	2019	2020	2021	2022*	2023*
Calls for service***	60,201	59,138	53,075	^	^
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of High Priority Calls	3,320	2,197	2,372	^	^
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of Alarm Calls	3,390	3,047	2,783	^	^
Number of Offenses	4,972	4,444	4,036	^	^
Number of Arrest	2,787	1,425	1,296	^	^
TIBRS Type A crimes	3,106	2,717	2,472	^	^
TIBRS Type A crimes / 1,000 Population	43.8	31.69	29.18	^	^
TIBRS Type B crimes	1,429	1,476	1,261	^	^
Total traffic accidents	2,450	1,747	1,849	^	^
Public property accidents	2,270	1,593	1,692	^	^
Public property accidents / 1,000 population	32	22.5	19.74	^	^
Total number of FTEs in Police Department	142	145	145	146	150
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of budgeted, full-time, sworn officers	129	132	131	132	136
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of support personnel	13	13	14	14	14
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	2.00	1.74	1.74	1.75	1.80
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	\$ 16,452,226	\$ 16,623,853	\$ 17,531,784	\$ 19,394,726	\$ 19,542,578
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD

Efficiency Measures

	2019	2020	2021	2022*	2023*
Total per Capita Costs	\$ 232	\$ 234	\$ 247	\$ 274	\$ 276
Calls per Sworn Officer	466.7	448.0	405.2	^	^
Public Property Accidents per FTE	15.99	10.99	11.67	^	^
Cost per Call for Service	\$ 273	\$ 281	\$ 330	^	^



City of Franklin, Tennessee

FY 2023 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.

	2019	2020	2021	2022*	2023*
Traffic Accidents with Injury as a Percentage of Total Traffic Accidents	13.80%	13.70%	12.98%	^	^
Average Response Time	08:04	07:51	06:21	^	^
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.)					
	2016	2017	2018	2019	2020
Violent Crime Rate in Franklin	232	206	168	164.87	198.2
<i>Violent Crime Rate Nationally</i>	<i>386.6</i>	<i>382.9</i>	<i>368.9</i>	<i>366.7</i>	<i>387.8</i>
Franklin as a % of National	60.0%	53.8%	45.5%	45.0%	51.1%
Target (50% of National) (Source: CJIS Reports, FBI)	50.0%	50.0%	50.0%	50.0%	50.0%
Meets target?	No	No	Yes	Yes	No
**Maintain property crime rate in Franklin will be below 50% of the national rate.					
	2016	2017	2018	2019	2020
Property Crime Rate in Franklin	1635	1478	1384	1328.6	1593.8
<i>Property Crime Rate Nationally</i>	<i>2451.6</i>	<i>2362.2</i>	<i>2199.5</i>	<i>2109.9</i>	<i>1958.2</i>
Franklin as a % of National	66.7%	62.6%	62.9%	63.0%	81.4%
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.					
	2016	2017	2018	2019	2020
Violent Crime Clearance in Franklin	57.0%	47.0%	54.5%	58.3%	57.6%
<i>National Clearance Rate for Violent Crimes</i>	<i>45.6%</i>	<i>45.6%</i>	<i>45.5%</i>	<i>45.5%</i>	<i>41.7%</i>
Target (National x 1.5)	68.4%	68.4%	68.3%	68.3%	62.6%
Meets target?	No	No	No	No	No
Franklin Property Crime Clearance Rate	31%	32%	30.8%	37.4%	19.2%
<i>National Property Crime Clearance Rate</i>	<i>18.3%</i>	<i>17.6%</i>	<i>17.6%</i>	<i>17.2%</i>	<i>14.6%</i>
Target (National x 1.5)	27.5%	26.4%	26.4%	25.8%	21.9%
Meets target?	Yes	Yes	Yes	Yes	No

*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.

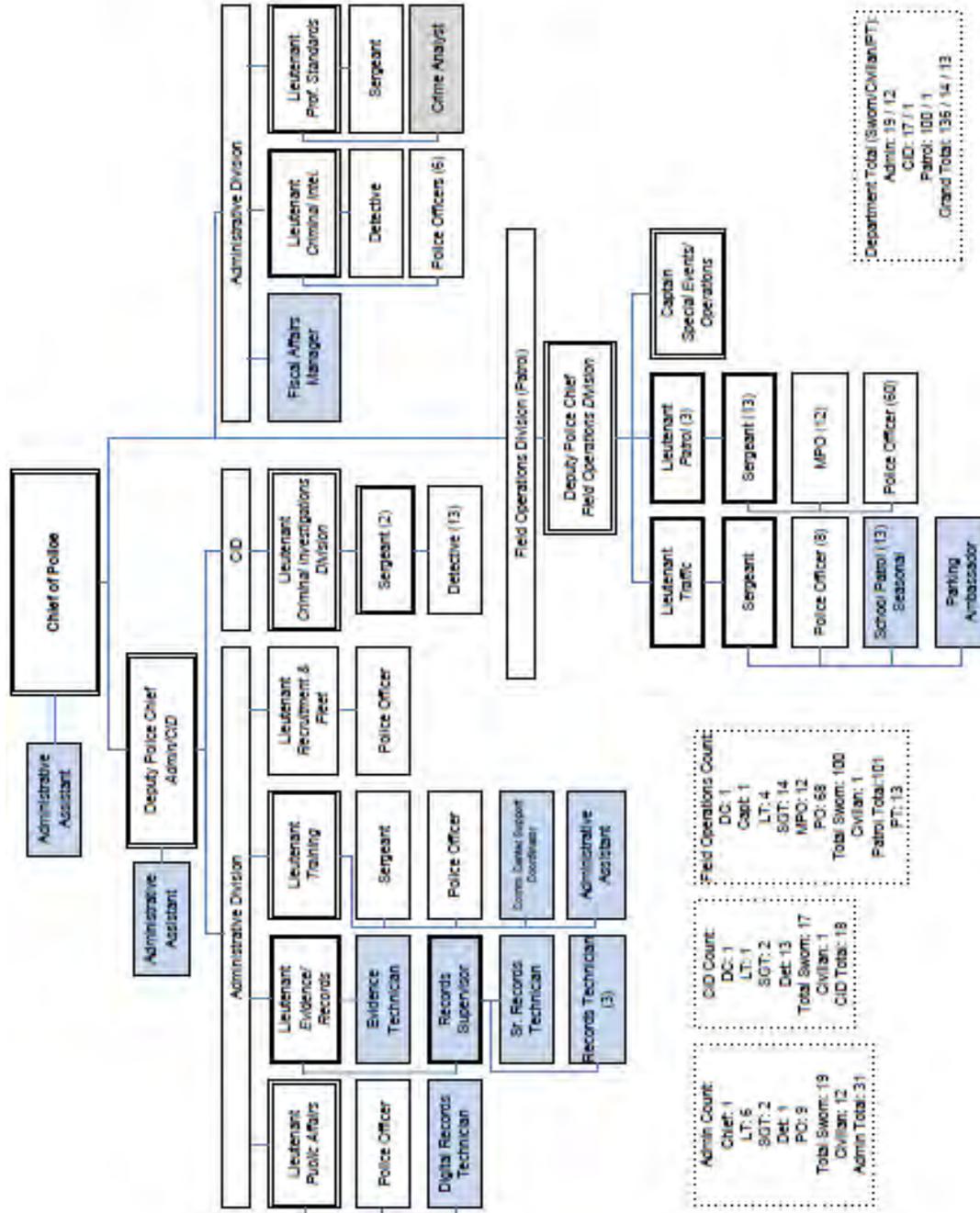
***Effective with FY2019, calls in the City, but handled by other agencies are not included.



City of Franklin, Tennessee

FY 2023 Operating Budget

Organizational Chart



White: Sworn Positions Authorized and Budgeted in FY 2023
 Blue: Civilian Positions Authorized and Budgeted in FY 2023
 Gray: Positions Authorized and Unbudgeted in FY 2023

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



City of Franklin, Tennessee
FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	11	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	72	0	72	0	72	0	76	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	0	0	0	0	0	0
Digital Records Technician	Grade F	1	0	1	0	1	0	1	0	1	0
Records Supervisor	Grade E	1	0	1	0	1	0	1	0	1	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	1	0	1	0	1	0
Records Technician	Grade C	0	0	0	0	3	0	3	0	3	0
Records Clerk	Grade B	4	0	4	0	0	0	0	0	0	0
Parking Enforcement Officer	Grade B	0	0	0	0	0	0	1	0	1	0
School Patrol (Part-time)	Grade A	0	11	0	13	0	13	0	13	0	13
Sub-total Budgeted Positions		142	11	145	13	144	13	145	13	149	13

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

Total Authorized Staffing		142	11	145	13	145	13	146	13	150	13
----------------------------------	--	------------	-----------	------------	-----------	------------	-----------	------------	-----------	------------	-----------

Positions by Division

Administration		17	0	24	0	24	0	30	0	31	0
Patrol		95	11	95	13	95	13	99	13	101	13
CID		30	0	26	0	26	0	17	0	18	0
Total Authorized Staffing		142	11	145	13	145	13	146	13	150	13



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget - Overall

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	9,214,856	9,335,954	10,692,687	10,556,681	10,436,721	(255,966)	-2.4%
Officials Fees	-	-	3,200	-	3,200	-	0.0%
Employee Benefits	4,109,944	3,993,397	4,277,822	4,335,167	4,850,758	572,936	13.4%
Total Personnel	13,324,800	13,329,351	14,973,709	14,891,848	15,290,679	316,970	2.1%
Operations							
Transportation Services	15,322	15,834	32,841	12,400	34,647	1,805	5.5%
Operating Services	81,378	74,439	116,036	92,256	129,618	13,582	11.7%
Notices, Subscriptions, etc.	33,085	31,824	31,224	23,606	33,340	2,116	6.8%
Utilities	374,675	364,732	476,036	408,068	501,221	25,185	5.3%
Contractual Services	838,477	869,361	1,051,448	1,004,980	1,039,179	(12,269)	-1.2%
Repair & Maintenance Services	268,154	285,378	341,284	238,983	368,055	26,771	7.8%
Employee programs	126,446	117,807	192,189	191,792	228,061	35,871	18.7%
Professional Development/Travel	4,716	2,352	-	1,092	-	-	-
Office Supplies	32,612	29,674	26,098	34,736	27,932	1,833	7.0%
Operating Supplies	477,575	336,882	345,992	393,832	400,790	54,798	15.8%
Fuel & Mileage	234,880	251,556	228,600	358,053	287,336	58,736	25.7%
Machinery & Equipment (<\$25,000)	272,925	236,297	248,877	207,129	405,921	157,044	63.1%
Repair & Maintenance Supplies	3,909	1,448	7,293	1,591	7,694	401	5.5%
Operational Units	66,821	129,992	85,774	95,494	100,491	14,718	17.2%
Property & Liability Costs	468,263	485,529	598,061	513,500	606,637	8,576	1.4%
Rentals	3,780	2,557	2,572	4,201	2,713	141	5.5%
Financial Fees	66	83	-	-	-	-	-
Other Business Expenses	(4,031)	(115)	3,095	(100)	3,265	170	5.5%
Total Operations	3,299,053	3,235,631	3,787,420	3,581,613	4,176,899	389,479	10.3%
Capital	-	966,802	1,083,334	921,265	75,000	(1,008,334)	-93.1%
Total Police Department	16,623,853	17,531,784	19,844,463	19,394,726	19,542,578	(301,885)	-1.5%

Notes & Objectives



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget - Administration Division

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	1,162,377	1,418,800	2,257,836	2,224,541	2,203,004	(54,832)	-2.4%
Officials Fees	-	-	3,200	-	3,200	-	0.0%
Employee Benefits	490,405	659,555	683,001	817,517	960,065	277,064	40.6%
Total Personnel	1,652,782	2,078,355	2,944,037	3,042,058	3,166,268	222,231	7.5%
Operations							
Transportation Services	13,736	13,218	32,841	12,400	34,647	1,805	5.5%
Operating Services	77,367	59,770	107,675	92,200	120,797	13,122	12.2%
Notices, Subscriptions, etc.	24,984	24,749	27,633	17,313	29,552	1,919	6.9%
Utilities	374,675	364,732	476,036	408,068	501,221	25,185	5.3%
Contractual Services	808,123	819,749	1,005,488	957,020	964,719	(40,769)	-4.1%
Repair & Maintenance Services	267,111	285,610	341,284	238,983	368,055	26,771	7.8%
Employee programs	40,078	33,726	83,509	83,012	113,403	29,894	35.8%
Professional Development/Travel	954	1,920	-	-	-	-	-
Office Supplies	28,650	28,938	26,098	29,636	27,932	1,833	7.0%
Operating Supplies	390,271	248,842	255,283	301,722	305,092	49,809	19.5%
Fuel & Mileage	234,748	251,380	228,600	358,053	287,336	58,736	25.7%
Machinery & Equipment (<\$25,000)	214,955	209,328	248,877	196,000	405,921	157,044	63.1%
Repair & Maintenance Supplies	142	634	7,293	1,575	7,694	401	5.5%
Operational Units	19,088	24,609	21,666	23,530	22,858	1,192	5.5%
Property & Liability Costs	136,845	101,488	236,192	191,747	236,192	-	0.0%
Rentals	2,981	2,557	2,572	2,572	2,713	141	5.5%
Financial Fees	66	83	-	-	-	-	-
Other Business Expenses	(4,090)	(15)	3,095	-	3,265	170	5.5%
Total Operations	2,630,684	2,471,319	3,104,142	2,913,831	3,431,397	327,255	10.5%
Capital	-	905,116	1,083,334	921,265	75,000	(1,008,334)	-93.1%
Total Administration Division	4,283,466	5,454,790	7,131,513	6,877,154	6,672,666	(458,847)	-6.4%



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget - CID Division

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	2,038,595	1,533,477	1,478,827	1,381,712	1,244,989	(233,838)	-15.8%
Employee Benefits	865,779	635,769	811,950	530,568	620,964	(190,986)	-23.5%
Total Personnel	2,904,374	2,169,246	2,290,777	1,912,280	1,865,954	(424,823)	-18.5%
Operations							
Transportation Services	809	972	-	-	-	-	-
Operating Services	-	3,385	8,362	-	8,822	460	5.5%
Notices, Subscriptions, etc.	1,916	812	1,093	1,093	1,154	60	5.5%
Contractual Services	28,235	49,212	45,960	45,960	74,460	28,500	62.0%
Repair & Maintenance Services	820	200	-	-	-	-	-
Employee programs	32,509	26,142	45,008	45,008	47,483	2,475	5.5%
Professional Development/Travel	987	100	-	392	-	-	-
Office Supplies	1,720	245	-	100	-	-	-
Operating Supplies	107	951	-	300	-	-	-
Fuel & Mileage	58	61	-	-	-	-	-
Machinery & Equipment (<\$25,000)	1,430	13,700	-	-	-	-	-
Repair & Maintenance Supplies	185	150	-	16	-	-	-
Operational Units	15,060	15,401	20,136	17,993	21,243	1,107	5.5%
Property & Liability Costs	101,095	72,471	65,334	59,954	63,121	(2,213)	-3.4%
Other Business Expenses	59	-	-	-	-	-	-
Total Operations	184,990	183,802	185,893	170,816	216,283	30,391	16.3%
Capital	-	61,686	-	-	-	-	0.0%
Total CID Division	3,089,364	2,414,734	2,476,670	2,083,096	2,082,236	(394,434)	-15.9%



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget - Patrol Division

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	DiffeSence	
						\$	%
Personnel							
Salaries & Wages	6,013,884	6,383,677	6,956,024	6,950,428	6,988,726	32,702	0.5%
Employee Benefits	2,753,760	2,698,073	2,782,871	2,987,082	3,269,729	486,858	17.5%
Total Personnel	8,767,644	9,081,750	9,738,895	9,937,510	10,258,455	519,560	5.3%
Operations							
Transportation Services	777	1,644	-	-	-	-	-
Operating Services	4,011	11,284	-	56	-	-	-
Notices, Subscriptions, etc.	6,185	6,263	2,498	5,200	2,635	137	5.5%
Contractual Services	2,119	400	-	2,000	-	-	-
Repair & Maintenance Services	223	(432)	-	-	-	-	-
Employee programs	53,859	57,939	63,672	63,772	67,174	3,502	5.5%
Professional Development/Travel	2,775	332	-	700	-	-	-
Office Supplies	2,242	491	-	5,000	-	-	-
Operating Supplies	87,197	87,089	90,709	91,810	95,698	4,989	5.5%
Fuel & Mileage	74	115	-	-	-	-	-
Machinery & Equipment (<\$25,000)	56,540	13,269	-	11,129	-	-	-
Repair & Maintenance Supplies	3,582	664	-	-	-	-	-
Operational Units	32,673	89,982	43,971	53,971	56,390	12,418	28.2%
Property & Liability Costs	230,323	311,570	296,535	261,799	307,324	10,789	3.6%
Rentals	799	-	-	1,629	-	-	-
Other Business Expenses	-	(100)	-	(100)	-	-	-
Total Operations	483,379	580,510	497,385	496,966	529,220	31,835	6.4%
Capital	-	-	-	-	-	-	0.0%
Total Patrol Division	9,251,023	9,662,260	10,236,280	10,434,476	10,787,676	551,396	5.4%



City of Franklin, Tennessee

FY 2023 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

	2020	2021	2022	2022	2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	438,184	520,472	602,402	602,402	428,652		
Revenues	181,384	173,266	129,500	129,500	156,805	27,305	21.08%
Expenditures	99,096	91,336	308,500	303,250	150,100	(158,400)	-51.35%
Ending Balance	520,472	602,402	423,402	428,652	435,357		

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 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	438,184	520,472	602,402	602,402	428,652		
Revenues							
DRUG FINES RECEIVED	40,367	53,202	58,000	58,000	55,445	(2,555)	-4.4%
DRUG CONTRIBUTIONS TO FPD	36,320	26,675	30,000	30,000	31,949	1,949	6.5%
CONFISCATED GOODS (FEDERAL)	13,327	3,655	7,500	7,500	16,301	8,801	117.3%
CONFISCATED GOODS (STATE)	82,097	50,398	25,000	25,000	44,110	19,110	76.4%
INTEREST INCOME	8,825	4,923	6,000	6,000	6,000	-	0.0%
SALE OF SURPLUS ASSETS	448	34,413	3,000	3,000	3,000	-	0.0%
Total Available Funds	181,384	173,266	129,500	129,500	156,805	27,305	21.1%
Expenses (Operations)							
UTILITIES	-	-	6,000	-	-	(6,000)	-100.0%
MACHINERY & EQUIPMENT (<\$25,000)	64,530	37,728	-	60,000	60,000	60,000	0.0%
OPERATING SUPPLIES			60,000	-	47,600	(12,400)	-20.7%
OPERATIONAL UNITS	31,323	46,976	240,000	241,760	40,000	(200,000)	-83.3%
OTHER BUSINESS EXPENSES	3,243	6,632	2,500	1,490	2,500	-	0.0%
Total Expenditures	99,096	91,336	308,500	303,250	150,100	(158,400)	-51.3%
Ending Fund Balance	520,472	602,402	423,402	428,652	435,357		



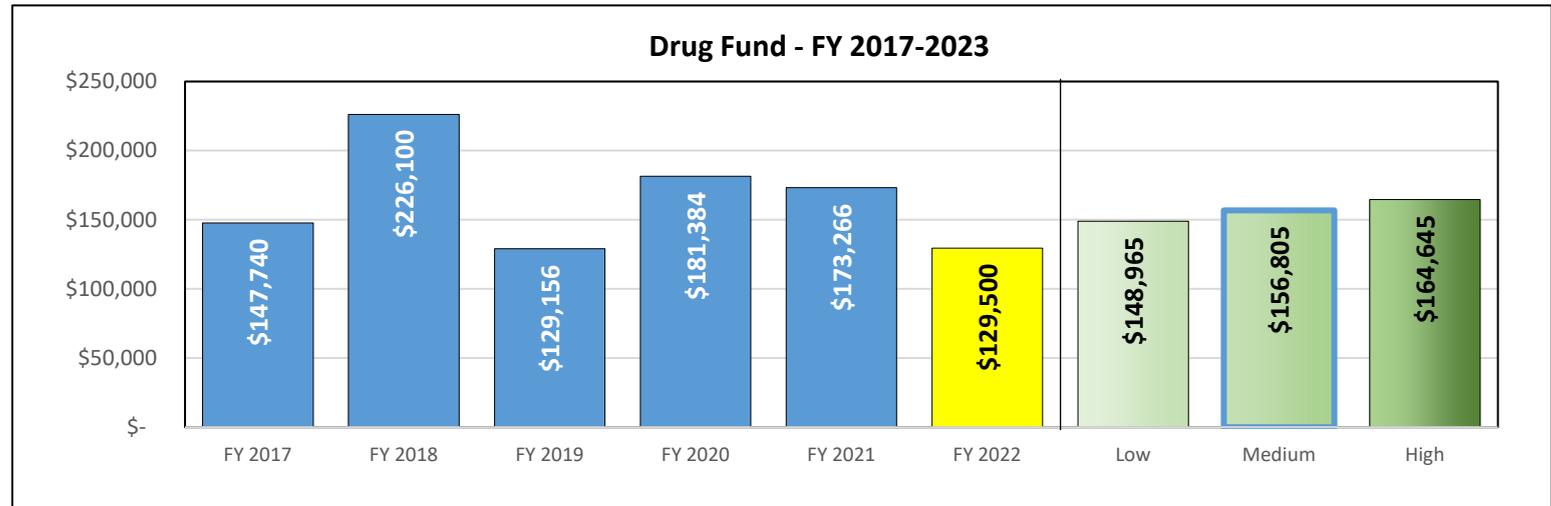
City of Franklin

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.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-54.6%	53.0%	-42.9%	40.4%	-4.5%	-25.3%	15.0%	21.1%	27.1%	
DRUG FINES RECEIVED	62,808	67,571	59,413	40,367	53,202	58,000	52,673	55,445	58,217	3-yr Average
DRUG CONTRIBUTIONS PAID TO POLICE DEPT	26,825	36,900	29,850	36,320	26,675	30,000	30,352	31,949	33,546	\$ 161,269
CONFISCATED GOODS (FEDERAL)	21,230	49,204	7,820	13,327	3,655	7,500	15,486	16,301	17,116	2.5%
CONFISCATED GOODS (STATE)	23,840	44,611	18,444	82,097	50,398	25,000	41,904	44,110	46,315	5-Yr Average
INTEREST INCOME	3,407	8,318	13,629	8,825	4,923	6,000	5,700	6,000	6,300	\$ 171,529
SALE OF SURPLUS ASSETS	9,630	19,496	-	448	34,413	3,000	2,850	3,000	3,150	0.2%
						-				10-Yr Average
						-				\$ 172,461
										0.0%
Totals	\$ 147,740	\$ 226,100	\$ 129,156	\$ 181,384	\$ 173,266	\$ 129,500	\$ 148,965	\$ 156,805	\$ 164,645	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2023 Operating Budget

Fire

Glenn Johnson, Fire Chief

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	17,097,984	17,026,377	18,747,494	18,735,561	18,362,232	-385,262	-2.1%
Operations	1,791,447	2,040,959	2,376,426	2,241,725	2,595,043	218,617	9.2%
Capital	0	118,695	313,000	266,850	0	-313,000	-100.0%
Total	18,889,431	19,186,031	21,436,920	21,244,136	20,957,275	-479,645	-2.2%

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 10,125 incidents in 2021, experiencing a 16.5 percent increase in call volume over the previous year.

A Standard of Coverage document in alignment with our Strategic Plan will be developed to define our response forces for fire, EMS, and other incident call types. This document will define personnel needs based on call-type assignments as identified within our policy and procedure manuals as well as documented best practices and data analysis.

The City deployed fire, streets and sanitation personnel in response to the Waverly floods and fire personnel in response to Hurricane IDA.

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 \$600,000 and \$1.7 million with a 15-plus-year service life, and take approximately 18-24 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. FY23 requests include the replacement of a shift commander SUV, two Engines, one Tower, an Air Light Response Vehicle and two staff vehicles.

In the past ten years the department has increased staffing by 13% while the number of fire apparatus to staff has increased by 22%, number of stations has increased by 33%, and call volume has increased by 72% in that same time. Overtime is used to cover gaps in minimum staffing. Each shift allows slots for vacation which leaves a buffer to allow slots for unexpected use of sick time before overtime must be used to fulfill minimum staffing requirements. Increasing shift staffing on each shift while leaving minimum staffing numbers the same would allow for an additional buffer to reduce the need for overtime. We are seeking the addition of nine firefighters, three to each shift, to ensure all apparatus are staffed adequately for emergency response to all areas of the City.



City of Franklin, Tennessee

FY 2023 Operating Budget

Fire

Glenn Johnson, Fire Chief

Departmental Summary (con't)

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.

In 2021, the Fire Department reviewed 2,320 projects, conducted 2,410 building inspections and 302 fire case inspections. Due to COVID-19, public outreach in 2021 was a mix of remote, in-person, and hybrid learning. The department's emphasis on video continued to increase with the launch of our new original YouTube show "Franklin Fire" (#FranklinFire).

Hybrid events, which were offered in person and livestreamed, included the John Fitzgerald Drive Street Sign Unveiling on February 26, 2021. Retired Franklin Fire Department Assistant Chief John Fitzgerald attended with his wife, along with several members of the community and several firefighters, to watch as the sign for the street named in his honor was unveiled. The ceremony concluded with a fire apparatus parade to honor Chief Fitzgerald. (<https://www.youtube.com/watch?v=cXXpvwTTbWA>)

The Franklin Fire Department was also proud to open new Fire Station 7 this year. Despite COVID-related delays, the Station 7 Grand Opening Celebration was held on June 29, 2021, complete with hose uncoupling and wet-down ceremonies for the new station and apparatus.

(<https://www.youtube.com/watch?v=-6k8HbkNpWA>)

Finally, there was also a hybrid City of Franklin 9/11 20th Anniversary Remembrance Memorial Tribute event held.

(<https://www.youtube.com/watch?v=0VzKAWL9F4s>)

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

2021 brought about a new phase of the COVID-19 pandemic response. The availability of vaccines and a better understanding of the virus and the way it is spread along with a reduction in the number of cases allowed us to return to a more normal level of operations. However, the introduction of new variants of the virus brought about two waves that had a significant impact on staffing.

New CDC guidelines/recommendations did reduce the amount of time recommended away from work for positive and exposed cases. Though these changes were positive for our staffing, the spread was greater and more rapid at the end of 2021 than ever before throughout the pandemic creating major staffing concerns and greatly impacting the overtime budget.

Throughout 2021 we continued to utilize virtual meeting options when possible to reduce the amount of large in-person gatherings. Technology has been very helpful in allowing us to continue meeting and staying connected throughout the department while continuing to reduce risk.



City of Franklin, Tennessee

FY 2023 Operating Budget

Fire

Glenn Johnson, Fire Chief

COVID-19 Response & Impact on the Franklin Fire Department

Operations (con't)

Tracking sick personnel and possible exposures continues to consume many hours. The fire department has continued to maintain a close relationship with HR and Risk Management to provide reliable COVID testing with same day results to all employees. This ensures we are following the most appropriate guidelines and returning personnel back to work as safely and quickly as possible.

We were able to resume many of our public outreach opportunities in 2021, but the new variants did bring about some concerns requiring us to halt station visits and car seat installations again at the end of 2021 and utilizing technology to provide virtual training options to schools for fire safety month.

EMS

EMS response was able to return to a pre-COVID level of response with the introduction and availability of vaccines as well as an improved supply chain with better availability of PPE. The fire department has been able to maintain a 6-month supply of PPE on hand to ensure we were prepared to respond to all medical emergencies with the appropriate level of protection for all personnel. We have been able to provide this response throughout the year without a single COVID case from a patient exposure. This accomplishment is due to the proactive approach our department has taken on securing supplies of PPE, training on proper use and decontamination, and ensuring adequate supplies were on hand for all personnel.

Shortages of trained EMS personnel is a national level issue right now and is a hot topic among all EMS leadership groups. We have been able to maintain adequate staffing for ALS response, but are noticing this impact in hiring. We are also beginning to see our personnel be actively recruited into other jobs due to this shortage.

Training

The decrease in cases in 2021 and a relaxation in some of the CDC guidance did allow for more in-person training over the past year. The training division did have to continually monitor cases and follow CDC guidance to ensure safety. An exposure during a recruit class resulted in a rearrangement of the recruit training schedule and some creativity and flexibility on the part of many instructors involved to provide remote training to the recruits during their required isolation period. Thanks to the flexibility of our staff we were able to continue with the class and move educational content that could be delivered virtually to this portion of the class so as not to delay the overall timeline to complete their training.

Fire Administration

This year we were able to return to normal station staffing and close out our "Satellite" stations that were created during COVID response. While still maintaining supplies of current PPE, we were able to acquire 3M half-masks for all suppression personnel. These are more effective and comfortable than the "paper style" masks, can be fit-tested using our current equipment, and are more economical than the SCBA P100 filters we had been using. We also purchased a new fit-testing machine that is far more compatible with current technology and reduces testing times by half.



City of Franklin, Tennessee FY 2023 Operating Budget

Fire

Glenn Johnson, Fire Chief

COVID-19 Response & Impact on the Franklin Fire Department

Fire Administration (con't)

With COVID related travel issues easing the department was once again able to travel to Sutphen, in Ohio, to perform the pre-construction design of new Engine 2. We intend for this design to be the standard by which we build and purchase Engines for the future. The FFD was also able to complete a project in which we have color-coded our apparatus attack lines. These color-coded lines will enhance the safety of our personnel on scene by allowing better identification, location, and communication between Engineers, attack crews, and incident commanders.

The Franklin Fire Department was also proud to open new Fire Station 7 this year, despite COVID related delays. Not only was it a welcome addition but we were pleased to be able to honor retired Chief John Fitzgerald by naming the street it sits on after him. Our new Brush truck, Brush 7, also finally found its home. It replaces a twenty-year-old unit and provides superior capabilities, while meeting federal standards (Type 6 truck), to provide better response to large incidents similar to the Gatlinburg wildfires.

Fire Prevention

The pandemic continued to create fire prevention challenges as society looks for new ways to use existing buildings. Many small schools were established to meet the needs of our community outside of the public school system. We worked quickly and fairly to make sure students were in safe buildings. Below are some examples where we were involved:

Haven Academy - closed the school and help them relocate 80 students

Ironwood - Clarified requirements and help them lease part of their new building to Montessori.

Behold - Added a stairwell to an existing sprinklered building under time timelines.

HEI - retrofitted fire sprinklers into an existing building in Cool Springs

Liberty Learning - closed school. They relocated outside of the City.

FY 2023 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.
- Conduct Occupancy Surveys on target hazards.

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.



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures (con't)

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 (TMBCP).

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

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

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

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

Workload (Output) Measures

	2019	2020	2021	2022***	2023***
Calls for service	8879	8695	10125	11138	12251
Benchmarking Alliance of Tennessee Average	4883	TBD	TBD	TBD	TBD
- Medical	5896	5423	6618	7280	8008
- Fire	119	140	134	147	162
- Structure Fire	39	22	45	50	54
- Overpressure	14	16	5	6	6
- Hazardous Conditions	174	189	195	215	236
- Service Call	835	1045	909	1000	1100
- Good Intention Call	803	812	1100	1210	1331
- False Alarm	1029	1051	1144	1258	1384
- Severe Weather/Natural Disaster	4	10	7	8	8
- Other	2	3	13	14	16
Total Calls for Service / 1,000 Population	125	123	143	157	173
Structure fires / 1,000 Population	0.55	0.31	0.63	0.70	0.77
Fire inspections	647	TBD	2410	2651	2916
Benchmarking Alliance of Tennessee Average	604	TBD	TBD	TBD	TBD
ISO rating	1	1	1	1	1
Number of fire stations	8	8	8	8	8
Total fire apparatus	17	17	17	17	17
Total Fire Cost	\$ 18,145,667	\$ 18,889,431	\$ 19,186,031	\$ 21,436,920	\$ 20,957,275
Benchmarking Alliance of Tennessee Average	\$ 6,544,789	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures (con't)

Efficiency Measures

	2019	2020	2021	2022***	2023***
Total Fire Costs per Capita	\$ 255.90	\$ 266.39	\$ 270.58	\$ 256.87	\$ 251.12
Cost per Call for Service	\$ 2,044	\$ 2,172	\$ 1,895	\$ 1,925	\$ 1,711

Outcome (Effectiveness) Measures

	2019	2020	2021	2022***	2023***
 Provide a response time among the top quartile of Tennessee Benchmark cities (BAT).					
Average Franklin total response time (dispatch and department)*	5:60	5:25	5:20	^	^
 Benchmarking Alliance of Tennessee Average	6:47	TBD	TBD	TBD	TBD
Meets Target? (combined - 6 min, 35 sec?)	Yes	TBD	TBD	TBD	TBD
 Reduce property fire loss per \$1 million of appraised value.					
Fire Loss per \$1 million of Appraised Value	\$ 20.55	TBD	TBD	TBD	TBD
Meets Target?	Yes	TBD	TBD	TBD	TBD
Confine the fire to the room of origin for 90% of all interior structure fire incidents	95%	68%	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				

*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.

*** 2022 and 2023 measures estimated.

^No data forecast. The Fire Department by practice no longer forecasts response time.

Franklin Citizens Survey

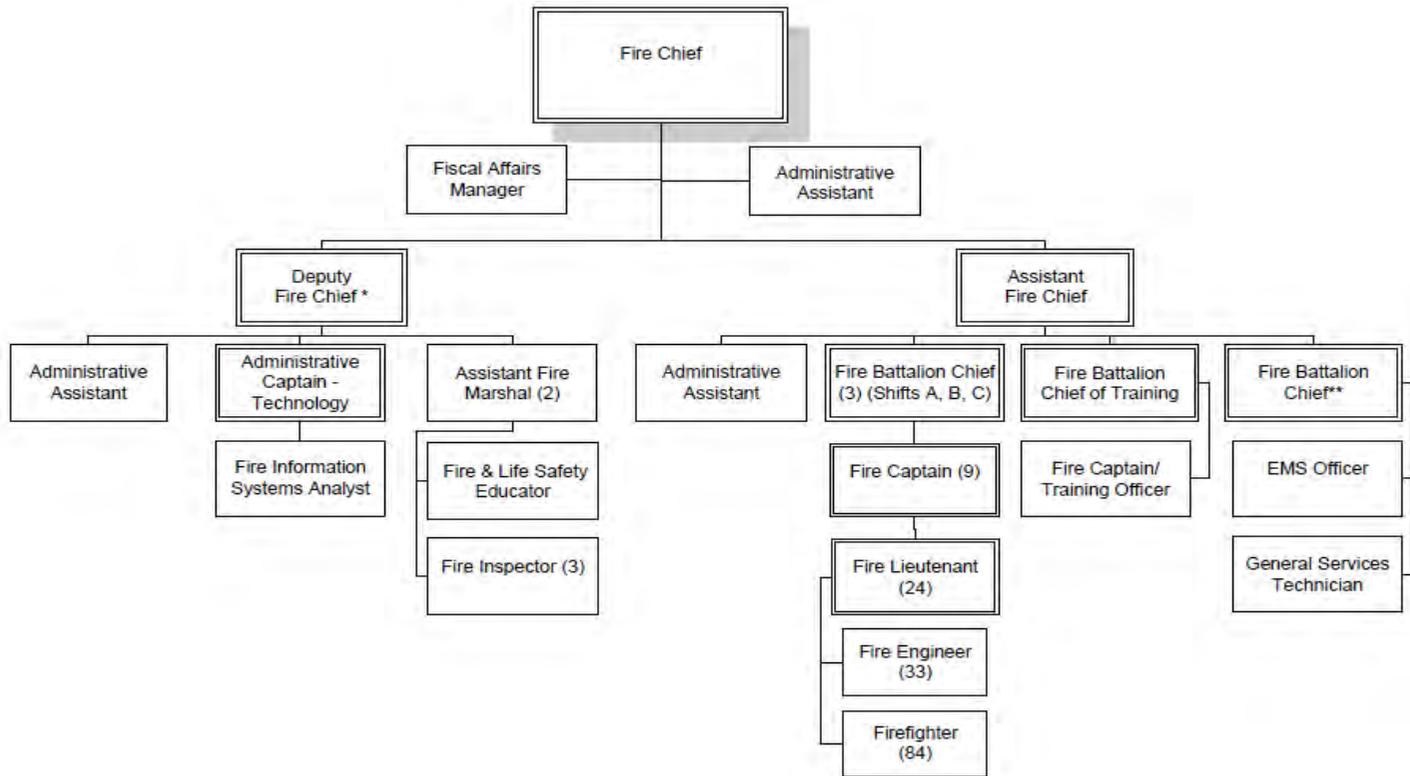
	2016 Citizens Survey		2019 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Fire services	99%	1%	97%	3%
<input checked="" type="checkbox"/> % rating the quality of Fire prevention and education	91%	9%	92%	8%
<input checked="" 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 2023 Operating Budget

Organizational Chart



Notes:

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

**One Fire 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 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		F-T	P-T								
Fire Chief	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant Fire Chief	Grade L	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Administration	Grade K	1	0	0	0	0	0	0	0	0	0
Fire Deputy Chief - Operations	Grade K	0	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	4	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	9	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	1	0	1	0	1	0	1	0
Administrative Services Officer	Grade I	1	0	0	0	0	0	0	0	0	0
Fire Information Sys. Analyst	Grade H	0	0	0	0	0	0	0	0	1	0
Assistant Fire Marshal	Grade H	2	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 & Life Safety Educator	Grade G	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	Grade G	23	0	23	0	24	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	173	0

Total Authorized Positions	172	0	172	0	172	0	172	0	173	0
-----------------------------------	------------	----------	------------	----------	------------	----------	------------	----------	------------	----------



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Personnel							
Salaries & Wages	11,988,944	11,519,439	13,062,977	13,005,857	12,023,744	(1,039,233)	-8.0%
Employee Benefits	5,109,040	5,506,938	5,684,517	5,729,704	6,338,488	653,971	11.5%
Total Personnel	17,097,984	17,026,377	18,747,494	18,735,561	18,362,232	(385,262)	-2.1%
Operations							
Transportation Services	2,541	2,410	2,650	1,150	1,450	(1,200)	-45.3%
Operating Services	134,659	102,295	192,170	191,050	168,950	(23,220)	-12.1%
Notices, Subscriptions, etc.	116,833	134,471	55,825	87,250	52,925	(2,900)	-5.2%
Utilities	241,289	259,577	335,866	303,000	359,795	23,929	7.1%
Contractual Services	86,982	100,842	37,800	26,800	103,983	66,183	175.1%
Repair & Maintenance Services	319,191	373,878	460,710	428,292	558,549	97,839	21.2%
Employee programs	76,050	71,462	154,900	98,500	154,900	-	0.0%
Professional Development/Travel	49,695	52,237	103,425	78,000	103,425	-	0.0%
Office Supplies	21,212	19,040	24,500	23,500	23,500	(1,000)	-4.1%
Operating Supplies	255,997	251,372	246,770	242,500	275,813	29,043	11.8%
Fuel & Mileage	69,835	69,207	80,500	115,100	100,250	19,750	24.5%
Machinery & Equipment (<\$25,000)	196,639	399,692	409,570	385,000	409,120	(450)	-0.1%
Repair & Maintenance Supplies	77,296	64,628	93,500	88,000	93,900	400	0.4%
Operational Units	421	294	6,000	1,500	2,500	(3,500)	-58.3%
Property & Liability Costs	134,083	136,018	161,240	161,983	170,083	8,843	5.5%
Rentals	415	85	1,000	100	250	(750)	-75.0%
Permits	9,445	6,894	10,000	10,000	15,650	5,650	56.5%
Other Business Expenses	(1,136)	(3,443)	-	-	-	-	0.0%
Total Operations	1,791,447	2,040,959	2,376,426	2,241,725	2,595,043	218,617	9.2%
Machinery & Equipment (>\$25,000)	-	118,695	313,000	266,850	-	(313,000)	-100.0%
Capital	-	118,695	313,000	266,850	-	(313,000)	-100.0%
Total Fire Department	18,889,431	19,186,031	21,436,920	21,244,136	20,957,275	(479,645)	-2.2%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 Operating Budget

FINANCE & ADMINISTRATION

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

City of Franklin Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2021 Comprehensive Annual Financial Report (31st consecutive 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 seventh consecutive annual audit (2021) with no findings.



Under this operating unit are:

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



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	976,306	984,314	1,113,533	1,075,306	1,092,111	-21,422	-1.9%
Operations	-44,734	-67,367	54,458	-8,340	55,946	1,488	2.7%
Capital	0	0	0	0	0	0	0.0%
Total	931,572	916,947	1,167,991	1,066,966	1,148,057	-19,935	-1.7%

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 2023 Operating Budget

Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

FY 2023 Outlook

In 2022, the City received no audit findings from the 2021 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 second Management Fellow. Spearheaded and successfully developed FY 2022 Annual Operating Budget. 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 2023, 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 through implementation of new budget software,
- 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 2023 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	
Sustainable Franklin	

Workload (Output) Measures

	2019	2020	2021	2022*	2023*
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)	55%	61%	64%	64%	64%
Vendor payments issued	3,184	3,323	2,932	3,000	3,000
Accounts Payable Transactions processed	5,748	6,391	6,328	6,000	6,000
Checks issued (non-payroll)	1,429	1,283	1,051	1,100	1,100

Efficiency Measures

	2019	2020	2021	2022*	2023*
Number of days to close fiscal year does not exceed 60	60	60	60	60	60



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Exceed the return on investments compared to benchmark (BAML - Bank of America/Merrill Lynch)	3.44% estimated to BAML's 3.53%	3.43% estimated to BAML's 3.48%	0.14% goal to estimated BAML's 0.10%	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	28th consecutive (for FY 2018)	29th consecutive (for FY 2019)	30th consecutive (for FY 2020)	31st consecutive (for FY2021)*	32nd consecutive (for FY2022)*
 Achieve the GFOA Budget Report award annually	11th award (for FY 2018 budget)	12th award (for FY 2019 budget)	Not Submitted	13th award (for FY2021 budget)	14th award (for FY2022 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)	246	258	270	282	294
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 rating of Aa3 (at a minimum)	30	42	54	66	78
 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)	\$ 2,307	\$ 2,384	\$ 2,458	\$ 2,532	\$ 2,608
Industrial & Commercial Property (in millions)	\$ 2,485	\$ 2,611	\$ 2,722	\$ 2,804	\$ 2,888
% Residential & Farm	48.1%	47.7%	47.5%	47.5%	47.5%
% Industrial & Commercial	51.9%	52.3%	52.5%	52.5%	52.5%
Meets Target?	Yes	Yes	Yes	TBD	TBD

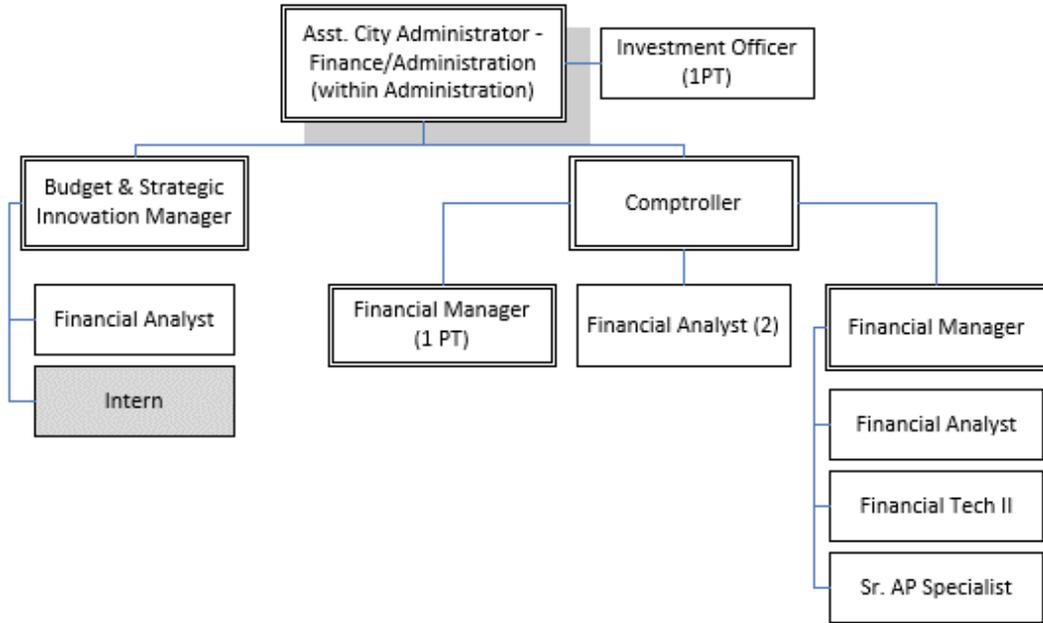
* 2022 & 2023 estimated



City of Franklin, Tennessee

FY 2023 Operating Budget

Organizational Chart



White: Positions Authorized and budgeted in FY 2023
 Gray: Positions Authorized and unbudgeted in FY 2023

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

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	0	0	0	0	0
Sub-total - Budgeted Positions		9	3	9	3	9	2	9	2	9	2
Authorized, Unbudgeted Positions											
Intern	Intern	0	0	0	0	0	1	0	1	0	1
Sub-total - Unbudgeted Positions		0	0	0	0	0	1	0	1	0	1
Total Authorized Positions		9	3								



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	734,880	730,425	838,251	799,631	784,776	(53,475)	-6.4%
Employee Benefits	241,426	253,889	275,282	275,675	307,335	32,053	11.6%
Total Personnel	976,306	984,314	1,113,533	1,075,306	1,092,111	(21,422)	-1.9%
Operations							
Transportation Services	1,013	943	2,000	1,000	1,500	(500)	-25.0%
Operating Services	340	3,298	1,750	1,425	1,750	-	0.0%
Notices, Subscriptions, etc.	29,007	3,635	6,645	4,150	6,645	-	0.0%
Utilities	5,545	6,805	6,600	7,752	7,785	1,185	18.0%
Contractual Services	21,151	12,227	106,395	56,000	108,467	2,072	1.9%
Repair & Maintenance Services	3,332	214	3,000	500	3,000	-	0.0%
Employee programs	1,487	2,984	2,300	2,300	4,000	1,700	73.9%
Professional Development/Travel	14,526	4,818	18,100	16,450	23,050	4,950	27.3%
Office Supplies	4,351	3,379	6,100	4,650	6,300	200	3.3%
Operating Supplies	761	207	650	700	1,100	450	69.2%
Fuel & Mileage	-	66	-	50	50	50	0.0%
Machinery & Equipment (<\$25,000)	15,441	29,478	35,450	27,500	29,350	(6,100)	-17.2%
Repair & Maintenance Supplies	222	381	700	-	700	-	0.0%
Property & Liability Costs	4,629	4,406	5,622	5,568	5,896	274	4.9%
Permits	-	-	800	800	800	-	0.0%
Financial Fees	88,290	92,223	98,021	102,500	100,021	2,000	2.0%
Miscellaneous	-	-	10	-	10	-	0.0%
Interfund Reimbursements	(234,829)	(232,431)	(239,685)	(239,685)	(244,478)	(4,794)	2.0%
Total Operations	(44,734)	(67,367)	54,458	(8,340)	55,946	1,488	2.7%
Machinery & Equipment (>\$25,000)						-	0.0%
Computer Software (>\$25,000)						-	0.0%
Capital	-	-	-	-	-	-	#DIV/0!
Total Finance Department	931,572	916,947	1,167,991	1,066,966	1,148,057	(19,935)	-1.7%



City of Franklin, Tennessee

FY 2023 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	290,706	293,250	358,387	331,838	380,761	22,374	6.2%
Operations	-30,220	-60,908	38,118	-9,348	13,919	-24,199	-63.5%
Capital	0	0	0	0	0	0	0.0%
Total	260,486	232,342	396,505	322,490	394,680	-1,826	-0.5%

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:

- delayed until October of 2021 filling a vacancy in the position of Purchasing Officer I;
- delayed indefinitely acquisition of procurement requisition workflow software;
- implemented until December of 2021 a staffing schedule that, on a rotating basis, minimized the number of personnel in the office and maximized 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 2023 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 purchasing.

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

	2019	2020	2021	2022*	2023*
Number of formal procurement solicitations processed by the Purchasing Office ^{1,2}	12	18	6	17	15
Number of City purchase orders prepared	88	81	93	90	90
Number of purchasing card transactions processed	20,385	20,363	17,526	19,000	19,000
Value of purchasing card transactions processed	\$ 7,718,273	\$ 7,747,624	\$ 6,739,793	\$ 7,400,000	\$ 7,400,000
Total organization purchasing dollar volume	\$ 74,131,240	\$ 118,607,334	\$ 126,049,000	\$ 120,000,000	\$ 122,000,000
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)	\$ 97,557	\$ 80,889	\$ 87,412	\$ 88,000	\$ 88,000
Number electronic auctions of surplus property	161	73	49	70	70
Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services)	\$ 323,377	\$ 391,642	\$ 186,087	\$ 200,000	\$ 250,000
Fee paid by City for electronic auction services	\$ 24,281	\$ 29,300	\$ 13,962	\$ 15,000	\$ 18,750
Number of rolling stock ⁶ items ordered in fiscal year	NA	36	3	27	30
Value of rolling stock ⁶ items ordered in fiscal year	NA	\$ 4,160,075	\$ 752,093	\$ 3,034,000	\$ 3,400,000
Number of formal protests received	1	0	0	0	0
Number of vendor outreach events attended	1	0	0	0	1
# of emergency ³ purchases reported to BOMA	1	1	6	3	3
# of sole-source ⁴ purchases reported to BOMA	10	12	4	10	10



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures (con't)

Efficiency Measures

	2019	2020	2021	2022*	2023*
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	10.41%	6.53%	5.35%	6.17%	6.07%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD

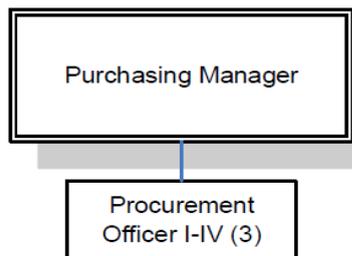
Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations ^{1,2} processed by the Purchasing Office	123	125	102	90	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	8	3	3	3
Target (3 City Business Days)	3	3	3	3	3
Meets Target?	NA	No	Yes	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 \$25,000.
- 4 Defined as valued at or greater than \$25,000.
- 5 (*) FY 2022 and FY 2023 data are estimates
- 6 Rolling stock items defined as wheeled vehicles

Organizational Chart



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



City of Franklin, Tennessee

FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	3	0	2	0	3	0	3	0
Purchasing Analyst	Grade F	1	0	0	0	0	0	0	0	0	0
Purchasing Technician	Grade D	1	0	0	0	0	0	0	0	0	0
Sub-total - Budgeted Positions		3	0	4	0	3	0	4	0	4	0

Authorized, Unbudgeted Positions											
Procurement Officer I-IV	Grade E	0	0	0	0	1	0	0	0	0	0
Sub-Total - Unbudgeted Positions		0	0	0	0	1	0	0	0	0	0

Total Authorized Positions	3	0	4	0	4	0	4	0	4	0
-----------------------------------	----------	----------	----------	----------	----------	----------	----------	----------	----------	----------

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Personnel							
Salaries & Wages	201,352	209,454	254,942	243,235	263,171	8,229	3.2%
Employee Benefits	89,354	83,796	103,445	88,603	117,590	14,145	13.7%
Total Personnel	290,706	293,250	358,387	331,838	380,761	22,374	6.2%
Operations							
Transportation Services	(581)	-	50	-	50	-	0.0%
Operating Services	425	-	550	100	550	-	0.0%
Notices, Subscriptions, etc.	2,019	2,083	4,140	2,073	4,260	120	2.9%
Utilities	1,005	1,392	1,990	2,466	2,660	670	33.7%
Contractual Services	13,274	13,123	58,600	31,869	33,350	(25,250)	-43.1%
Repair & Maintenance Services	932	286	1,040	650	900	(140)	-13.5%
Employee Programs	-	-	100	49	100	-	0.0%
Professional Development/Travel	6,105	798	21,530	9,375	22,345	815	3.8%
Office Supplies	562	311	1,625	830	1,825	200	12.3%
Operating Supplies	-	-	100	-	100	-	0.0%
Fuel & Mileage	-	-	150	-	150	-	0.0%
Machinery & Equipment (<\$25,000)	2,488	4,539	8,100	3,100	9,230	1,130	14.0%
Property & Liability Costs	2,513	2,082	2,696	2,693	2,828	132	4.9%
Reimbursement of Interfund Trans.	(58,962)	(85,522)	(62,553)	(62,553)	(64,429)	(1,877)	3.0%
Total Operations	(30,220)	(60,908)	38,118	(9,348)	13,919	(24,199)	-63.5%
Capital	-	-	-	-	-	-	0.0%
Total Purchasing Department	260,486	232,342	396,505	322,490	394,680	(1,826)	-0.5%



City of Franklin, Tennessee

FY 2023 Operating Budget

Information Technology

Jason Potts, Director

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	2,418,277	2,291,028	2,621,810	2,280,999	2,767,783	145,973	5.6%
Operations	1,417,319	1,128,807	1,702,426	1,233,528	1,950,304	247,878	14.6%
Capital	0	181,070	100,000	519,439	210,000	110,000	110.0%
Total	3,835,596	3,600,905	4,424,236	4,033,966	4,928,087	503,851	11.4%

Departmental Mission:

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

Departmental Vision:

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

Departmental Summary

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

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 2023 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

	2019	2020	2021	2022	2023*
Number of Budgeted Positions Full-Time	23	24	25	25	26
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Technology Service Requests	3572	4177	4022	4000	4000
Supported Technology Devices & Applications					
Applications				108	110
Cameras				247	250
Desktops				397	385
Laptops				330	350
Mobile Data Terminals (MDT's)				156	156
Physical Servers				21	21
Virtual Servers				150	150



City of Franklin, Tennessee
FY 2023 Operating Budget

Performance Measures

Workload (Output) Measures (con't)

	2019	2020	2021	2022	2023*
Supported Network Devices					
Cellphones				387	400
Wireless Access Points				58	60
Door Access				200	205
Phones				1215	1225
Network Switches				192	192
Radios				787	800
Wireless Radios				200	200
Supported Infrastructure					
City Facilities (Buildings)				26	26
Radio Towers				3	3
Intersections				123	125
Fiber (# of miles)				80	80

Efficiency Measures

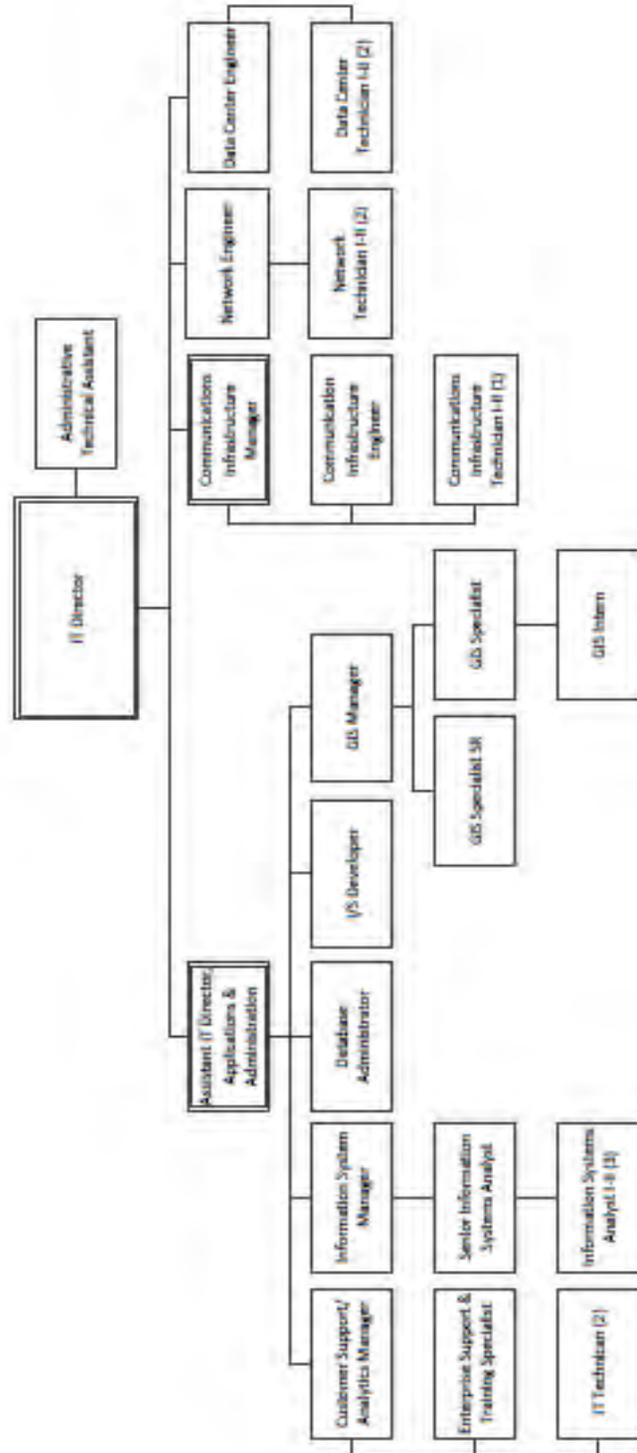
	2019	2020	2021	2022*	2023*
TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
 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

* 2022 & 2023 data estimated

Organizational Chart



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



City of Franklin, Tennessee
FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	1	0	1	0	1	0
Asst. IT Director, Infrastructure & Admin	Grade L	1	0	1	0	0	0	0	0	0	0
Asst. IT Director, Applications	Grade L	1	0	1	0	0	0	0	0	0	0
Database Administrator	Grade J	0	0	0	0	1	0	1	0	1	0
Customer Support/Analytics Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Information Systems Manager	Grade J	0	0	0	0	1	0	1	0	1	0
Information Systems Developer	Grade J	0	0	0	0	0	0	1	0	1	0
System/Database Manager	Grade J	1	0	1	0	0	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	1	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	2	0	1	0	1	0	1	0	1	0
Data Center Technician I-II	Grades F-G	1	0	1	0	2	0	2	0	2	0
Network Technician I-II	Grades F-G	2	0	2	0	2	0	2	0	2	0
GIS Specialist	Grade F	1	0	2	0	2	0	1	0	1	0
GPS/GIS Technician	Grade E	1	0	0	0	0	0	0	0	0	0
Administrative Technical Assistant	Grade E	0	0	0	0	1	0	1	0	1	0
IT Help Desk Administrator	Grade E	1	0	1	0	0	0	0	0	0	0
IT Technician	Grade E	0	0	1	0	1	0	1	0	2	0
GIS Intern	Intern	0	1	0	1	0	1	0	1	0	1
Sub-Total Budgeted Positions		23	1	24	1	25	1	25	1	26	1
Total Authorized Positions		23	1	24	1	25	1	25	1	26	1



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	1,856,240	1,704,427	1,938,508	1,716,705	2,010,748	72,240	3.7%
Employee Benefits	562,037	586,601	683,302	564,293	757,035	73,733	10.8%
Total Personnel	2,418,277	2,291,028	2,621,810	2,280,999	2,767,783	145,973	5.6%
Operations							
Transportation Services	698	136	785	200	822	37	4.7%
Operating Services	978	317	875	566	911	36	4.1%
Notices, Subscriptions, etc.	84,413	5,576	1,737	1,050	1,886	149	8.6%
Utilities	48,485	66,533	63,190	59,176	64,944	1,754	2.8%
Contractual Services	1,439,012	1,669,358	2,148,971	1,871,500	2,441,349	292,378	13.6%
Repair & Maintenance Services	2,642	33,250	11,000	6,750	6,500	(4,500)	-40.9%
Employee programs	17,375	9,296	20,200	10,620	20,200	-	0.0%
Professional Development/Travel	22,850	7,075	33,700	12,984	34,200	500	1.5%
Office Supplies	7,171	5,621	9,700	7,500	9,700	-	0.0%
Operating Supplies	2,173	838	3,700	-	3,700	-	0.0%
Fuel & Mileage	1,465	1,375	3,200	1,500	3,200	-	0.0%
Machinery & Equipment (<\$25,000)	348,402	213,723	215,000	168,625	190,000	(25,000)	-11.6%
Repair & Maintenance Supplies	68,183	38,483	121,300	28,000	121,300	-	0.0%
Property & Liability Costs	36,759	34,110	41,089	41,079	43,134	2,045	5.0%
Rentals	-	-	1,000	-	1,000	-	0.0%
Other Business Expenses	-	-	3,000	-	3,000	-	0.0%
Interfund Reimbursements	(663,287)	(956,884)	(976,022)	(976,022)	(995,542)	(19,520)	2.0%
Total Operations	1,417,319	1,128,807	1,702,426	1,233,528	1,950,304	247,878	14.6%
Machinery & Equipment (>\$25,000)	-	181,070	100,000	519,439	210,000	110,000	110.0%
Capital	-	181,070	100,000	519,439	210,000	110,000	110.0%
Total Information Technology	3,835,596	3,600,905	4,424,236	4,033,966	4,928,087	503,852	11.4%



City of Franklin, Tennessee

FY 2023 Operating Budget

Revenue Management

Jessica Davey, Revenue & Licensing Manager

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	1,020,658	1,068,002	1,143,430	1,091,984	1,176,995	33,565	2.9%
Operations	-885,186	-861,694	-851,958	-886,739	-917,746	-65,788	7.7%
Capital	0	0	0	0	0	0	0.0%
Total	135,472	206,308	291,472	205,245	259,249	-32,223	-11.1%

Departmental Summary

The Revenue Management department performs billing services, collection services, and provides customer service for the City of Franklin Utility Department (water and wastewater), Stormwater Division, and the Sanitation & Environmental Services Department. The department collects and processes business taxes, alcohol taxes, state shared taxes, and hotel/motel taxes. In addition, Revenue Management processes numerous permits for our citizens.

COVID-19 Response & Impact

As our region re-opened, Revenue Management staff returned to on-site work. We utilized remote work capabilities as needed to respond to the pandemic. Our ability to pivot to remote work allowed us to continue to keep the staff and public safe and to ensure a sanitary work environment.

FY 2023 Outlook

We are actively rolling out an upgrade to our Cisco call center and the team is excited about the new features that will allow us to better serve our customers. The system will expand our reach to our citizens by utilizing a more modern and intuitive platform. Revenue Management looks forward to collecting input from all team members to look for more way to efficiently collect utilities and taxes.

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 2023 Operating Budget

Performance Measures (con't)

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

Workload (Output) Measures

	2019	2020	2021	2022*	2023*
Bills					
Number of property tax bills issued	33,000	33,458	33,857	34,286	34,715
Number of water & sewer bills issued	369,150	354,462	359,833	364,628	369,711
New requests for service (Total)	2,500	2,395	2,524	2,600	2,676
Water (Monthly Average)	\$ 50.75	\$ 49.97	\$ 52.48	\$ 54.60	\$ 56.72
Sewer (Monthly Average)	\$ 58.61	\$ 65.80	\$ 67.95	\$ 62.62	\$ 67.29
Irrigation (Monthly Average)	\$ 250.00	\$ 221.86	\$ 213.00	\$ 194.50	\$ 176.00
Delinquent Notices	-	2,575	2,906	3,237	3,568
Water Shutoffs	1,000	500	990	1,016	1,200
Electronic					
Web Pay	39,165	45,128	56,220	64,400	73,274
ACH/RPPS	82,595	80,973	78,558	71,896	74,522
Bank Draft	99,040	106,175	113,496	132,970	127,766
Lock Box	82,625	79,776	70,348	57,614	58,072
Paper					
Drop Box (2nd Avenue) / Mail	15,420	15,273	13,272	9,974	7,718
In-Person Transactions	16,725	10,692	7,708	7,582	7,000
Total Transactions	335,570	338,017	339,602	344,436	348,352
% of total transactions electronic	90.4%	92.3%	93.8%	94.9%	95.8%
% of total transactions paper	4.6%	4.5%	3.9%	2.9%	2.2%
% of total transactions in-person	5.0%	3.2%	2.3%	2.2%	2.0%

Efficiency Measures

	2019	2020	2021	2022*	2023*
Maintain utility billing error rate at or below 2%	0.10%	0.07%	0.06%	0.06%	0.06%

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Collection Rate(s)					
Total Percent of Property Tax Collected Within One Year of Levy	98.80%	98.80%	99.10%	99.50%	99.80%
Total Percent of Property Tax Collected as a Percentage of Total Levy	99.90%	99.90%	99.10%	99.10%	99.50%
Utility Collections as a Percentage of Utilities Billed^	90.9%	95.4%	94.4%	94.5%	94.2%
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	90.00%	92.00%	93.00%	94.00%	95.00%

* 2022 and 2023 data estimated.

^Our data collection method changed as of 2022 and prior years have been updated to reflect this new measurement.

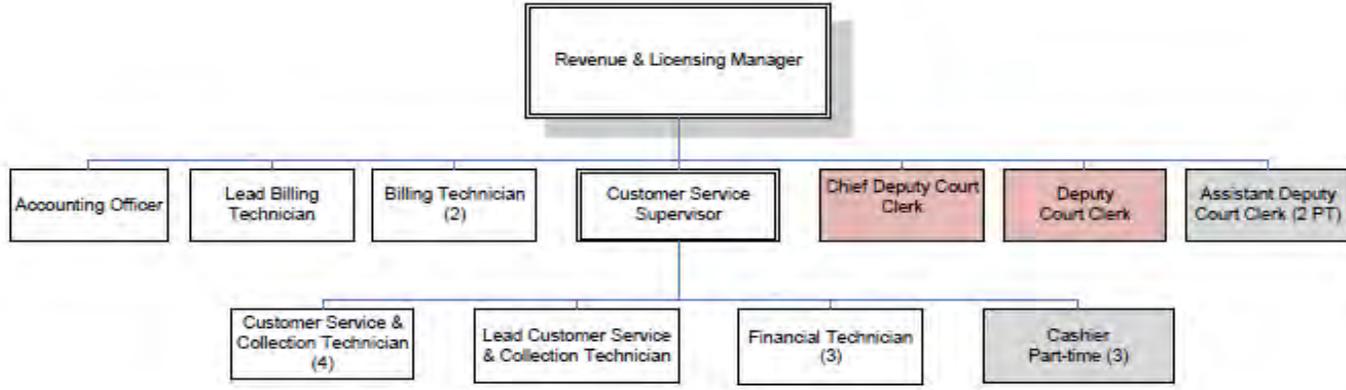
Franklin Citizens Survey

	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 2023 Operating Budget

Organizational Chart



Revenue Management: Shaded in White
 City Court: Shaded in Red
 Gray: Positions Authorized and Unbudgeted in FY 2023

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

Staffing by Position

Budget Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		F-T	P-T								
Revenue & Licensing Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Account Mgmt Supervisor	Grade F	1	0	0	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	1	0	1	0	1	0	0	0
Lead Cust. Serv. & Coll. Technician	Grade E	0	0	0	0	0	0	0	0	1	0
Lead Billing Technician	Grade E	0	0	0	0	0	0	0	0	1	0
Financial Technician I	Grade D	3	0	3	0	2	0	3	0	3	0
Billing Technician	Grade D	0	0	0	0	0	0	0	0	2	0
Cust. Service & Collection Technician	Grade D	0	0	0	0	0	0	0	0	4	0
Billing/Collections Technician	Grade D	7	0	7	0	7	0	7	0	0	0
Cashier Part-Time	Grade B	0	3	0	3	0	2	0	2	0	2
Sub-Total Budgeted Positions		14	3	14	3	13	2	14	2	14	2
Authorized, Unbudgeted Positions											
Financial Technician	Grade D	0	0	0	0	1	0	0	0	0	0
Cashier Part-Time	Grade B	0	0	0	0	0	1	0	1	0	1
Sub-Total Unbudgeted Positions		0	0	0	0	1	1	0	1	0	1
Total Authorized Positions		14	3								



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	730,700	751,725	795,399	755,134	794,862	(537)	-0.1%
Employee Benefits	289,958	316,277	348,031	336,850	382,132	34,101	9.8%
Total Personnel	1,020,658	1,068,002	1,143,430	1,091,984	1,176,995	33,565	2.9%
Operations							
Transportation Services	11,683	9,598	12,000	9,600	12,000	-	0.0%
Operating Services	2,433	1,510	1,950	1,800	2,450	500	25.6%
Notices, Subscriptions, etc.	425	665	2,150	1,052	2,218	68	3.2%
Utilities	3,015	4,410	6,100	5,585	6,325	225	3.7%
Contractual Services	168	-	58,260	56,510	2,200	(56,060)	-96.2%
Repair & Maintenance Services	216	2,741	1,200	1,215	1,300	100	8.3%
Employee programs	425	793	2,700	170	2,700	-	0.0%
Professional Development/Travel	741	1,936	5,770	4,363	6,015	245	4.2%
Office Supplies	14,966	12,339	17,600	13,200	18,700	1,100	6.3%
Operating Supplies	89	1,441	1,960	1,755	1,960	-	0.0%
Fuel & Mileage	117	110	200	-	200	-	0%
Machinery & Equipment (<\$25,000)	6,544	11,998	13,500	2,900	13,500	-	0.0%
Repair & Maintenance Supplies	207	162	-	150	165	165	0.0%
Property & Liability Costs	2,218	1,760	2,372	2,357	2,475	103	4.3%
Permits	12,094	12,000	12,000	12,000	16,200	4,200	35.0%
Financial Fees	401,788	380,932	407,001	397,325	418,501	11,500	2.8%
Miscellaneous	170	-	-	-	-	-	0.0%
Interfund Reimbursements	(1,342,485)	(1,304,089)	(1,396,721)	(1,396,721)	(1,424,655)	(27,934)	2.0%
Total Operations	(885,186)	(861,694)	(851,958)	(886,739)	(917,746)	(65,788)	7.7%
Capital							
Total Revenue Management	135,472	206,308	291,472	205,245	259,249	(32,223)	-11.1%



City of Franklin, Tennessee

FY 2023 Operating Budget

Municipal Court

Jessica Davey, Revenue & Licensing Manager

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	214,025	256,268	259,318	210,870	209,326	-49,993	-19.3%
Operations	62,871	58,262	48,045	44,979	335,978	287,933	599.3%
Capital	0	0	0	0	0	0	0.0%
Total	276,896	314,530	307,363	255,849	545,304	237,940	77.4%

Department Mission

Our mission is to effectively, efficiently, and accurately process City ordinance violations, to create and sustain customer-oriented quality service that provides maximum access to the court, and to promote 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. We achieve our vision with competent, professional employees, continuing advancements in technology, and process improvement measures.

COVID-19 Response & Impact

As our region re-opened, City Court staff returned to on site work. We utilized remote work capabilities as needed to respond to the pandemic. Our ability to pivot to remote work allowed us to continue to keep the staff and public safe and to ensure a sanitary work environment. City Court transitioned back to in-person Court. In compliance with Tennessee Supreme Court orders, virtual court was and remains available upon request.

FY 2023 Outlook

For FY2023, City Court plans to implement new technology upgrades with improving efficiency and customer service as the focus of those changes. We look forward to utilizing an existing staff member in a new leadership role and new staff coming onboard to review all processes and look for areas to improve productivity.

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 2023 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

	2019	2020	2021	2022*	2023*
Total Cases Filed	5,429	7,087	5,141	3,878	3,711
Types of Cases					
- Moving Violations	1,650	1,524	1,650	1,644	1,650
- Financial Responsibility	325	290	297	298	295
- License and Registration	600	511	570	496	500
- Codes Enforcement	120	57	86	20	15
- Failure to Appear	281	256	188	136	76
- Seat Belt	20	39	28	30	25
- Parking Violations - Cited	1,800	3,863	1,930	1,104	1,000
- Parking Violations - Warning	633	547	392	568	600

Efficiency Measures

	2019	2020	2021	2022*	2023*
Average # of days from issuance of Citation to Resolution (Non Traffic School)^	39.00	43.00	41.00	40.00	40.00

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Municipal Court Collections as a percentage of Municipal Obligations Billed^	90.0%	89.0%	88.0%	90.0%	92.0%
 Goal: Deliver customer oriented quality service					
Deploy tool for online payments	YES	YES	YES	YES	YES
Percentage of customer inquiries responded to within 2 business days	100.0%	100.0%	100.0%	100.0%	100.0%

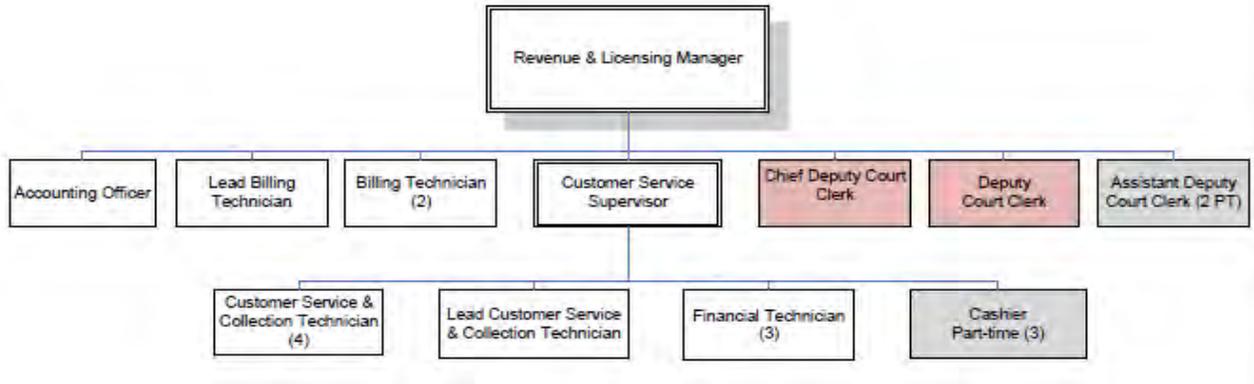
* 2022 and 2023 Data Estimated



City of Franklin, Tennessee

FY 2023 Operating Budget

Organizational Chart



Revenue Management: Shaded in White
City Court: Shaded in Red
Gray: Positions Authorized and Unbudgeted in FY 2023

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

****Court's organizational chart is incorporated within Revenue Management. There are no changes to Court for FY23.**

Staffing by Position

Budget Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	1	1	0	1	0	1	0
Deputy Court Clerk/Cashier	Grade D	0	0	0	1	0	1	0	0	0	0
Assistant Deputy Court Clerk	Grade C	0	0	0	0	0	0	0	1	0	1
Court Security and Parking Enforcement Officer	Grade C	1	0	1	0	1	0	0	0	0	0
Sub-Total Budgeted Positions		3	2	3	2	3	1	2	1	2	1
Authorized, Unbudgeted Positions											
Deputy Court Clerk	Grade D	0	0	0	0	0	1	0	0	0	0
Assistant Deputy Court Clerk	Grade C	0	0	0	0	0	1	0	1	0	1
Sub-Total Unbudgeted Positions		0	0	0	0	0	1	0	1	0	1
Total Authorized Positions		3	2	3	2	3	2	2	2	2	2



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	132,870	160,919	163,305	118,082	121,701	(41,604)	-25.5%
Officials Fees	25,000	25,000	25,608	25,000	25,000	(608)	-2.4%
Employee Benefits	56,155	70,349	70,405	67,788	62,624	(7,781)	-11.1%
Total Personnel	214,025	256,268	259,318	210,870	209,326	(49,993)	-19.3%
Operations							
Transportation Services	5,503	3,134	4,000	4,400	4,650	650	16.3%
Operating Services	959	703	2,450	1,013	2,450	-	0.0%
Notices, Subscriptions, etc.	456	631	750	674	634	(116)	-15.5%
Utilities	1,706	1,882	625	1,160	1,250	625	100.0%
Contractual Services	41,326	42,344	12,300	11,750	300,123	287,823	2340.0%
Repair & Maintenance Services	71	140	500	500	550	50	10.0%
Employee Programs	-	108	500	-	500	-	0.0%
Professional Development/Travel	-	60	2,700	675	3,130	430	15.9%
Office Supplies	2,467	1,862	3,200	2,700	3,475	275	8.6%
Operating Supplies	304	273	300	300	300	-	0.0%
Fuel & Mileage	-	-	700	-	700	-	0.0%
Machinery & Equipment (<\$25,000)	4,793	1,571	14,000	13,480	8,800	(5,200)	-37.1%
Repair & Maintenance Supplies	-	87	500	50	500	-	0.0%
Property & Liability Costs	2,666	2,266	2,520	2,777	2,916	396	15.7%
Financial Fees	2,620	3,201	3,000	5,500	6,000	3,000	100.0%
Total Operations	62,871	58,262	48,045	44,979	335,978	287,933	599.3%
Capital	-	-	-	-	-	-	0.0%
Total Municipal Court	276,896	314,530	307,363	255,849	545,304	237,940	77.4%



City of Franklin, Tennessee

FY 2023 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	448,962	480,964	510,958	490,825	480,103	-30,855	-6.0%
Operations	705,428	800,495	882,234	770,436	1,066,248	184,015	20.9%
Capital	99,503	0	0	0	0	0	0.0%
Total	1,253,893	1,281,459	1,393,192	1,261,261	1,546,351	153,159	11.0%

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 2023 Outlook

Department Goals

In the coming fiscal year, our goal will remain to maintain a safe and healthy environment for City of Franklin staff and the community. Facility accessibility will continue to be a priority. Problems will continue to be a high priority to resolve and to get a department or area back up and running as quickly as possible.

Projects

With the completion of Station 7, the Department has no new projects to begin the 2023 fiscal year. Team 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.

Facilities is working with Engineering and Parks for the new park to be located off Carothers in regards to pavilions and structures.



City of Franklin, Tennessee

FY 2023 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

	2019	2020	2021	2022*	2023*
Number of Buildings** Maintained	18	18	18	18	18
Gross Square Footage of Municipal Buildings (Gen. Fund)	720,077	720,077	720,077	720,077	720,077
Number of Hours Served					
- Employees	10,700				
- Contractors	24				
Number of Requests Taken	557				
Average Daytime Number of People in Buildings	390				
Utilities					
- Gas (terms)	94,819	95,958	98,421	99,500	101,000
- Electricity (kW)	25,041,728	24,705,955	24,307,916	24,200,000	23,950,000

Efficiency Measures

	2019	2020	2021	2022*	2023*
G.S.F./Average daily # of people	Data being collected				
People served/Custodian	Data being collected				
Average time to complete a routine request	4 to 8 hours based on HelpStar				



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measurement (con't)

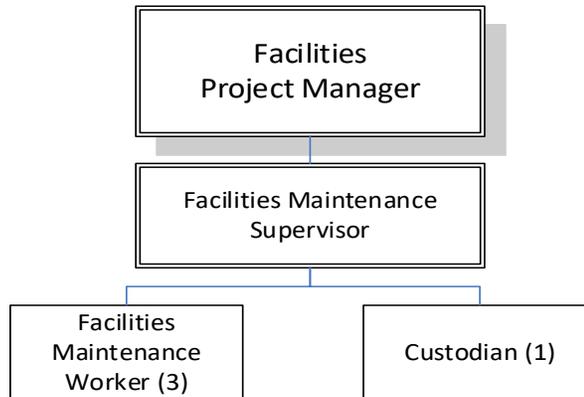
Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
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)	25,041,728	24,705,955	24,307,916	24,200,000	23,950,000
Target (In Kilowatt hours - Source: Finance Department)	15,315,688	14,932,795	14,549,903	14,167,011	14,167,011
Meets Target?	No	No	No	No	No

* 2022 and 2023 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 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	3	0	3	0	3	0
Custodian	Grade B	2	0	2	0	1	0	1	0	1	0
Totals		6	0								



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	331,319	326,241	352,315	359,493	337,855	(14,460)	-4.1%
Employee Benefits	117,643	154,723	158,643	131,332	142,248	(16,395)	-10.3%
Total Personnel	448,962	480,964	510,958	490,825	480,103	(30,855)	-6.0%
Operations							
Transportation Services	304	76	120	120	120	-	0.0%
Operating Services	4,470	3,376	4,450	2,775	4,650	200	4.5%
Notices, Subscriptions, etc.	24,388	69,399	120	7,260	120	-	0.0%
Utilities	179,685	193,600	194,325	202,544	206,410	12,085	6.2%
Contractual Services	193,964	184,825	216,175	241,466	283,740	67,565	31.3%
Repair & Maintenance Services	515,979	547,973	717,556	567,740	825,356	107,800	15.0%
Office Supplies	4,736	8,211	3,250	1,000	1,000	(2,250)	-69.2%
Operating Supplies	12,694	18,875	2,600	3,000	3,100	500	19.2%
Fuel & Mileage	1,626	2,197	5,200	5,800	5,800	600	11.5%
Machinery & Equipment (<\$25,000)	14,447	12,052	5,500	6,650	7,500	2,000	36.4%
Repair & Maintenance Supplies	50,298	55,385	50,250	49,185	50,900	650	1.3%
Property & Liability Costs	24,511	22,434	23,462	23,442	24,614	1,152	4.9%
Rentals	6,421	2,518	3,000	2,450	3,000	-	0.0%
Permits	870	635	600	1,100	1,200	600	100.0%
Financial Fees	49	121	-	278	-	-	0.0%
Other Business Expenses	1,988	10	-	-	-	-	0.0%
Interfund Reimbursements	(331,002)	(321,192)	(344,374)	(344,374)	(351,262)	(6,887)	2.0%
Total Operations	705,428	800,495	882,234	770,436	1,066,248	184,015	20.9%
Improvements	99,503	-	-	-	-	-	0.0%
Capital	99,503	-	-	-	-	-	0.0%
Total Proj. & Fac. Management	1,253,893	1,281,459	1,393,192	1,261,261	1,546,351	153,159	11.0%



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Building & Neighborhood Services

Tom Marsh, Director

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	2,868,867	2,660,000	3,391,396	3,058,076	3,356,681	-34,715	-1.0%
Operations	276,432	180,548	322,332	301,310	332,978	10,646	3.3%
Capital	0	0	0	0	0	0	0.0%
Total	3,145,299	2,840,548	3,713,728	3,359,386	3,689,659	-24,069	-0.6%

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 and Floodplain Administration 4) Neighborhood Resources and Housing.

The workload generated by construction activity fluctuates from year to year, but generally remains strong. Multiple large scale developments and thousands of small scale projects will keep the workload of the Department at a high level for plan review, permitting, and inspections. 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

Throughout FY 2022 the BNS team continued to balance regular in office work and remote work to minimize possible spread of COVID-19 within the workforce. Technology and other resources made available to our teams made it possible for BNS Department to continue to meet all defined service commitments.

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 2023 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

The workload generated by construction activity fluctuates from year to year, but generally remains strong. Multiple large scale developments and thousands of small scale projects will keep the workload of the Department at a high level 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

	2019	2020	2021	2022*	2023*
Total gross building/codes enforcement cost/year	\$ 2,982,913	\$ 3,145,299	\$ 2,840,548	\$ 3,359,386	\$ 3,689,659
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Total value of building and development	\$ 752,067,240	\$ 654,980,000	\$ 556,854,988	\$ 600,000,000	\$ 600,000,000
Total revenue	\$ 2,272,346	\$ 2,238,080	\$ 2,194,379	\$ 2,200,000	\$ 2,200,000
Total permits	6,197	6,283	5,810	6,200	6,200
Benchmarking Alliance of Tennessee Average	1595	TBD	TBD	TBD	TBD
Total construction plans reviewed	1,219	1,250	1,424	1,500	1,500
Total certificates of occupancy issued	1,132	1,150	1,659	1,700	1,700
Building inspections performed	23,798	22,762	23,172	23,000	23,000
Building code violations	5,100	6,682	6,533	6,600	6,600



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

Property Maintenance code inspections	1,544	1,694	1,865	1,900	1,900
Total property maintenance code violations	1,544	1,694	1,865	1,900	1,900
Inoperable auto violations	96	111	76	100	100
Overgrown lot violations	112	125	150	200	200
Dilapidated structure violations	24	25	21	25	25
Property Parcels	25,076	25,076	29,115	29,115	29,115
# 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>)	1,400	1,338	1,363	1,375	1,375

Efficiency Measures

	2019	2020	2021	2022*	2023*
Revenue per Permit Issued	\$366.68	\$327.86	\$378.00	\$380.00	\$380.00
Building Code Enforcement cost per permit issued	TBD	TBD	TBD	TBD	TBD
Total building code enforcement cost per building inspection	\$ 71.19	\$ 71.19	\$84.00	\$90.00	\$90.00

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Reduce the number of cases and days it takes to resolve identified property maintenance violations.					
 # of cases reported for property maintenance violations	1,544	1,694	1,865	1,900	1,900
Average number of days from complaint to first inspection	1	2	2	2	2
Average number of days to resolve violation	8	14	10	10	10
Cases brought into compliance	1,524	1,674	1,850	1,880	1,880
% of all Property Maintenance Violations Brought into Compliance	99%	99%	99%	99%	99%

*2022 and 2023 are estimates

Franklin Citizens Survey

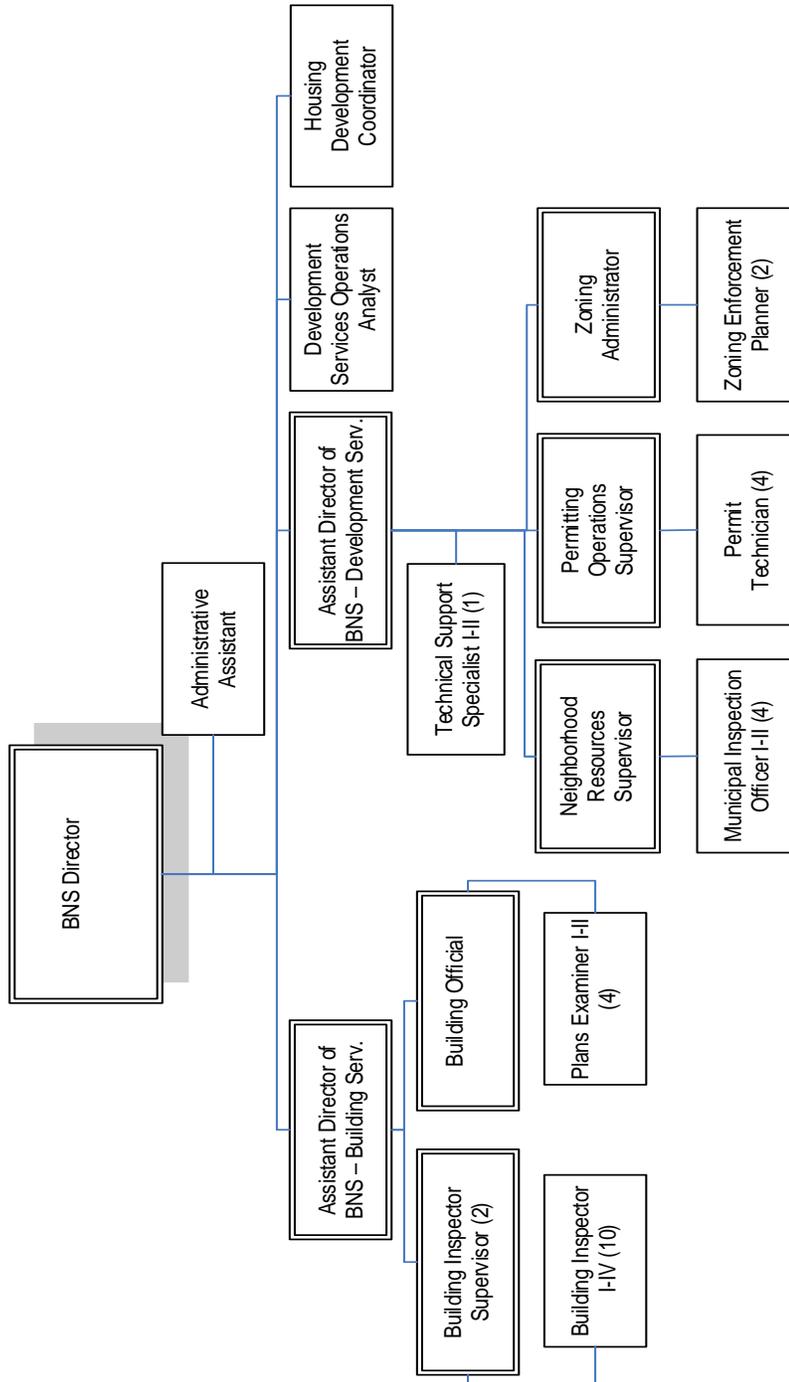
	2016 Citizens Survey		2019 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Code enforcement (weeds, abandoned buildings, etc.)	73%	27%	73%	27%



City of Franklin, Tennessee

FY 2023 Operating Budget

Organizational Chart



White: Positions Authorized and Budgeted for FY 2023

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



City of Franklin, Tennessee
FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	2	0	2	0	2	0	2	0
Building Inspection Supervisor	Grade I	0	0	2	0	2	0	2	0	2	0
Building Official/Plans Review Supervisor	Grade I	0	0	1	0	1	0	1	0	1	0
Building Official	Grade I	1	0	0	0	0	0	0	0	0	0
Building Inspector I - IV	Grade E-H	13	0	10	0	9	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	5	0	4	0	4	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 Coor.	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	2	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	4	0	4	0
Zoning Enforcement Officer	Grade E	2	0	2	0	2	0	0	0	0	0
Neighborhood Resources Coor.	Grade E	1	0	1	0	1	0	0	0	0	0
Permit Technician	Grade D	4	0	4	0	4	0	4	0	4	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Sub-total Budgeted Positions		36	0	36	0	34	0	36	0	36	0
Authorized, Unbudgeted Positions											
Building Inspector I-IV	Grades E-H	0	0	0	0	1	0	1	0	1	0
Zoning Enforcement Planner	Grade F	0	0	0	0	0	0	0	0	0	0
Plans Examiner I	Grade F	0	0	0	0	1	0	0	0	0	0
Sub-total Unbudgeted Positions		0	0	0	0	2	0	1	0	1	0
Total		36	0	36	0	36	0	37	0	37	0



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	2,049,294	1,810,256	2,357,130	2,118,992	2,292,467	(64,663)	-2.7%
Employee Benefits	819,573	849,744	1,034,266	939,084	1,064,214	29,948	2.9%
Total Personnel	2,868,867	2,660,000	3,391,396	3,058,076	3,356,681	(34,715)	-1.0%
Operations							
Transportation Services	754	790	1,350	1,100	1,650	300	22.2%
Operating Services	5,763	2,798	6,450	4,550	7,000	550	8.5%
Notices, Subscriptions, etc.	16,842	11,717	26,990	20,390	26,790	(200)	-0.7%
Utilities	34,089	34,222	34,620	34,550	39,875	5,255	15.2%
Contractual Services	46,463	17,391	41,000	37,900	43,500	2,500	6.1%
The workload generated by construc	20,990	8,525	17,500	18,000	18,400	900	5.1%
Employee programs	5,978	2,938	26,500	24,500	36,500	10,000	37.7%
Professional Development/Travel	9,081	400	32,700	31,100	36,000	3,300	10.1%
Office Supplies	9,931	6,490	15,750	11,300	13,750	(2,000)	-12.7%
Operating Supplies	8,343	4,416	9,350	8,100	10,450	1,100	11.8%
Fuel & Mileage	9,059	9,859	11,500	11,500	12,500	1,000	8.7%
Machinery & Equipment (<\$25,000)	72,914	26,100	62,750	62,400	49,500	(13,250)	-21.1%
Repair & Maintenance Supplies	180	17	-	-	-	-	0.0%
Property & Liability Costs	23,406	28,652	23,872	23,920	25,063	1,191	5.0%
Financial Fees	12,639	26,233	12,000	12,000	12,000	-	0.0%
Total Operations	276,432	180,548	322,332	301,310	332,978	10,646	3.3%
Capital	-	-	-	-	-	-	-
Total BNS Department	3,145,299	2,840,548	3,713,728	3,359,386	3,689,659	(24,069)	-0.6%



City of Franklin, Tennessee

FY 2023 Operating Budget

Planning & Sustainability

Emily Wright, Planning & Sustainability Director

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	1,261,300	1,307,853	1,619,774	1,503,719	1,580,695	-39,079	-2.4%
Operations	134,402	159,540	403,459	309,457	406,633	3,174	0.8%
Capital	0	0	0	0	0	0	0.0%
Total	1,395,702	1,467,393	2,023,233	1,813,176	1,987,327	-35,906	-1.8%

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 2023 Operating Budget

Planning & Sustainability

Emily Wright, Planning & Sustainability Director



COVID-19 Response & Impact

We continued virtual meetings for all pre-application Meetings, plan meetings, required neighborhood meetings, and most citizen inquiries. A rotating staff provided in-person service to walk-ins throughout the year. Planning Department public outreach meetings associated with long-range or special projects were held in a combination form of in-person and virtually. Recordings of any virtual public or neighborhood meetings were made available on the City website.

FY 2023 Outlook

There are three main priorities for FY23: implementing staffing changes inclusive of new positions to handle the ever-growing workload, finishing the Williamson County Growth Plan update process, resulting in a new Urban Growth Boundary, and completing a comprehensive 5-year update to Envision Franklin.

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

Long-range planning efforts include concluding the Goose Creek Coordinated Study if it bridges into the beginning of FY23, completing the Williamson County Growth Plan update process and public hearings, and conducting the 5-year Comprehensive Envision Franklin Update.

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. The Sustainability Commission will continue to work on policy guides for these topics.

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 update to the Lewisburg Avenue Historic District, through a combination of grant and local funding. Additionally, the Preservation Plan dates to 2001 and needs to be reevaluated, which will be planned for an update in FY24.

The P&SD anticipates another year of increasing development demand and annexation requests. Additionally, the P&SD will provide ample support for the 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

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.



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

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

	2019	2020	2021	2022*	2023*
Net Acreage Changes	540	477	666	561	561
Base Zoning Changes					
Acreage Zoned Due to Annexation	540	477	666	561	561
Acreage Rezoned	441	1746	499	470	470
Development Process Approval Measures					
Development Plans	19	12	21	17	17
Site Plans	40	66	134	100	100
Plats	51	63	66	65	65
Residential Approvals					
Total Units	1,978	3,075	3,790	3,433	2,948
Cases heard by BOZA	21	12	23	19	19
Residential site plans reviewed	43	19	35	32	32
Preliminary plats reviewed	0	0	2	1	1
Final plats reviewed	73	71	62	69	69
Municipal planner FTEs	8	6-7	8	10	10
Planning and zoning administrative and support FTEs	3	3	3	3	3
Engineering FTEs	4	4	N/A	N/A	N/A
Total planning and zoning revenues	\$ 206,689	\$ 198,258	\$ 198,082	\$ 198,170	\$ 201,010
Staff hours spent on comprehensive plan in given year	80	640	750	1500	500
Benchmarking Alliance of Tennessee Average	124	TBD	TBD	TBD	TBD
Staff hours evaluating zoning ordinance and subdivision regulation in given year	2,763	500	500	500	500
Benchmarking Alliance of Tennessee Average	635	TBD	TBD	TBD	TBD
Staff hours spent completing a long range plan or a special project in given year	120	200	500	750	250
Benchmarking Alliance of Tennessee Average	102	TBD	TBD	TBD	TBD
Amount of private investment in a historic district and/or downtown core	\$6,811,741	\$10,494,774	\$17,765,527	\$14,130,151	\$11,690,681
Benchmarking Alliance of Tennessee Average	\$ 5,530,164	TBD	TBD	TBD	TBD

Efficiency Measures

	2019	2020	2021	2022*	2023*
Average number of days for preliminary plat review	N/A	N/A	42	42	42



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
 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?	94.0%	94.0%	94.0%	94.0%	94.0%
Target: (from Franklin Citizens Survey)	93.0%	93.0%	93.0%	93.0%	93.0%
Meets Target?	Yes	Yes	Yes	Yes	Yes
Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.					
# of LEED Certified buildings in Franklin	27	30	30	30	31
 Benchmarking Alliance of Tennessee Average	7	TBD	TBD	TBD	TBD
Target	27	28	29	30	31
Meets Target?	Yes	Yes	Yes	Yes	Yes
 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%	93%	93%
Meets Target?	Yes	Yes	Yes	Yes	Yes
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	No	No
 Reduce the number of days of air quality nonattainment in the City of Franklin.					
Baseline: 0 days of non-attainment	0	0	0	0	0
Actual Days of non-attainment	0	0	0	0	0
Meets Target?	Yes	Yes	Yes	Yes	Yes
 Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
Current Ranking	4	N/A	N/A	N/A	N/A
Target	4	N/A	N/A	N/A	N/A
Meets Target?	Yes	N/A	N/A	N/A	N/A
 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.					
Target: At least 1 updated	1 Annual	1 Annual	2 Annual	All Annual	1 Annual
Meets Target?	Yes	Yes	Yes	Yes	Yes



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

 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%	6.6%	^	6.8%	6.8%
State Poverty Rate	15.0%	13.9%	^	14.50%	14.50%
Target	7.5%	7.5%	7.5%	7.5%	7.5%
Meets Target?	Yes	Yes	TBD	Yes	Yes
 Increase the assessed valuation per square mile for land in City of Franklin					
Current Assessed Value	\$ 5,048,158,858	\$ 5,254,702,750	\$ 5,458,752,751	\$ 5,677,102,861	\$ 5,904,186,975
Square Miles	42.15	43	44.23	44.77	45.67
Target	\$ 118,817,529	\$ 122,202,390	\$ 123,417,425.98	\$ 126,805,961	\$ 129,279,329
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	70	92	57	73	73
Value of investment dollars from COA's	\$ 6,811,741	\$10,494,774	\$17,765,527	\$14,130,151	\$11,690,681
Meets Target?	Yes	Yes	Yes	Yes	Yes

*Includes Residential and Commercial site plans.

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

^ Data not yet available from US Census

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%
<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%



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

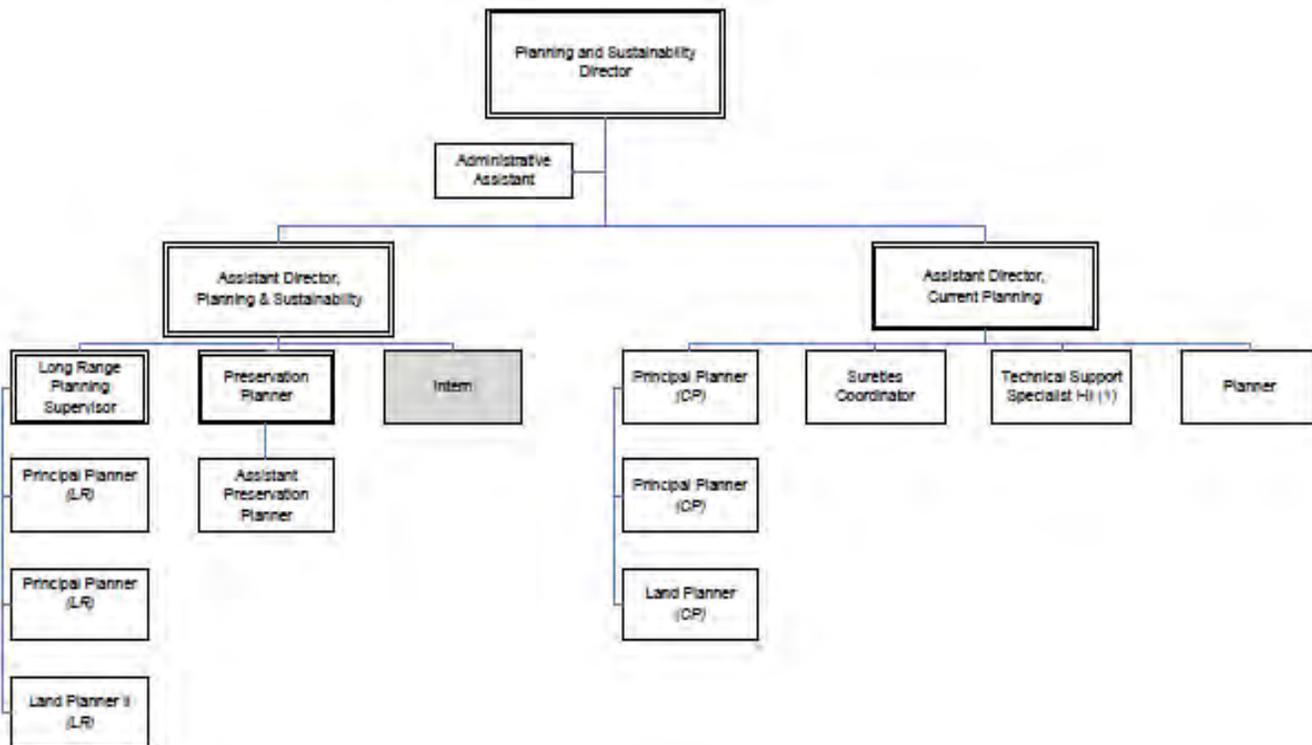
<input checked="" type="checkbox"/>	% rating how important the Quality of the overall natural environment in Franklin is for the Franklin community to focus on in the next two years	87%	13%	87%	13%
<input checked="" type="checkbox"/>	% rating how important the Overall "built environment" of Franklin (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%

Franklin Citizens Survey

		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%

*2022 and 2023 are estimates.

Organizational Chart



White: Positions Authorized and budgeted in FY 2023

Grey: Positions Authorized but not budgeted in FY 2023

Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position". Descriptions in italics are informational only and not reflective of position titles.



City of Franklin, Tennessee
FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		F-T	P-T								
Director of Planning & Sustainability	Grade M	1	0	1	0	1	0	1	0	1	0
Asst. Director, Planning & Sustainability	Grade K	1	0	1	0	1	0	1	0	1	0
Asst. Director, Current Planning	Grade K	0	0	0	0	0	0	0	0	1	0
Current Planning Supervisor	Grade I	1	0	1	0	1	0	1	0	0	0
Long Range Planning Supervisor	Grade I	1	0	1	0	1	0	1	0	1	0
Principal Planner	Grade H	4	0	4	0	3	0	4	0	4	0
Preservation Planner	Grade H	1	0	1	0	1	0	1	0	1	0
Land Planner II	Grade H	1	0	1	0	1	0	1	0	1	0
Land Planner	Grade G	1	0	1	0	1	0	1	0	1	0
Surety Coordinator	Grade G	1	0	1	0	1	0	1	0	1	0
Assistant Preservation Planner	Grade F	0	0	0	0	0	0	0	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	0	0	0	0	0
Sub-Total Budgeted Positions		15	1	15	1	14	0	15	0	16	0
Authorized, Unbudgeted Positions											
Principal Planner	Grade H	0	0	0	0	1	0	0	0	0	0
Intern	---	0	0	0	0	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		0	0	0	0	1	1	0	1	0	1
Total Authorized Staffing		15	1	15	1	15	1	15	1	16	1



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	945,078	946,609	1,169,847	1,106,767	1,129,717	(40,130)	-3.4%
Officials Fees	9,450	9,900	14,000	4,000	14,000	-	0.0%
Employee Benefits	306,772	351,344	435,927	392,952	436,977	1,050	0.2%
Total Personnel	1,261,300	1,307,853	1,619,774	1,503,719	1,580,695	(39,079)	-2.4%
Operations							
Transportation Services	5,487	2,077	4,000	3,000	4,000	-	0.0%
Operating Services	8,246	1,035	13,000	2,913	11,000	(2,000)	-15.4%
Notices, Subscriptions, etc.	18,469	20,870	31,500	21,290	31,250	(250)	-0.8%
Utilities	8,190	8,710	9,000	10,000	11,500	2,500	27.8%
Contractual Services	32,840	53,838	233,000	175,150	237,000	4,000	1.7%
Repair & Maintenance Services	4,647	1,699	4,500	2,200	4,250	(250)	-5.6%
Employee programs	955	630	6,100	6,100	6,100	-	0.0%
Professional Development/Travel	21,478	684	49,000	37,500	45,000	(4,000)	-8.2%
Office Supplies	9,703	6,924	15,100	13,100	16,100	1,000	6.6%
Operating Supplies	-	-	2,500	3,500	500	(2,000)	-80.0%
Fuel & Mileage	(867)	17	600	500	600	-	0.0%
Machinery & Equipment (<\$25,000)	16,897	54,136	20,000	18,000	29,000	9,000	45.0%
Repair & Maintenance Supplies	-	623	-	-	-	-	0.0%
Operational Units	450	-	5,000	5,000	-	(5,000)	-100.0%
Property & Liability Costs	7,884	6,872	9,659	9,554	10,133	474	4.9%
Permits	18	33	400	50	100	(300)	-75.0%
Financial Fees	5	1,392	-	1,600	-	-	0.0%
Other Business Expenses	-	-	100	-	100	-	0.0%
Total Operations	134,402	159,540	403,459	309,457	406,633	3,174	0.8%
Capital						-	0.0%
Total Planning & Sustain.	1,395,702	1,467,393	2,023,233	1,813,176	1,987,327	(35,906)	-1.8%

Notes & Objectives

- Finalize Urban Growth Boundary and Williamson County Growth Plan process.
- Conduct the 5-Year Comprehensive Update to Envision Franklin.
- Reorganize departmental structure, including the addition of 2 new positions.
- Complete the National Historic Resources Inventory Update for the Lewisburg Historic District.
- Finish the Goose Creek Small Area Plan in conjunction with other City departments and a consultant team, for the properties annexed in the Goose Creek drainage basin in 2019 and 2020 (as well as forecasting future growth of the City in that basin).
- Concentrate on continuing education for City officials and staff regarding annexation and growth, urban design, and best planning practices.
- Provide ample support for the new City Hall planning efforts and public outreach, assisting the consultants.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering							
	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	1,609,579	1,676,643	1,871,159	1,850,741	1,826,551	-44,608	-2.4%
Operations	-160,361	-299,591	-139,249	-168,250	-157,022	-17,773	12.8%
Capital	0	0	0	0	0	0	0.0%
Total	1,449,218	1,377,052	1,731,910	1,682,491	1,669,529	-62,380	-3.6%

Traffic Operations Center (TOC)							
	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	Actual	Budget	\$	%
Personnel	362,636	319,114	432,720	363,934	483,444	50,724	11.7%
Operations	483,566	227,000	472,539	274,570	418,020	-54,519	-11.5%
Capital	92,864	1,191,035	345,000	295,000	2,072,500	1,727,500	500.7%
Total	939,066	1,737,149	1,250,259	933,504	2,973,964	1,723,705	137.9%

Department Summary

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

ENGINEERING

The Engineering Department plans for the future infrastructure needs of the City of Franklin and consists of three divisions - 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 2023 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.

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



City of Franklin, Tennessee

FY 2023 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

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."

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 2023 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

Last Signal Timing Update

Area or Corridor

1) Cool Springs Area	2021
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

	2019	2020	2021	2022*	2023*
Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.	35%	35%	TBD	TBD	TBD
Target	35%	35%	TBD	TBD	TBD
Meets Target?	Yes	Yes	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2023 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	TBD	TBD	TBD
Target	136	136	TBD	TBD	TBD
Meets Target?	Yes	Yes	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 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%

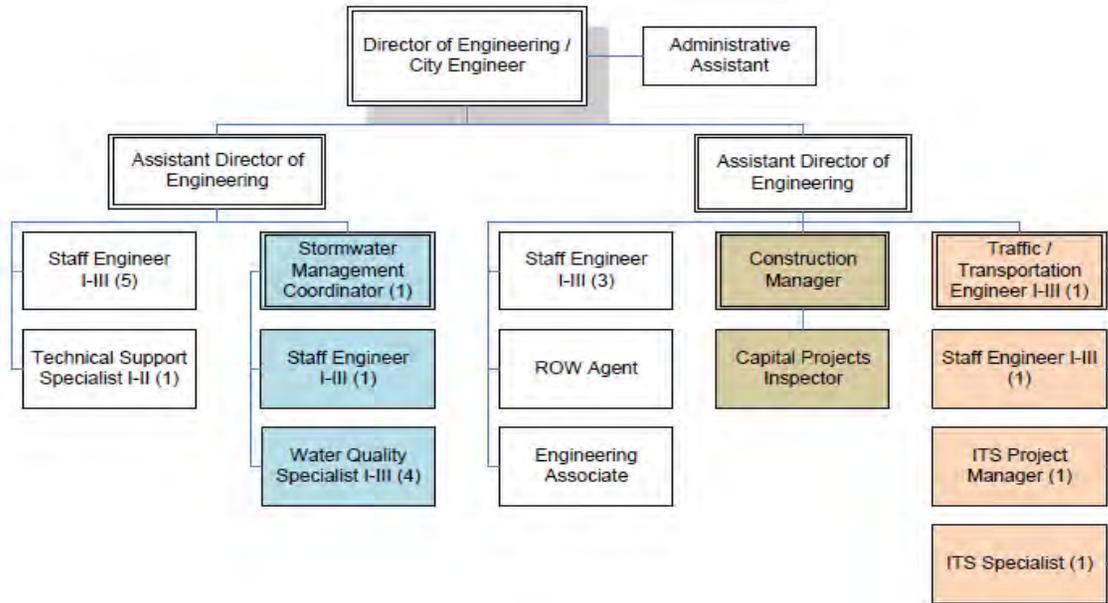
**2022 and 2023 are estimates*



City of Franklin, Tennessee

FY 2023 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.
Aqua: 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 2023 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	7	0	8	0	8	0	8	0	8	0
Right of Way Agent	Grade H	1	0	1	0	1	0	1	0	1	0
Construction Manager	Grade H	0	0	0	0	0	0	0	0	1	0
Capital Projects Inspector	Grade G	0	0	1	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		14	0	16	0	16	0	16	0	17	0
Total Authorized Positions		14	0	16	0	16	0	16	0	17	0

Position	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		F-T	P-T								
Traffic Operations Center											
Traffic/Transportation Engineer I-III	Grades G-J	2	0	2	0	2	0	2	0	1	0
Staff Engineer I-III	Grade G-J	0	0	0	0	0	0	0	0	1	0
ITS Project Manager	Grade H	0	0	0	0	0	0	1	0	1	0
Senior ITS Specialist	Grade G	1	0	1	0	1	0	0	0	0	0
ITS Specialist	Grade F	0	0	0	0	0	0	1	0	1	0
TOC Operator	Grade E	1	0	1	0	1	0	0	0	0	0
Sub-total budgeted positions		4	0								



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget - Engineering

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	1,190,634	1,241,666	1,378,616	1,386,194	1,309,291	(69,325)	-5.0%
Employee Benefits	418,945	434,977	492,543	464,547	517,260	24,717	5.0%
Total Personnel	1,609,579	1,676,643	1,871,159	1,850,741	1,826,551	(44,608)	-2.4%
Operations							
Transportation Services	2,314	1,175	1,500	700	1,250	(250)	-16.7%
Operating Services	1,661	383	2,000	1,050	1,628	(372)	-18.6%
Notices, Subscriptions, etc.	3,181	3,493	5,550	5,100	4,748	(802)	-14.5%
Utilities	5,222	4,920	5,025	5,750	6,067	1,042	20.7%
Contractual Services	70,707	23,480	85,400	67,500	83,463	(1,937)	-2.3%
Repair & Maintenance Services	1,393	614	3,500	1,750	1,847	(1,653)	-47.2%
Employee programs	701	397	2,000	1,500	3,055	1,055	52.8%
Professional Development/Travel	6,306	910	11,750	1,550	10,000	(1,750)	-14.9%
Office Supplies	4,542	1,829	5,705	2,700	3,299	(2,406)	-42.2%
Operating Supplies	741	232	4,300	4,250	4,485	185	4.3%
Fuel & Mileage	1,029	2,006	2,500	3,000	3,165	665	26.6%
Machinery & Equipment (<\$25,000)	46,420	6,323	48,000	50,821	39,637	(8,363)	-17.4%
Repair & Maintenance Supplies	62	-	-	400	422	422	100.0%
Property & Liability Costs	8,900	7,404	8,743	8,791	9,223	480	5.5%
Permits	1,665	1,457	2,530	4,590	4,936	2,406	95.1%
Financial Fees	12	-	200	250	264	64	32.0%
Interfund Reimbursement	(315,217)	(354,214)	(327,952)	(327,952)	(334,511)	(6,559)	2.0%
Total Operations	(160,361)	(299,591)	(139,249)	(168,250)	(157,022)	(17,773)	12.8%
Capital							
Total Engineering	1,449,218	1,377,052	1,731,910	1,682,491	1,669,529	(62,381)	-3.6%



City of Franklin, Tennessee
FY 2023 Operating Budget

Traffic Operations Center

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	268,317	222,403	306,642	259,892	336,026	29,384	9.6%
Employee Benefits	94,319	96,711	126,078	104,042	147,417	21,339	16.9%
Total Personnel	362,636	319,114	432,720	363,934	483,444	50,724	11.7%
Operations							
Transportation Services	320	167	250	400	250	-	0.0%
Operating Services	227	-	250	500	528	278	111.2%
Notices, Subscriptions, etc.	3,750	5,318	6,050	5,400	5,693	(357)	-5.9%
Utilities	3,855	3,949	3,865	4,255	4,489	624	16.1%
Contractual Services	306,890	134,235	206,000	127,006	223,850	17,850	8.7%
Repair & Maintenance Services	14,864	1,724	7,900	5,250	5,422	(2,478)	-31.4%
Employee programs	254	-	3,400	1,300	1,373	(2,027)	-59.6%
Professional Development/Travel	2,791	1,325	8,250	3,371	15,000	6,750	81.8%
Office Supplies	1,308	368	1,600	861	1,053	(547)	-34.2%
Operating Supplies	1,015	120	5,500	5,340	4,222	(1,278)	-23.2%
Fuel & Mileage	1,243	1,239	600	1,000	1,055	455	75.8%
Machinery & Equipment (<\$25,000)	84,032	64,479	89,500	72,000	56,250	(33,250)	-37.2%
Repair & Maintenance Supplies	48,272	1,745	125,500	34,250	84,760	(40,740)	-32.5%
Property & Liability Costs	14,550	12,261	13,309	13,292	13,956	647	4.9%
Permits	195	70	500	280	50	(450)	-90.0%
Other Business Expenses	-	-	65	65	69	4	6.2%
Total Operations	483,566	227,000	472,539	274,570	418,020	(54,519)	-11.5%
Infrastructure	72,703	91,318	145,000	130,000	1,597,500	1,452,500	1001.7%
Machinery & Equipment (>\$25,000)	20,161	1,099,717	200,000	165,000	475,000	275,000	137.5%
Capital	92,864	1,191,035	345,000	295,000	2,072,500	1,727,500	500.7%
Total TOC	939,066	1,737,149	1,250,259	933,504	2,973,964	1,723,705	137.9%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Expenditures	90,844	71,261	88,855	88,855	92,209	3,354	3.8%
Economic Development	90,844	71,261	88,855	88,855	92,209	3,354	3.8%

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 \$29,209.

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

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

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 2023 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

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

Outcome (Effectiveness) Measures

		2019	2020	2021	2022*	2023*
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	1,810,000	1,230,000	TBD	TBD	TBD
	Target	1,720,000	1,810,000	1,230,000	TBD	TBD
	Meets Target?	Yes	No	TBD	TBD	TBD
	Opportunities for revenue enhancements through tourism and sales revenues.					
	Increase the revenue generated from Hotel/Motel taxes.	\$ 4,103,235	\$ 3,138,814	\$ 2,709,351	\$ 4,065,607	\$ 3,862,589
	Target (more than previous year)	\$ 4,097,695	\$ 4,103,235	\$ 3,138,814	\$ 2,709,351	\$ 4,065,607
	Meets Target?	Yes	No	No	Yes	TBD
	Increase local sales tax revenue growth rate compared to state sales tax growth rate.					
	Franklin Collections (in \$ millions)	\$36.17	\$35.45	\$41.99	\$55.20	\$55.75
	Franklin Collection Increase	5.9%	-2.1%	18.3%	31.4%	1.0%
	State Collections (in \$ billions)	\$9.410	\$9.660	\$11.020	\$12.893	\$13.151
	State Collection Increase	5.3%	2.7%	14.1%	17.0%	2.0%
	Meets Target?	Yes	No	Yes	Yes	No



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

		2019	2020	2021	2022*	2023*
	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	\$527,710	\$ (124,540)	\$ (1,105,134)	TBD	TBD
	Target	\$378,397	\$ 527,710	\$ (124,540)	TBD	TBD
	Meets Target?	Yes	No	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.	47,307	41,070	46,631	TBD	TBD
	Target	44,360	47,307	41,070	46,631	TBD
	Meets Target?	Yes	No	Yes	TBD	TBD
	Decrease the unemployment rate within the city over the previous year below the county and state levels.					
	Franklin's Unemployment Rate	2.8%	6.5%	3.4%	TBD	TBD
	Williamson County Unemployment Rate	3.2%	6.4%	3.4%	TBD	TBD
	Tennessee's Unemployment Rate	3.5%	9.5%	5.6%	TBD	TBD
	Target (Franklin's U/I for preceding year)	2.7%	2.8%	6.5%	3.4%	TBD
	Meets Target(s)?	Yes/No	Yes/No	Yes	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	Data to be collected				
	Nashville MSA Retail & Commercial Vacancy Rates					
	Target					
	Meets Target?	TBD	TBD	TBD	TBD	TBD



Performance Measures

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%
<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 2023 Operating Budget

Budget

Budget Summary	Actual	Actual	Budget	EOY	Budget	Difference	
	2020	2021	2022	2022	2023	\$	%
Economic Development / Chamber Support	37,500	19,500	30,000	30,000	31,500	1,500	5.0%
Greater Nashville Regional Council	23,344	24,761	28,855	28,855	29,209	354	1.2%
Williamson Chamber - Business Retention / Development	30,000	27,000	30,000	30,000	31,500	1,500	5.0%
Total Expenditures	90,844	71,261	88,855	88,855	92,209	3,354	3.8%
Total	90,844	71,261	88,855	88,855	92,209	3,354	3.8%

Notes & Objectives



City of Franklin, Tennessee
FY 2023 Operating Budget

Community Development Block Grant Fund

Budget Summary

	2020 Actual	2021 EOY	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Beginning Fund Balance	100,451	113,066	114,745	114,745	450,917		
Revenues	282,395	332,086	778,000	463,672	697,000	-81,000	-10.41%
Expenditures	269,780	330,407	776,000	127,500	697,000	-79,000	-10.18%
Ending Balance	113,066	114,745	116,745	450,917	450,917		

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. 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 were received in Spring 2021. These funds have been partially distributed to eligible agencies in both FY 2021 and FY 2022. The City has until December 31, 2024 to fully disperse these funds.



City of Franklin, Tennessee

FY 2023 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 approx. \$375,000 for the 2022-2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	100,451	113,066	114,745	114,745	450,917		
Revenues							
DEPT OF HOUSING AND URBAN DEV(FEDERAL)	269,780	321,813	373,000	363,422	375,000	2,000	0.5%
FEDERAL GRANTS (COVID-19)*	-	8,594	400,000	100,000	322,000	(78,000)	-19.5%
INTEREST INCOME	12,615	1,679	5,000	250	-	(5,000)	-100.0%
Total Available Funds	282,395	332,086	778,000	463,672	697,000	(81,000)	-10.4%
Expenses (Operations)							
LEGAL NOTICES	-	-	1,000	-	1,000	-	0.0%
CONSULTANT SERVICES	12,259	-	25,000	5,000	14,000	(11,000)	-44.0%
OTHER CONTRACTUAL SERVICES	113,385	64,736	175,000	10,000	160,000	(15,000)	-8.6%
BUILDING REPAIR & MAINTENANCE SERVICES	113,672	-	175,000	12,500	200,000	25,000	14.3%
GRANT PROGRAMS*	30,464	265,671	400,000	100,000	322,000	(78,000)	-19.5%
Total Expenditures	269,780	330,407	776,000	127,500	697,000	(79,000)	-10.2%
Ending Fund Balance	113,066	114,745	116,745	450,917	450,917		

**Increases shown here pertain to CDBG-CV (or Coronavirus) relief funds from the CARES Act.*



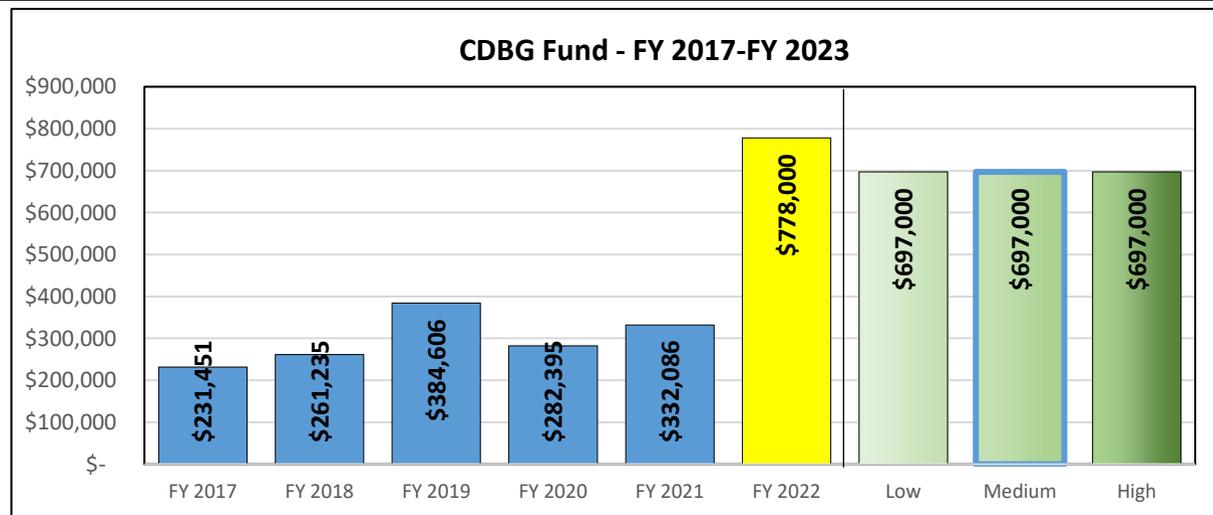
City of Franklin

Revenue Model

Fund:	Community Development Block Grant Fund	Percent of All Revenues	0.4%
--------------	---	--------------------------------	-------------

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 2022 budget was significantly increased due to direct federal aid through the CDBG program for COVID-19 relief efforts. This projection assumes a base of \$375,000.



	Actual					Budget	Forecast (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-29.9%	12.9%	47.2%	-26.6%	17.6%	134.3%	-10.4%	-10.4%	-10.4%	
CDBG GRANT (FEDERAL)	230,374	257,808	373,845	269,780	330,407	373,000	375,000	375,000	375,000	3-yr Average
COVID-19 Relief					0	400,000	322,000	322,000	322,000	\$ 333,029
INTEREST INCOME	1,078	3,427	10,761	12,615	1,679	5,000	-	-	-	-0.1%
Totals	\$ 231,451	\$ 261,235	\$ 384,606	\$ 282,395	\$ 332,086	\$ 778,000	\$ 697,000	\$ 697,000	\$ 697,000	5-Yr Average
										\$ 298,354
										2.3%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2023 Operating Budget

Transit

Debbie Henry, Executive Director

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Balance	\$ 817,649	\$ 817,912	\$ 807,254	\$ 807,254	\$ 1,557,254		
Revenues	\$ 2,611,686	\$ 2,888,155	\$ 4,037,783	\$ 3,338,951	\$ 4,426,245	\$ 388,462	9.62%
Expenditures	\$ 2,611,423	\$ 2,898,813	\$ 3,287,783	\$ 2,588,951	\$ 4,426,245	\$ 1,138,462	34.63%
Ending Balance	\$ 817,912	\$ 807,254	\$ 1,557,254	\$ 1,557,254	\$ 1,557,254		

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 system 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, providing essential trips and welcoming passengers back as we emerge from COVID-19 in earnest. The efforts of providing Personal Protective Equipment with plexiglass driver encasements and plexiglass cough shields for the passengers as well as extensive daily sanitation throughout facility and vehicles paid tremendous dividends. Franklin Transit drivers offered over 26,000 hours of service. Franklin Transit provided coordinated efforts for COVID vaccination information and free transit rides for the general public.

The Federal Government's CARES Act and American Relief Plan Act funding opportunities, which Franklin Transit negotiated and secured through the Federal Transit Administration, assisted operational budgets in 2021 and will continue to provide funds post pandemic.

Franklin Transit is in construction of three (3) shelters on the west side of Franklin and has surveyed and will be submitting plans and construction for shelters on Carothers for this upcoming year. Franklin Transit secured CMAQ grant funds to pilot and pay for 80 to 90 percent of a microtransit, uber like service for the Cool Springs corridor to begin service in 2022/2023.



City of Franklin, Tennessee

FY 2023 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

	2019	2020	2021	2022*	2023*
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Added Transit hubs, Park& Ride sites	-	-	3	3	8
Total	136	136	139	142	150
<i>Increase from Prior year?</i>	0.00%	0.00%	3.00%	3.00%	5.00%
Meeting Goal?	Yes	Yes	Yes	Yes	Yes
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
Franklin Transit Fixed Route	53,127	45,000	26,000	49,000	60,000
Transit On DemanD (TODD)	27,187	21,000	14,100	22,000	26,000
Microtransit Cool Springs					20,000
Total	80,314	66,000	40,100	71,000	86,000
<i>Increase from Prior year?</i>	Yes	-17.82%	-39.24%	44.00%	18.00%
Meeting Goal?	Yes	No	No	Yes	Yes

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

*2022 and 2023 are estimated

Statistics:

- 71,100 passenger trips (approx.) Returning to pre-covid numbers
- 50% are employment trips
- 15% are student trips
- 15% are medical appointments
- 15% are for City events
- 5% trips are for shopping and social activities



City of Franklin, Tennessee

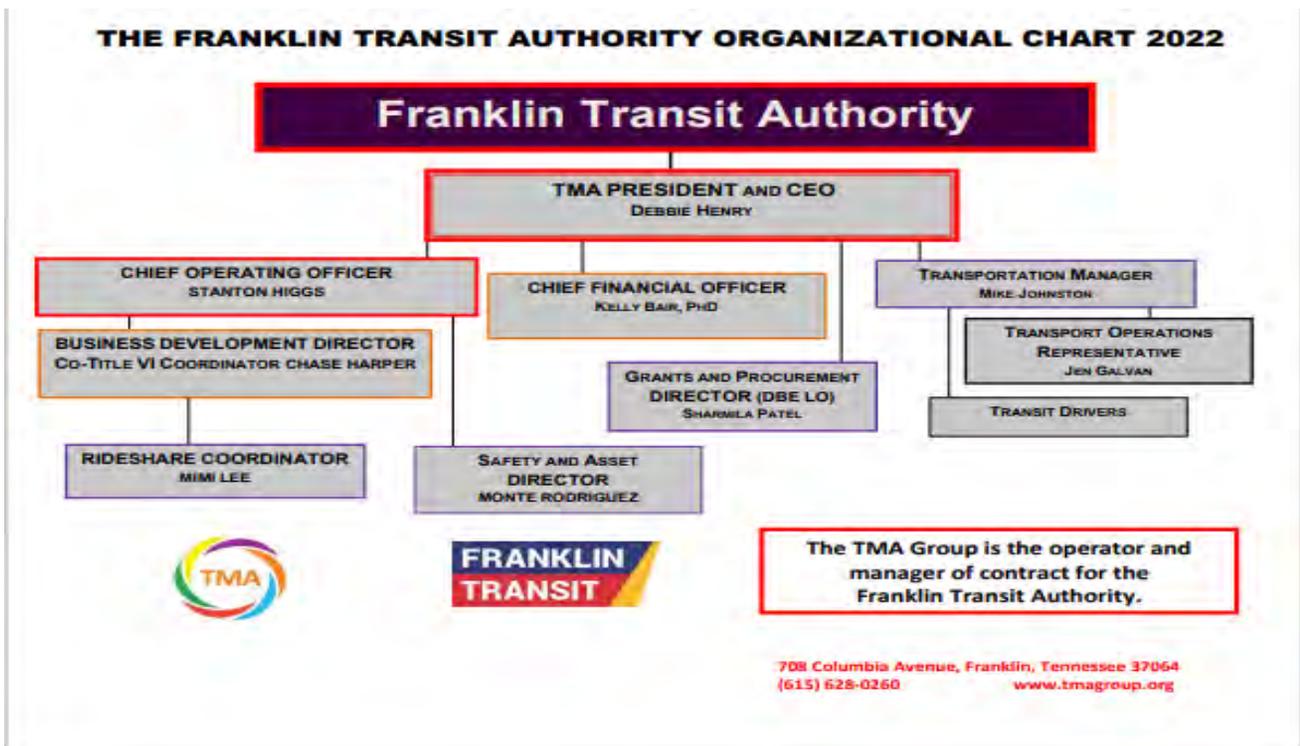
FY 2023 Operating Budget

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





City of Franklin, Tennessee
FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$ %	
Opening Balance	817,649	817,912	807,254	807,254	1,557,254		
Revenues							
DEPT OF TRANSPORTATION (FEDERAL)	1,788,185	1,750,103	2,060,608	1,482,037	3,101,881	1,041,273	50.5%
TDOT (STATE)	344,134	315,608	352,111	287,617	376,300	24,189	6.9%
TRANSIT FARES	63,426	33,080	50,000	62,116	123,000	73,000	146.0%
INTEREST INCOME	33,788	3,123	-	-	-	-	0.0%
RENTAL INCOME	10,500	8,900	9,700	9,700	9,700	-	0.0%
TRANSFER FROM GENERAL FUND*	371,653	777,341	1,565,364	1,497,481	815,364	(750,000)	-47.9%
Total Available Funds	2,611,686	2,888,155	4,037,783	3,338,951	4,426,245	388,462	9.6%
Expenses (Operations)							
VEHICLE LICENSES & TITLES	27	-	100	-	200	100	100.0%
TRANSIT OPERATIONS	2,312,140	2,452,198	2,587,683	2,561,996	3,606,045	1,018,362	39.4%
IMPROVEMENTS	-	-	250,000	-	200,000	(50,000)	-20.0%
TRANSIT PLANNING	133,886	240,986	250,000	26,955	250,000	-	0.0%
VEHICLES (>\$25,000)	165,370	205,629	200,000	-	370,000	170,000	85.0%
Total Expenditures	2,611,423	2,898,813	3,287,783	2,588,951	4,426,245	1,138,462	34.6%
Ending Balance	817,912	807,254	1,557,254	1,557,254	1,557,254		

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.



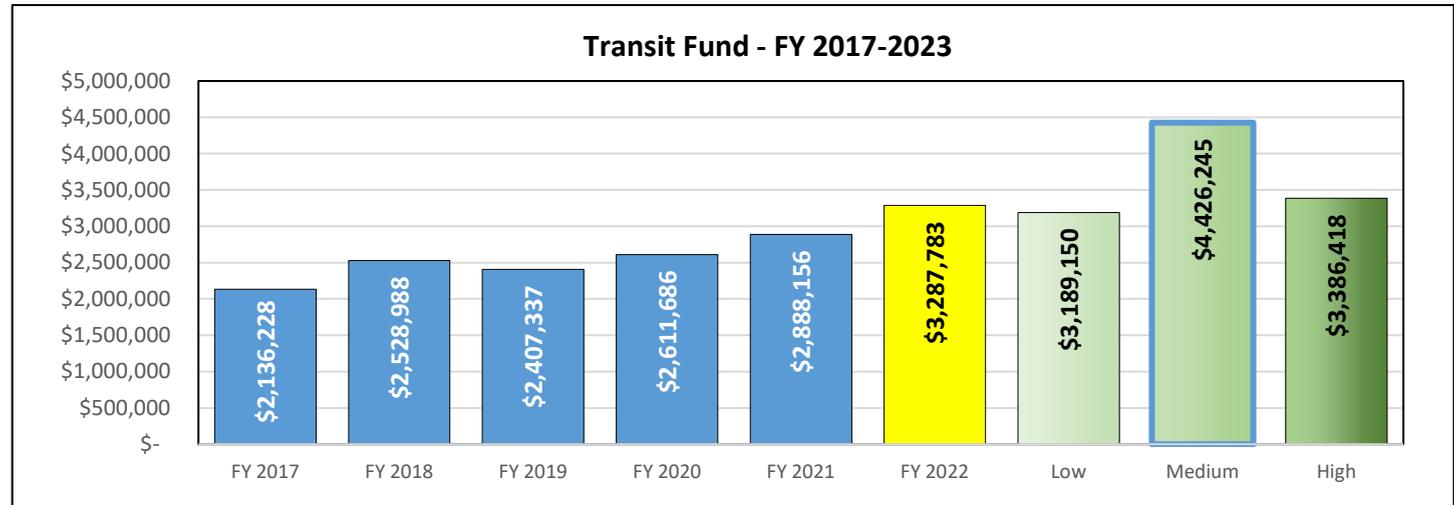
City of Franklin

Revenue Model

Fund:	Transit Fund	Percent of All Revenues	2.4%
--------------	---------------------	--------------------------------	-------------

Transit Fund: A special revenue fund used to account for the City’s transit operations. The 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.

The forecast General Fund Subsidy for FY 2023 for the Transit Fund is recommended to be the same as it was in FY 2022. Increases to the overall Transit Fund come from additional Federal funding.



	Actual					Budget	Forecast (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	14.0%	18.4%	-4.8%	8.5%	10.6%	13.8%	-3.0%	34.6%	3.0%	3-yr Average
TRANSIT OPERATIONS GRANT (FEDERAL)	1,163,679	983,103	1,163,055	1,788,185	1,750,103	2,060,608	1,998,790	3,101,881	2,122,426	\$ 2,516,004
TRANSIT CAPITAL GRANT (FED/STATE)	380,361	272,005	326,527	344,134	315,608	352,111	341,548	376,300	362,674	4.9%
TRANSIT FARES	104,649	112,418	84,945	63,427	33,080	50,000	48,500	123,000	51,500	5-Yr Average
INTEREST INCOME	7,610	7,465	27,227	33,788	3,123	9,700	9,409	9,700	9,991	\$ 2,311,580
RENTAL INCOME	9,700	9,600	9,700	10,500	8,900	0	-	-	-	5.0%
SALE OF SURPLUS ASSETS	11,475	0	0	0	0	0	-	-	-	
TRANSFER FROM GENERAL FUND	458,755	1,144,399	795,884	371,653	777,341	815,364	790,903	815,364	839,825	
Totals	\$ 2,136,228	\$ 2,528,988	\$ 2,407,337	\$ 2,611,686	\$ 2,888,156	\$ 3,287,783	\$ 3,189,150	\$ 4,426,245	\$ 3,386,418	

Source: City of Franklin, *Comprehensive Annual Financial Reports - 2009-2021* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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**
- **Capital Vehicle Fund**
- **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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

Streets - Maintenance

Steve Grubb, Director

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	2,792,189	2,779,206	3,147,265	3,159,047	3,305,925	158,660	5.0%
Operations	1,223,403	1,194,336	1,379,265	1,326,378	1,443,768	64,503	4.7%
Capital	603,671	176,986	219,773	106,778	406,000	186,227	84.7%
Total	4,619,263	4,150,528	4,746,303	4,592,203	5,155,693	409,390	8.6%

Departmental Summary

The Street Department - Maintenance Division consist of the following; Street Maintenance (asphalt, concrete, tractors), Landscape Maintenance, Inspection Team, and Administrative staff members.

The Street Maintenance Division currently maintains 348 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 Highway 96 West. 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 2023 Operating Budget

Streets - Maintenance

Steve Grubb, Director



COVID-19 Response & Impact

There has been very limited remote work during 21-22 budget year. All staff members were required to be back in the workplace as of July 1st. We continue to manage the exposure by encouraging everyone to mask up when in close quarters, social distance when possible, and pay close attention to symptoms.

We experienced an increase in cleaning supplies, disinfectant supplies, and personal protective equipment.

We will continue to manage the virus based on Leadership protocol and CDC guidelines.

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 2023 Operating Budget

Performance Measures (con't)

Workload (Output) Measures

	2019	2020	2021	2022*	2023*
Paved lane miles for which the jurisdiction is responsible	337	343	346	355	358
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Total Miles of Sidewalks Maintained	348	350	352	352	352
Catch Basins/Storm Drains	6,392	6,550	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	5,390	4,000	2,200	3,000	N/A
Centerlines Painted	86,680	50,000	60,000	72,942	46,699
Number of Streets Repaired	67	70	141	150	150
Number of Potholes Repaired	138	250	250	235	250
Number of Citizen Concerns Received	1,142	950	637	521	521
Major Weather Events					
Amount of Salt Used (ton)	100	125	750	2400	1000
Amount of Brine Used (gallon)	6,000	750	1,800	3,600	3,600
Service Costs for maintaining/paving roads	\$ 3,330,000	\$ 3,500,000	\$ 3,094,749	\$ 3,346,097	\$ 3,398,430
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Cost to repair sidewalks	\$ 470,000	\$ 495,000	\$ 525,000	\$ 525,000	\$ 750,000
Cost of Curb & Gutter	\$ 15,600	\$ 15,600	\$ 16,100	\$ 17,000	\$ 17,500
Leaf Vacuum Season (cubic yds)	13,000	14,000	15,000	15,000	16,000

Efficiency Measures

	2019	2020	2021	2022*	2023*
Avg. Cost to Repair Streets (Sq. Yd.)	\$ 87.00	\$ 87.00	\$ 78.00	\$ 78.00	\$ 85.00
Avg. Cost to Repair Sidewalks (Sq. Ft.)	\$ 9.75	\$ 10.00	\$ 10.00	\$ 1,000.00	\$ 1,200.00
Avg. Cost to Repair Catch Basins/Gutters	\$ 45.00	\$ 45.00	\$ 45.00	\$ 4,500.00	\$ 4,500.00

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
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%

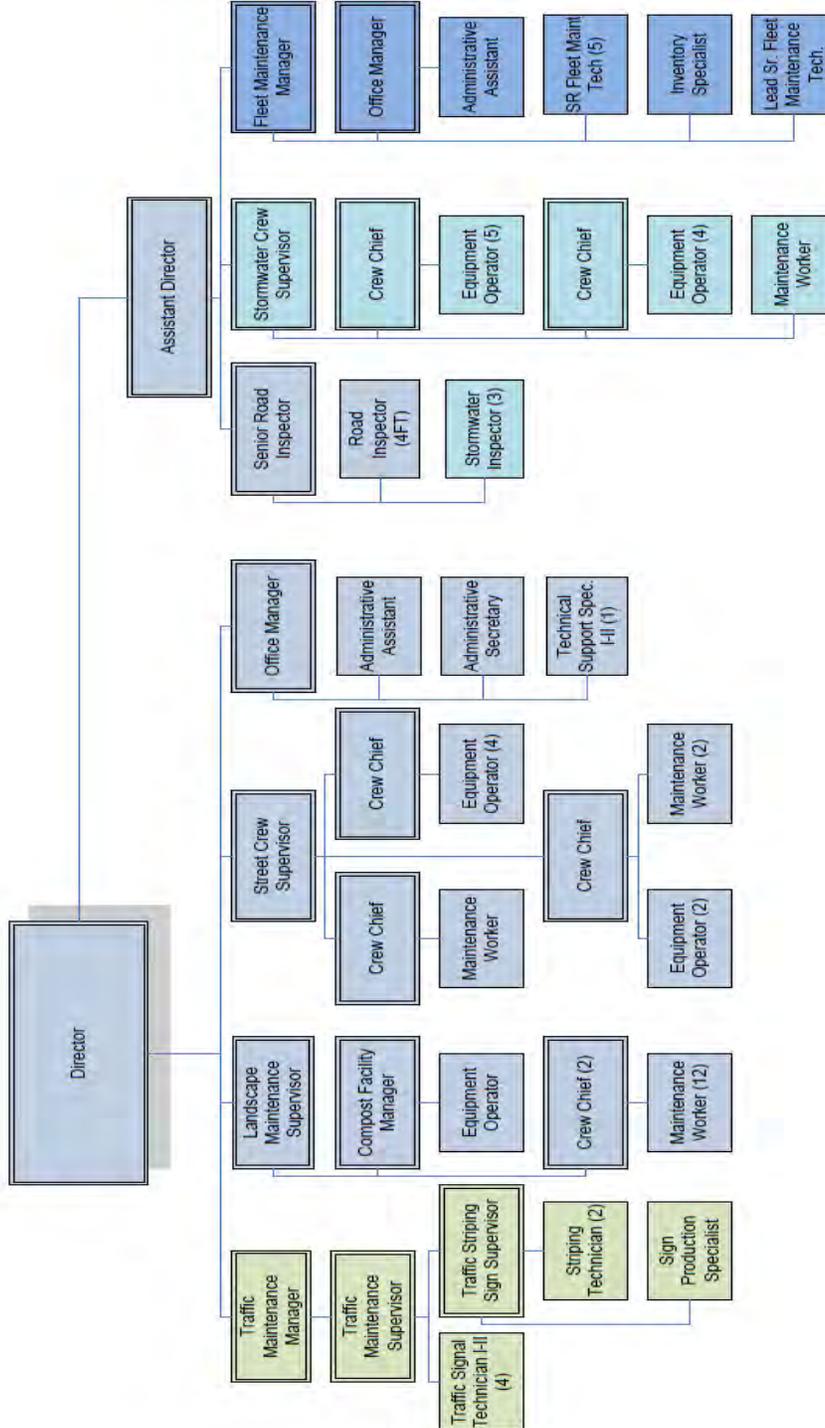


City of Franklin, Tennessee

FY 2023 Operating Budget

Organizational Chart

The organization chart below shows the entire Streets Department.



Light Blue: Streets - Maintenance Authorized and Budgeted Personnel in FY 2023

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



City of Franklin, Tennessee
FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	0	0	1	0	1	0
Senior Road Inspector	Grade G	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Road Inspector	Grade F	3	0	4	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	5	0	5	0	5	0	5	0
Infrared System Technician	Grade E	1	0	0	0	0	0	0	0	0	0
Landscape Maint. Crew Chief	Grade E	1	0	0	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	0	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	14	0	14	0	15	0	15	0
Crew Worker	Grade B	3	0	0	0	0	0	0	0	0	0
Sub-Total Budgeted Positions		39	0	40	0	39	0	41	0	41	0

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

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



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	1,883,925	1,881,230	2,131,136	2,138,690	2,082,790	(48,346)	-2.3%
Employee Benefits	908,264	897,976	1,016,129	1,020,357	1,223,134	207,005	20.4%
Total Personnel	2,792,189	2,779,206	3,147,265	3,159,047	3,305,925	158,660	5.0%
Operations							
Transportation Services	542	189	525	200	450	(75)	-14.3%
Operating Services	1,882	833	5,140	3,650	4,010	(1,130)	-22.0%
Notices, Subscriptions, etc.	13,863	3,876	4,425	3,000	4,615	190	4.3%
Utilities	649,373	633,034	696,785	661,760	698,695	1,910	0.3%
Contractual Services	10,410	9,682	23,650	21,800	22,300	(1,350)	-5.7%
Repair & Maintenance Services	149,967	73,962	112,250	101,600	114,370	2,120	1.9%
Employee programs	8,361	2,790	16,200	15,100	16,500	300	1.9%
Professional Development/Travel	7,708	120	8,150	7,000	9,500	1,350	16.6%
Office Supplies	3,021	2,894	5,900	5,600	6,125	225	3.8%
Operating Supplies	38,131	48,662	44,320	44,320	44,880	560	1.3%
Fuel & Mileage	53,910	48,678	77,900	77,900	89,850	11,950	15.3%
Machinery & Equipment (<\$25,000)	47,255	37,276	138,720	138,720	124,410	(14,310)	-10.3%
Repair & Maintenance Supplies	117,356	216,867	149,550	153,464	206,910	57,360	38.4%
Operational Units	226	-	-	-	-	-	0.0%
Property & Liability Costs	119,362	106,162	85,670	82,484	90,653	4,983	5.8%
Rentals	2,027	9,311	6,330	6,030	6,550	220	3.5%
Permits	-	-	3,750	3,750	3,950	200	5.3%
Other Business Expenses	9	-	-	-	-	-	0.0%
Total Operations	1,223,403	1,194,336	1,379,265	1,326,378	1,443,768	64,503	4.7%
Capital	603,671	176,986	219,773	106,778	406,000	186,227	84.7%
Total Streets - Maintenance	4,619,263	4,150,528	4,746,303	4,592,203	5,155,693	409,390	8.6%



City of Franklin, Tennessee

FY 2023 Operating Budget

Streets - Traffic Division

Steve Grubb, Director

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	923,716	927,719	999,610	924,175	1,023,742	24,132	2.4%
Operations	507,818	479,476	641,920	623,350	665,266	23,346	3.6%
Capital	141,386	0	0	0	40,000	40,000	100.0%
Total	1,572,920	1,407,195	1,641,530	1,547,525	1,729,007	87,478	5.3%

Department Summary

The Street Department - Traffic Division currently maintains 125 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, Sanitation, 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 2023 Outlook

We continue 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, Carothers walking trail, 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. We have been awarded 48 more High Mast LED's to the City maintenance via TDOT at the Goose Creek interchange.

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

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.

Workload (Output) Measures

	2019	2020	2021	2022*	2023*
Street Signs Created	1,400	1,400	1,632	1,600	1,600
Street Signs Replaced	1,400	1,400	849	900	950
Type of Sign Created					
Stop Signs	81	95	99	100	110
Speed Limit Signs	58	80	52	60	70
Street Name Signs	54	83	94	100	110
Parking Signs	145	100	22	20	20
Yield Signs	22	15	47	25	30
Warning Signs	112	125	64	50	60
Road Construction	14	40	8	25	10
All Way Stop Placards	25	25	17	20	20
Signs for Other Depts	784	600	783	700	800
Downtown Banners	139	150	101	140	150



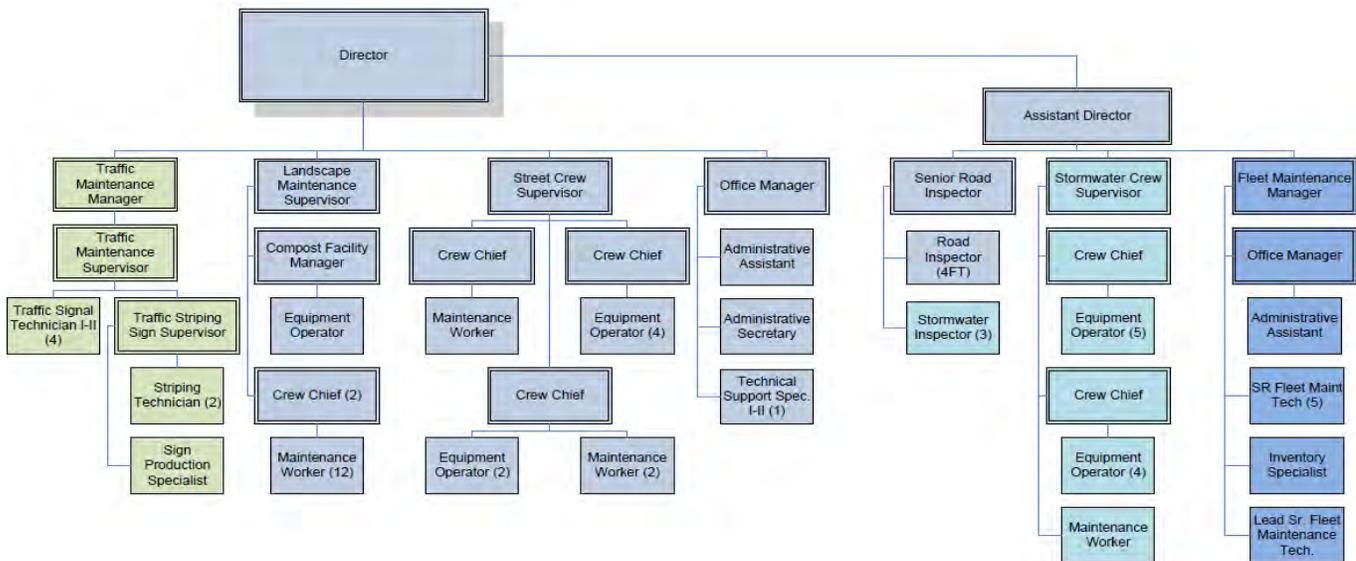
Performance Measures (con't)

Efficiency Measures

Cost/Sign Created

Stop Signs	\$ 43	\$ 43	\$ 46	\$ 50	\$ 53
Speed Limit Signs	\$ 27	\$ 27	\$ 29	\$ 31	\$ 34
Street Name Signs	\$ 22	\$ 22	\$ 17	\$ 19	\$ 22
Parking Signs	\$ 10	\$ 10	\$ 13	\$ 15	\$ 17
Yield Signs	\$ 41	\$ 41	\$ 37	\$ 40	\$ 42
Warning Signs	\$ 29	\$ 29	\$ 31	\$ 33	\$ 35
Road Construction	\$ 35	\$ 35	\$ 36	\$ 39	\$ 42
Signs for Other Depts	\$ 23	\$ 23	\$ 17	\$ 18	\$ 20
Downtown Banners	\$ 18	\$ 18	\$ 21	\$ 23	\$ 25

Organizational Chart



Green: Streets - Traffic Personnel Budgeted in FY 2023.

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



City of Franklin, Tennessee

FY 2023 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	0	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	4	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								

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Personnel							
Salaries & Wages	616,713	605,568	667,057	590,815	662,385	(4,672)	-0.7%
Employee Benefits	307,003	322,151	332,553	333,360	361,358	28,805	8.7%
Total Personnel	923,716	927,719	999,610	924,175	1,023,742	24,132	2.4%
Operations							
Transportation Services	718	252	1,585	1,585	1,595	10	0.6%
Operating Services	819	141	500	500	525	25	5.0%
Notices, Subscriptions, etc.	1,285	-	1,250	1,730	1,350	100	8.0%
Utilities	83,149	79,388	102,000	102,500	103,400	1,400	1.4%
Contractual Services	4,350	7,793	-	-	-	-	0.0%
Repair & Maintenance Services	38,330	40,966	60,950	61,300	61,950	1,000	1.6%
Employee programs	57	-	5,200	5,200	5,200	-	0.0%
Professional Development/Travel	138	960	19,250	15,650	19,700	450	2.3%
Office Supplies	2,520	2,322	3,200	3,200	3,400	200	6.3%
Operating Supplies	8,263	8,906	15,650	15,650	16,250	600	3.8%
Fuel & Mileage	10,958	8,857	16,700	16,700	16,700	-	0.0%
Machinery & Equipment (<\$25,000)	56,812	44,466	84,498	82,522	80,498	(4,000)	-4.7%
Repair & Maintenance Supplies	247,135	224,016	260,599	233,249	266,549	5,950	2.3%
Property & Liability Costs	52,621	61,409	69,788	82,814	87,399	17,611	25.2%
Rentals	663	-	600	600	600	-	0.0%
Permits	-	-	150	150	150	-	0.0%
Total Operations	507,818	479,476	641,920	623,350	665,266	23,346	3.6%
Capital	141,386	-	-	-	40,000	40,000	100.0%
Total Streets - Traffic	1,572,920	1,407,195	1,641,530	1,547,525	1,729,007	87,478	5.3%



City of Franklin, Tennessee

FY 2023 Operating Budget

Streets - Fleet Maintenance

Steve Grubb, Director

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	847,312	750,108	868,927	826,049	898,603	29,676	3.4%
Operations	95,025	-9,057	447,299	60,156	133,137	-314,162	-70.2%
Capital	0	0	0	380,000	200,000	200,000	0.0%
Total	942,337	741,051	1,316,226	1,266,205	1,231,740	-84,486	-6.4%

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.

Department Outlook

I respectfully request the addition of a new Fleet software program that will support both the customer and our data needs for Fleet and Staff. This will provide a better data source for informed decision making, for the right sizing, life-cycle, and future purchases for the COF.

Fleet must continue to life-cycle vehicles and equipment across all departments based on data and cost at the designated time. This will improve repair times and decrease costs.

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

To keep accurate history of expenditures for service and repairs of City of Franklin's fleet, life-cycle analysis,

COVID-19 Response & Impact

Although the pandemic initially did not have a significant impact on the day to day operations of this division of Streets, it currently is effecting many aspects of the day to day operations. Lead time on parts, specialty and non-specialty is significantly longer than pre-pandemic. In addition, the lack of inventory and production of new vehicles will effect not only the day to day operation of Fleet, but departments city wide.



City of Franklin, Tennessee

FY 2023 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

	2019	2020	2021	2022*	2023*
Percent Outsourced	6.61%	6.33%	7.30%	7.48%	6.67%
Percent of Service Calls	7.80%	6.64%	7.80%	5.85%	7.33%
Total Number of Repairs	2,991	2,951	2,696	2,834	2,889
Fleet Size					
Cars/Passenger Vehicles/SUV's	216	220	237	255	255
Light Trucks	147	151	152	153	153
Heavy Trucks	98	107	109	113	113
Cost of Repairs Performed by Fleet Maintenance					
Administration	\$ 374	\$ 477	\$ 823	\$ 149	\$ 558
City Hall Maintenance	\$ 677	\$ 430	\$ 413	\$ 2,756	\$ 138
Building & Neighborhood Services	\$ 7,971	\$ 10,256	\$ 5,611	\$ 9,148	\$ 507
Engineering	\$ 7,259	\$ 750	\$ 4,809	\$ 1,113	\$ 4,948
Fire	\$ 185,389	\$ 152,627	\$ 196,982	\$ 168,572	\$ 184,930
Human Resources	\$ 2,798	\$ 4,230	\$ 1,460	\$ 3,310	\$ 2,829
IT	\$ 1,511	\$ 1,601	\$ 2,603	\$ 257	\$ 5,677
Parks	\$ 18,499	\$ 19,139	\$ 27,457	\$ 19,289	\$ 29,268
Planning	\$ 197	\$ -	\$ 55		\$ 18
Police	\$ 118,306	\$ 106,001	\$ 109,723	\$ 124,504	\$ 111,415
Sanitation & Environmental Services	\$ 316,198	\$ 305,544	\$ 360,704	\$ 534,488	\$ 476,035
Street Department	\$ 122,712	\$ 125,948	\$ 113,785	\$ 58,079	\$ 120,815
Water	\$ 83,528	\$ 86,071	\$ 91,460	\$ 89,292	\$ 87,020
Total	\$ 865,419	\$ 813,074	\$ 915,885	\$ 1,010,955	\$ 1,024,159
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

Efficiency Measures

	2019	2020	2021	2022*	2023*
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

	2019	2020	2021	2022*	2023*
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>	^	^	^	^	^
Target (in gallons per vehicle / total pop.)	^	^	^	^	^
Meets Target?	^	^	^	^	^

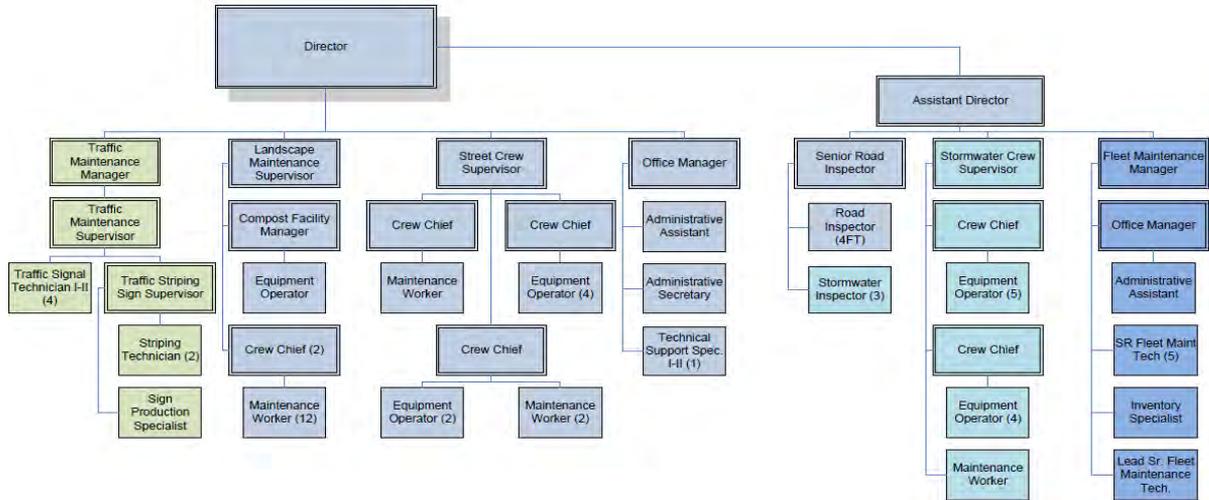
^Measure under review.



City of Franklin, Tennessee

FY 2023 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 2019		FY 2020		FY 2021		FY 2022		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	0	0	1	0	1	0
Mechanic	Grade E	0	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	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		10	0	10	0	9	0	10	0	10	0

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

Total Authorized Positions		10	0								
-----------------------------------	--	-----------	----------	-----------	----------	-----------	----------	-----------	----------	-----------	----------



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	613,285	523,810	614,152	573,515	616,146	1,994	0.3%
Employee Benefits	234,027	226,298	254,775	252,534	282,457	27,682	10.9%
Total Personnel	847,312	750,108	868,927	826,049	898,603	29,676	3.4%
Operations							
Transportation Services	9,621	7,259	7,750	7,775	7,775	25	0.3%
Operating Services	6,558	4,576	6,750	6,776	6,850	100	1.5%
Notices, Subscriptions, etc.	716	693	1,200	1,200	1,300	100	8.3%
Utilities	10,915	11,360	11,620	14,760	15,145	3,525	30.3%
Contractual Services	325	-	500	500	11,000	10,500	2100.0%
Repair & Maintenance Services	267,000	351,797	300,000	300,000	295,500	(4,500)	-1.5%
Employee programs	4,033	226	6,000	6,000	6,100	100	1.7%
Professional Development/Travel	6,804	-	9,700	8,500	9,700	-	0.0%
Office Supplies	3,777	4,650	5,250	5,250	5,270	20	0.4%
Operating Supplies	14,727	12,630	18,550	19,250	19,300	750	4.0%
Fuel & Mileage	3,443	2,875	(12,000)	8,000	8,000	20,000	-166.7%
Machinery & Equipment (<\$25,000)	16,790	14,736	18,500	18,500	32,500	14,000	75.7%
Repair & Maintenance Supplies	(257,714)	(426,841)	(346,450)	(346,375)	(296,400)	50,050	-14.4%
Property & Liability Costs	7,202	6,638	9,429	10,020	10,572	1,143	12.1%
Rentals	828	345	410,500	-	525	(409,975)	-99.9%
Total Operations	95,025	(9,057)	447,299	60,156	133,137	(314,162)	-70.2%
Capital	-	-	-	380,000	200,000	200,000	0.0%
Total Streets - Maintenance	942,337	741,051	1,316,226	1,266,205	1,231,740	(84,486)	-6.4%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

Capital Vehicle Fund

Budget Summary

	2020 Actual	2021 EOY	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Beginning Fund Balance	-	-	-	-	3,250,000		
Revenues	-	-	3,250,000	3,250,000	-	-3,250,000	-100.0%
Expenditures	-	-	-	-	1,375,041	1,375,041	100.0%
Ending Balance	0	0	3,250,000	3,250,000	1,874,959		

Fund Summary

The Capital Vehicle Fund is a new fund for FY 2023. Its purpose is to provide a more sustainable and transparent mechanism for the regular replacement of commercial fleet vehicles necessary for General Fund departments to operate.

Funding for FY 2023 is to be provided through FY 2022 transfers which will "pre-seed" the fund. Future funding will occur via regular transfers from the General Fund.



City of Franklin, Tennessee **FY 2023 Operating Budget**

Organizational Chart

There is no organization chart associated with the Capital Vehicle Fund. It is supervised by personnel in the Streets - Fleet and Finance Departments.

Staffing by Position

There are no staff formally associated with the Capital Vehicle Fund. It is supervised by personnel in the Streets - Fleet and Finance Departments.



City of Franklin, Tennessee
FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	-	-	-	-	3,250,000		
Revenues							
Transfer From General Fund	-	-	3,250,000	3,250,000	-	(3,250,000)	-100.0%
Total Available Funds	-	-	3,250,000	3,250,000	-	(3,250,000)	-100.0%
Expenses (Operations)							
Vehicles	-	-	-	-	1,375,041	1,375,041	100.0%
Total Expenditures	-	-	-	-	1,375,041	1,375,041	100.0%
Ending Fund Balance	-	-	3,250,000	3,250,000	1,874,959		

Notes & Objectives

The first receipts into the fund were recorded in FY 2022. There is no additional history before this fiscal year.

FY 2023 appropriations from the fund will replace dozens of General Fund departments commercial fleet vehicles. Anticipated vehicles by department are as follows:

- BNS 8 Vehicles
- Building Maint. 1 Vehicle
- Engineering 3 Vehicles
- Fire 2 Vehicles
- HR 2 Vehicles
- IT 3 Vehicles
- Parks 10 Vehicles
- Streets 11 Vehicles

Other Operational Funds (Stormwater, Sanitation & Water Management) commercial fleet needs will be accounted for in their respective departments.

It is not anticipated annual appropriations will be this high in future years, but very few vehicles have been purchased in the last several years. These vehicles may, or may not be available within the fiscal year for delivery, but this mechanism will provide better accounting and sustainability of our frontline fleet vehicles to departments.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Stormwater

Steve Grubb, Streets Director

Paul Holzen, City Engineer

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Balance	3,800,010	2,695,401	2,951,003	2,951,003	3,051,473		
Revenues	2,661,807	2,736,221	2,798,712	2,816,750	2,812,451	13,739	0.5%
Personnel	1,709,489	1,688,289	1,934,438	1,832,626	2,240,513	306,074	15.8%
Operations	846,199	720,085	983,399	883,654	1,040,975	57,576	5.9%
Capital	1,210,728	72,245	0	0	145,052	145,052	0.0%
Total	3,766,416	2,480,619	2,917,837	2,716,280	3,426,540	508,703	17.4%
Ending Balance	2,695,401	2,951,003	2,831,878	3,051,473	2,437,384		

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Streets	1,845,305	1,865,866	2,150,400	2,040,905	2,659,940	509,540	23.7%
Engineering	1,921,111	614,753	767,437	675,375	766,600	-837	-0.1%
Transfers		0	-	-	-	-	0.0%
Total	3,766,416	2,480,619	2,917,837	2,716,280	3,426,540	508,703	17.4%

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 2023 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

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 2023 Operating Budget

Performance Measurements

Workload (Output) Measures

	2019	2020	2021	2022*	2023*
Number of public communication /education / outreach events completed	13	10	19	19	22
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of public involvement and participation events completed	8	5	2	5	8
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Average number of active construction sites per month	159	165	177	177	177
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Average number of active constructions site inspections completed monthly	159	165	177	177	177
Percentage of active construction sites inspected	100%	100%	100%	100%	100%
Percentage of permanent stormwater management facilities inspected.	2%	5%	10%	10%	10%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of visual stream assessments (% of watershed)	20%	20%	20%	20%	20%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of visual stream assessments completed	20%	20%	20%	20%	20%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of illicit discharge detections (% of watershed)	20%	20%	20%	20%	20%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Percentage of Watershed completed for illicit discharge detection and elimination.	20%	20%	20%	20%	20%
Number of illicit discharge eliminations achieved	20%	20%	20%	20%	20%
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%

*2022 and 2023 are estimates

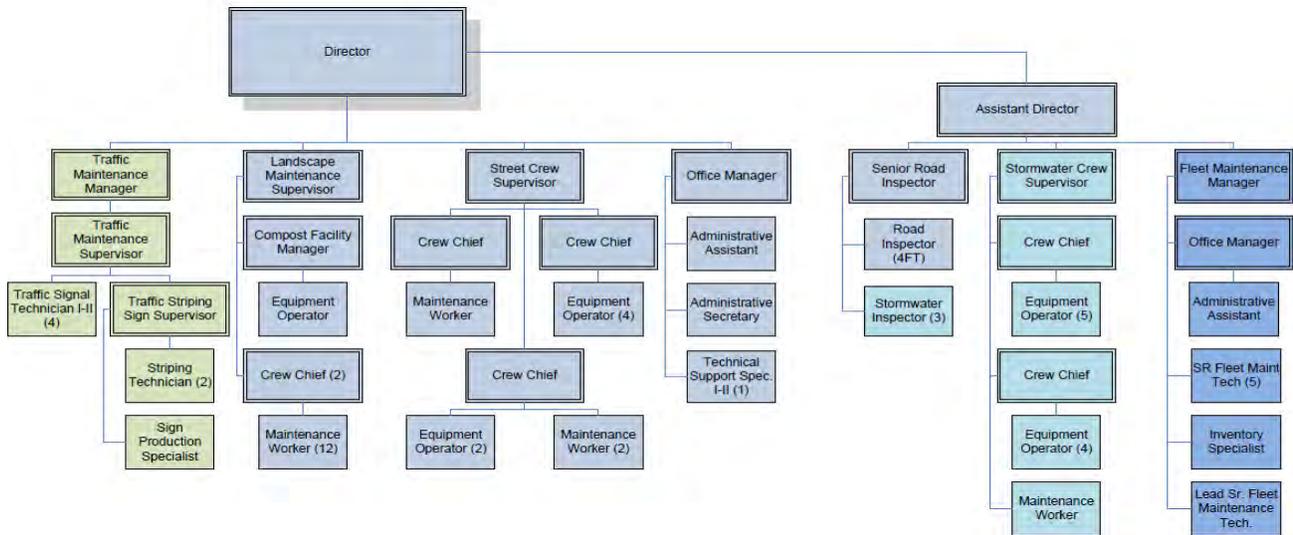


City of Franklin, Tennessee

FY 2023 Operating Budget

Organizational Chart - Streets

Streets Department



Personnel funded through the Stormwater Fund in the Streets Department are shaded in Aqua.

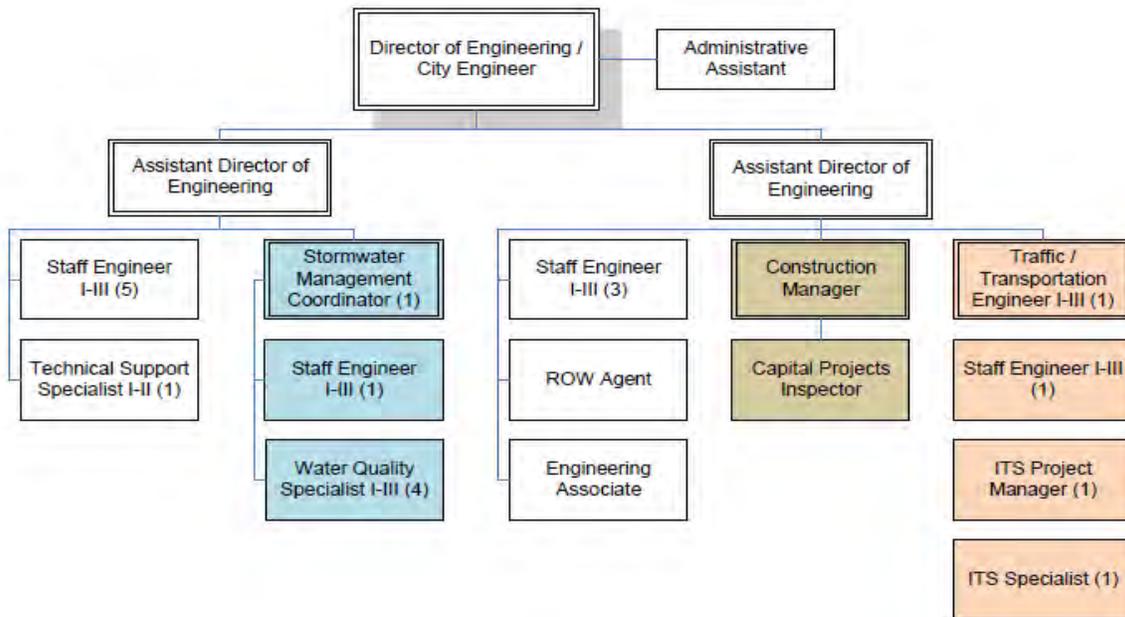
Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee
FY 2023 Operating Budget

Organizational Chart - Engineering

Engineering Department



Notes:

Personnel funded through the Stormwater Fund in the Engineering Dept. are shaded in Aqua.

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



City of Franklin, Tennessee
FY 2023 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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	5	0	5	0	5	0	4	0	4	0
Staff Engineer I-III	Grades G-J	0	0	0	0	0	0	1	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	9	0	9	0	9	0	9	0
Maintenance Worker	Grade B	1	0	1	0	1	0	1	0	1	0
Totals		21	0	22	0	22	0	22	0	22	0



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	1,187,759	1,141,157	1,313,727	1,253,348	1,523,895	210,168	16.0%
Employee Benefits	521,730	547,132	620,711	579,279	716,618	95,907	15.5%
Total Personnel	1,709,489	1,688,289	1,934,438	1,832,626	2,240,513	306,074	15.8%
Operations							
Transportation Services	948	1,765	1,100	800	828	(272)	-24.7%
Operating Services	319	(535)	2,025	1,500	1,816	(209)	-10.3%
Notices, Subscriptions, etc.	31,537	20,955	37,900	35,299	35,886	(2,014)	-5.3%
Utilities	29,734	23,887	35,685	34,145	37,553	1,868	5.2%
Contractual Services	153,781	72,784	71,000	50,652	74,910	3,910	5.5%
Repair & Maintenance Services	119,567	107,136	203,450	158,850	156,928	(46,522)	-22.9%
Employee programs	8,106	4,561	9,550	5,700	7,219	(2,331)	-24.4%
Professional Development/Travel	4,664	380	21,420	7,720	19,680	(1,740)	-8.1%
Office Supplies	3,066	1,154	2,950	2,650	2,959	9	0.3%
Operating Supplies	10,050	13,424	16,005	15,325	16,108	103	0.6%
Fuel & Mileage	40,115	38,685	54,500	54,800	57,704	3,204	5.9%
Machinery & Equipment (<\$25,000)	10,804	20,537	40,550	46,900	83,578	43,028	106.1%
Repair & Maintenance Supplies	65,594	49,615	92,958	89,200	141,328	48,370	52.0%
Operational Units	301,012	328,639	335,799	335,799	345,000	9,201	2.7%
Property & Liability Costs	36,068	32,053	42,287	26,444	44,654	2,367	5.6%
Rentals	25,888	960	7,500	14,000	7,500	-	0.0%
Permits	4,946	4,085	6,100	3,750	4,697	(1,403)	-23.0%
Financial Fees	-	-	2,620	120	2,627	7	0.3%
Total Operations	846,199	720,085	983,399	883,654	1,040,975	57,576	5.9%
Capital	1,210,728	72,245	-	-	145,052	145,052	0.0%
Total Stormwater Fund	3,766,416	2,480,619	2,917,837	2,716,280	3,426,540	508,703	17.4%



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget - Stormwater - Streets

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	821,856	768,964	877,388	830,018	1,089,812	212,424	24.2%
Employee Benefits	402,660	420,820	487,685	432,317	550,881	63,196	13.0%
Total Personnel	1,224,516	1,189,784	1,365,073	1,262,335	1,640,693	275,620	20.2%
Operations							
Transportation Services	81	181	300	300	300	-	0.0%
Operating Services	319	62	1,000	750	1,025	25	2.5%
Notices, Subscriptions, etc.	1,288	680	900	1,239	1,290	390	43.3%
Utilities	24,836	18,754	30,075	28,645	31,750	1,675	5.6%
Contractual Services	3,337	15,175	18,000	18,152	19,160	1,160	6.4%
Repair & Maintenance Services	119,016	104,095	141,950	157,850	155,400	13,450	9.5%
Employee programs	150	628	4,200	4,350	4,350	150	3.6%
Professional Dev./Travel	15	-	11,670	6,220	11,680	10	0.1%
Office Supplies	2,182	1,065	1,900	1,900	2,025	125	6.6%
Operating Supplies	8,819	11,908	12,450	12,000	12,600	150	1.2%
Fuel & Mileage	38,762	36,465	52,000	52,000	54,750	2,750	5.3%
Machinery & Equip. (<\$25K)	9,679	15,058	36,050	35,900	44,775	8,725	24.2%
Repair & Maintenance Supplies	65,069	49,106	91,800	88,700	140,800	49,000	53.4%
Operational Units	301,012	328,639	335,799	335,799	345,000	9,201	2.7%
Property & Liability Costs	20,336	21,061	36,633	20,765	38,690	2,057	5.6%
Rentals	25,888	960	7,500	14,000	7,500	-	0.0%
Permits	-	-	600	-	600	-	0.0%
Financial Fees	-	-	2,500	-	2,500	-	0.0%
Total Operations	620,789	603,837	785,327	778,570	874,195	88,868	11.3%
Capital	-	72,245	-	-	145,052	145,052	0.0%
Total Stormwater - Streets	1,845,305	1,865,866	2,150,400	2,040,905	2,659,940		



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget - Stormwater - Engineering

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Personnel							
Salaries & Wages	365,903	372,193	436,339	423,330	434,083	(2,256)	-0.5%
Employee Benefits	119,070	126,312	133,026	146,961	165,737	32,711	24.6%
Total Personnel	484,973	498,505	569,365	570,291	599,820	30,455	5.3%
Operations							
Transportation Services	867	1,584	800	500	528	(272)	-34.0%
Operating Services	-	(597)	1,025	750	791	(234)	-22.8%
Notices, Subscriptions, etc.	30,249	20,275	37,000	34,060	34,596	(2,404)	-6.5%
Utilities	4,898	5,133	5,610	5,500	5,803	193	3.4%
Contractual Services	150,444	57,609	53,000	32,500	55,750	2,750	5.2%
Repair & Maintenance Services	551	3,041	61,500	1,000	1,528	(59,972)	-97.5%
Employee programs	7,956	3,933	5,350	1,350	2,869	(2,481)	-46.4%
Professional Development/Travel	4,649	380	9,750	1,500	8,000	(1,750)	-17.9%
Office Supplies	884	89	1,050	750	934	(116)	-11.0%
Operating Supplies	1,231	1,516	3,555	3,325	3,508	(47)	-1.3%
Fuel & Mileage	1,353	2,220	2,500	2,800	2,954	454	18.2%
Machinery & Equipment (<\$25,000)	1,125	5,479	4,500	11,000	38,803	34,303	762.3%
Property & Liability Costs	15,732	10,992	5,654	5,679	5,964	310	5.5%
Repair & Maintenance Supplies	525	509	1,158	500	528	(630)	-54.4%
Permits	4,946	4,085	5,500	3,750	4,097	(1,403)	-25.5%
Transfers to Other Funds	-	-	-	-	-	-	#DIV/0!
Financial Fees	-	-	120	120	127	7	5.8%
Debt Service	-	-	-	-	-	-	#DIV/0!
Total Operations	225,410	116,248	198,072	105,084	166,780	(31,292)	-15.8%
Capital	1,210,728	-	-	-	-	-	#DIV/0!
Total Stormwater-Engineering	1,921,111	614,753	767,437	675,375	766,600		



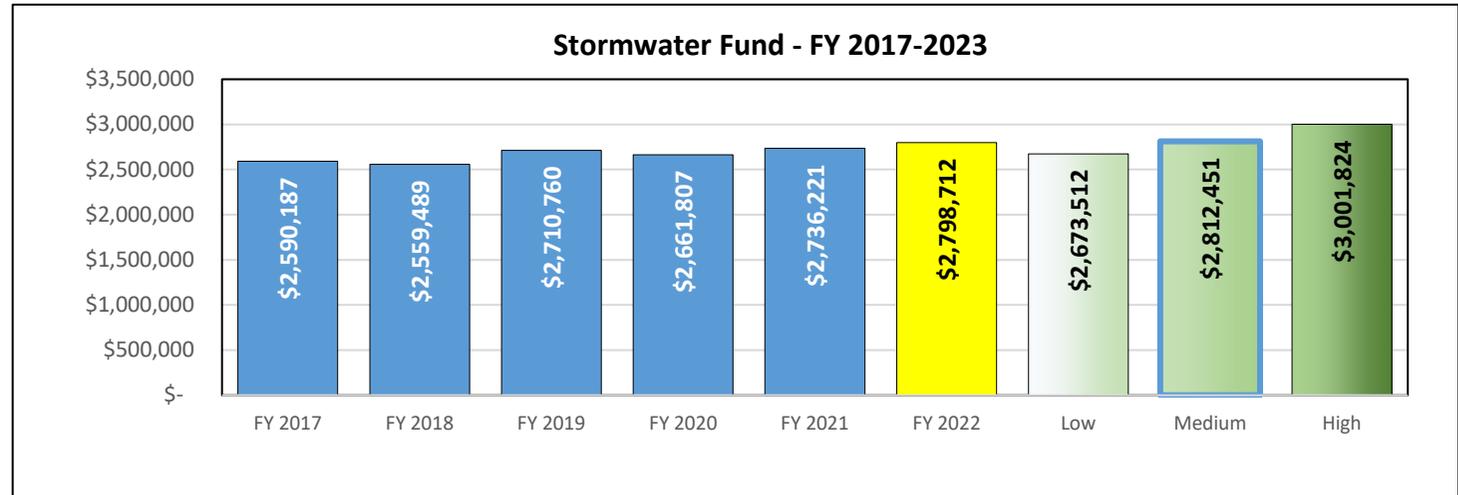
City of Franklin

Revenue Model

Fund:	Stormwater Fund	Percent of All Revenues	1.5%
--------------	------------------------	--------------------------------	-------------

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.

The fee was raised by 5% in FY 2022. This was the first increase in the fee since the inception of the fund in FY 2004, 19 years ago. No fee increase is planned in FY 2023.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	1.7%	-1.2%	5.9%	-1.8%	2.8%	2.3%	-4.5%	0.5%	7.3%	
PLANS REVIEW FEE	26,400	15,000	25,900	22,300	33,200	36,250	34,438	36,250	38,063	3-yr Average
DRAINAGE INSPECTIONS	102,519	50,176	103,484	75,887	105,495	75,000	71,250	60,000	90,000	\$ 2,702,930
STORMWATER PERMIT FEE	15,075	8,913	4,200	4,850	53,075	42,000	39,900	42,000	44,100	0.4%
FEMA/TEMA GRANTS (FED/STATE)	-	-	-	-	1,307	-	-	-	-	5-Yr Average
STORMWATER FEES- RESIDENTIAL	2,402,680	2,379,597	2,403,616	2,414,161	2,424,175	2,554,462	2,426,739	2,554,462	2,682,185	\$ 2,651,693
STORMWATER APPEALS BOARD	-	-	-	-	5,750	-	-	-	-	0.6%
STORMWATER FINES	-	43,486	19,404	18,088	14,930	20,000	14,184	15,000	25,000	10-Yr Average
STORMWATER LATE PAY PENALTIES	18,869	23,279	21,721	15,596	22,067	21,000	19,950	21,000	22,050	\$ 2,539,655
STORMWATER QUALIFIED PROGRAM	-	-	12,000	21,750	34,200	0	-	-	-	0.8%
INTEREST INCOME	(8,864)	39,038	120,436	89,204	8,282	50,000	35,000	50,000	65,000	15-Yr Average
SALE OF SURPLUS ASSETS	33,508	0	-	(29)	33,739	-	32,052	33,739	35,426	\$ 2,665,234
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	-	-10.0%
Totals	\$ 2,590,187	\$ 2,559,489	\$ 2,710,760	\$ 2,661,807	\$ 2,736,221	\$ 2,798,712	\$ 2,673,512	\$ 2,812,451	\$ 3,001,824	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2023 Operating Budget

Street Aid Fund

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	496,410	601,819	771,402	771,402	1,744,650		
Revenues	3,739,949	3,767,280	4,816,624	5,044,345	4,197,740	-618,884	-12.8%
Expenditures	3,634,540	3,597,697	3,871,097	4,071,097	4,452,400	581,303	15.0%
Ending Balance	601,819	771,402	1,716,929	1,744,650	1,489,990	-226,939	-13.2%

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 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	496,410	601,819	771,402	771,402	1,744,650		
Revenues							
TOTAL LOCAL TAXES	779,036	809,178	1,073,088	1,070,000	1,094,550	21,462	2.0%
GASOLINE TAX (STATE)	2,660,745	2,706,895	2,485,811	2,719,345	2,850,690	364,879	14.7%
INTEREST INCOME	50,168	1,207	7,725	5,000	2,500	(5,225)	-67.6%
TRANSFER FROM GENERAL FUND	250,000	250,000	1,250,000	1,250,000	250,000	-1,000,000	-80.0%
Total Available Funds	3,739,949	3,767,280	4,816,624	5,044,345	4,197,740	(618,884)	-12.8%
Expenses (Operations)							
OPERATING SERVICES	-	9	-	-	-		
PAVING & REPAIR SERVICES	3,097,767	3,227,913	3,346,097	3,546,097	3,550,500	204,403	6.1%
SIDEWALK REPAIR	535,711	347,411	525,000	525,000	901,900	376,900	71.8%
OTHER OPERATING SUPPLIES	1,062	22,364	-	-	-	-	0.0%
Total Expenditures	3,634,540	3,597,697	3,871,097	4,071,097	4,452,400	581,303	15.0%
Ending Fund Balance	601,819	771,402	1,716,929	1,744,650	1,489,990		

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.

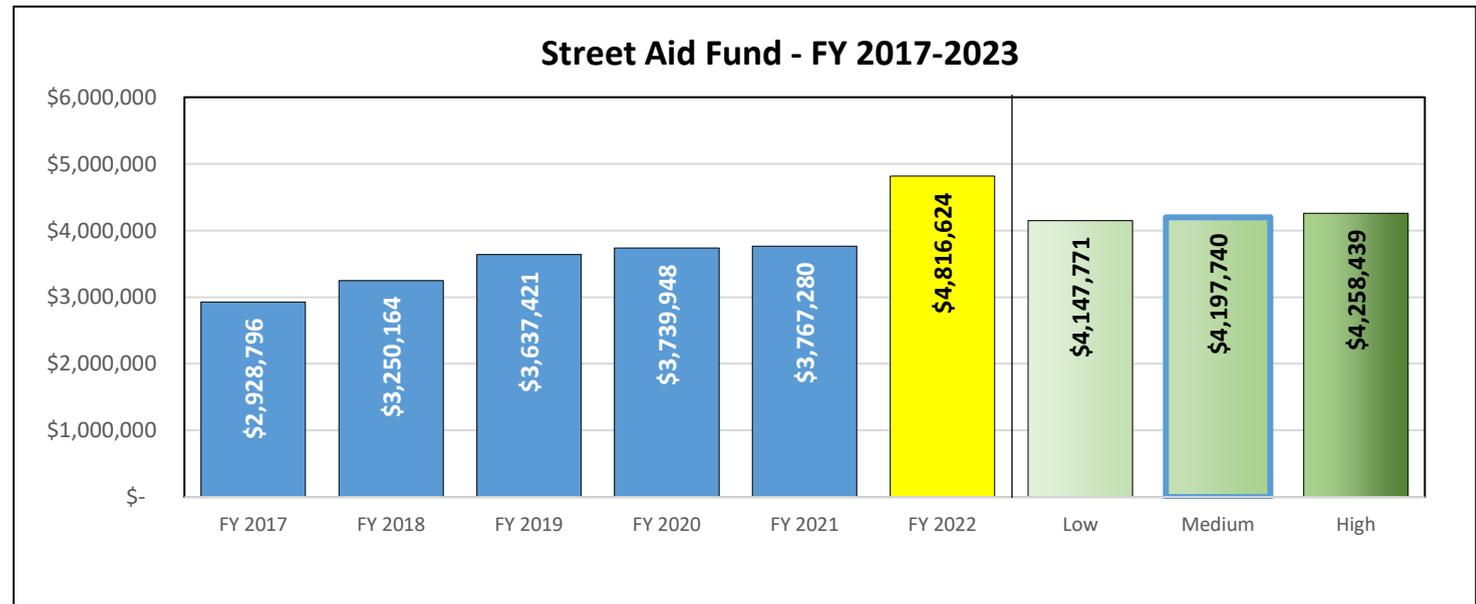


City of Franklin

Revenue Model

Fund:	Street Aid	Percent of All Revenues	2.3%
--------------	-------------------	--------------------------------	-------------

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. § 54-4-204; Op. Tenn. Atty.



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.

Given that an additional \$1,000,000 was added to close FY 2022, a decrease is shown from FY 2022 to FY 2023. Actually, a nominal increase in recurring amounts are forecast.

	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	17.8%	11.0%	11.9%	2.8%	0.7%	27.9%	-13.9%	-12.8%	-11.6%	
PROPERTY TAXES COLLECTED	623,685	722,941	748,375	779,036	809,178	1,073,088	1,073,088	1,094,550	1,126,742	3-yr Average
GASOLINE TAX (STATE)	1,971,070	2,520,503	2,630,997	2,660,745	2,706,895	2,485,811	2,822,183	2,850,690	2,879,197	\$ 3,714,883
INTEREST INCOME	1,201	6,720	8,049	50,168	1,207	7,725	2,500	2,500	2,500	9.9%
TRANSFER FROM GENERAL FUND	332,840	-	250,000	250,000	250,000	1,250,000	250,000	250,000	250,000	5-Yr Average
										\$ 3,464,722
										7.8%
										10-Yr Average
										\$ 3,001,085
										12.1%
Totals	\$ 2,928,796	\$ 3,250,164	\$ 3,637,421	\$ 3,739,948	\$ 3,767,280	\$ 4,816,624	\$ 4,147,771	\$ 4,197,740	\$ 4,258,439	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2023 Operating Budget

Road Impact Fund

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Beginning Fund Balance	16,589,763	22,442,977	25,741,274	25,741,274	27,714,458		
Revenues	12,953,558	7,061,745	4,569,728	6,509,000	6,834,314	2,264,586	49.6%
Expenditures	7,100,344	3,763,448	6,285,816	4,535,816	10,703,106	4,417,290	70.3%
Ending Balance	22,442,977	25,741,274	24,025,186	27,714,458	23,845,666		

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 nearly \$12 million in expenditures - \$5.9 million in "routine" expenditures, part in the form of a transfer to the Debt Service Fund and part in the form of Road Impact Offset agreement payments and the balance in Capital expenditures for approved Capital Investment Projects.

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 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	16,589,763	22,442,977	25,741,274	25,741,274	27,714,458		
Revenues							
ROAD IMPACT FEES - ARTERIAL	7,359,092	4,061,173	3,000,000	3,000,000	4,969,260	1,969,260	65.6%
ROAD IMPACT FEES - COLLECTOR	4,892,060	2,913,980	1,519,728	3,459,000	1,826,429	306,701	20.2%
INTEREST INCOME	702,406	86,592	50,000	50,000	38,625	(11,375)	-22.8%
Total Available Funds	12,953,558	7,061,745	4,569,728	6,509,000	6,834,314	2,264,586	49.6%
Expenses (Operations)							
TRANSFER TO DEBT SERVICE FUND	2,636,421	2,730,454	2,893,316	2,893,316	2,885,606	(7,710)	-0.3%
CONSULTANT SERVICES	-	-	-	-	50,000	50,000	100.0%
TRANSFER TO CAPITAL FUND	2,340,415	100,000	-	-	-	-	0.0%
DEBT SERVICE FEES	38,728	-	-	-	-	-	0.0%
CAPITAL PROJECTS	99,875	43,968	392,500	392,500	4,767,500	4,375,000	100.0%
ROAD IMPACT OFFSET AGREEMENTS	1,984,905	889,026	3,000,000	1,250,000	3,000,000	-	0.0%
Total Expenditures	7,100,344	3,763,448	6,285,816	4,535,816	10,703,106	4,417,290	70.3%
Ending Fund Balance	22,442,977	25,741,274	24,025,186	27,714,458	23,845,666		

Notes & Objectives

The revenue forecast for FY 2023 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.

In addition to standard payments of debt service and offset agreements, there is \$50,000 set aside for a study to review current road impact fees and partial funding for three projects on the FY 2022-2031 Capital Investment Plan: 1) \$3,000,000 - East McEwen Phase 4, \$1,375,000 - Jordan Road (SA1), 4) \$392,500 - Church Street (50% SA1, 50% SA2). Additional funds to support ongoing funding commitments for BOMA approved projects within the 2022-2031 CIP will be available and amendments to this budget are likely in FY 2023.



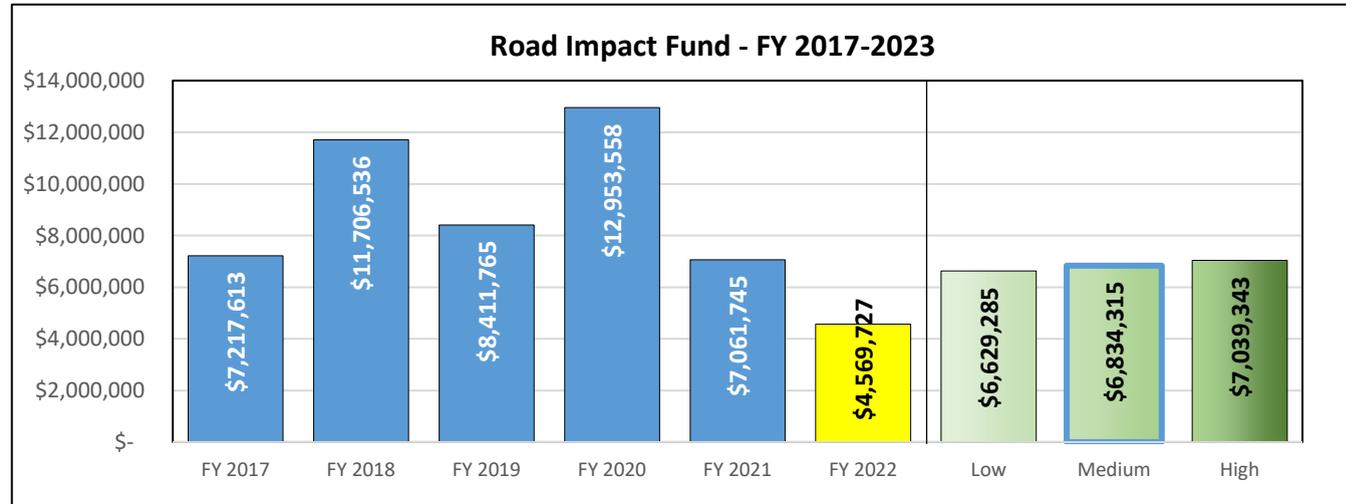
City of Franklin

Revenue Model

Fund:	Road Impact	Percent of All Revenues	3.7%
--------------	--------------------	--------------------------------	-------------

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 2023 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 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-5.0%	62.2%	-28.1%	54.0%	-45.5%	-35.3%	45.1%	49.6%	54.0%	
Road Impact Fees										3-yr Average
Arterials	7,180,150	11,084,375	4,800,171	7,359,093	4,061,173	3,000,000	4,820,182	4,969,260	5,118,338	\$ 9,475,689
Collector Area 1		59,923	1,057,313	1,200,036	8,484	421,176	411,669	424,401	437,133	-8.5%
Collector Area 2		251,474	1,286,317	3,118,014	1,326,079	846,216	1,023,294	1,054,942	1,086,590	5-Yr Average
Collector Area 3		189,728	400,237	472,760	573,304	193,156	274,131	282,609	291,087	\$ 9,470,244
Collector Area 4		-	115,817	101,249	57,615	59,179	62,543	64,477	66,411	-5.1%
Road Impact Credits	-	-	-	-	-	-	-	-	-	10-Yr Average
Interest Income	27,363	121,036	500,492	702,406	86,592	50,000	37,466	38,625	39,784	\$ 7,296,046
Transfer from General Fund	-	-	251,418	-	-	-	-	-	-	-0.6%
Miscellaneous Income	10,100	-	-	-	948,498	-	-	-	-	
Totals	\$ 7,217,613	\$ 11,706,536	\$ 8,411,765	\$ 12,953,558	\$ 7,061,745	\$ 4,569,727	\$ 6,629,285	\$ 6,834,315	\$ 7,039,343	

Source: City of Franklin, *Annual Comprehensive Financial Reports - 2001-2021* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2023 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	2,953,214	2,731,077	3,309,936	2,890,587	3,743,678	433,742	13.1%
Operations	2,310,916	1,739,740	2,385,650	1,923,152	2,418,900	33,250	1.4%
Capital	533,415	41,797	46,530	46,530	45,250	-1,280	-2.8%
Total	5,797,545	4,512,614	5,742,116	4,860,269	6,207,828	465,712	8.1%

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 2023 will be implementing new CIP projects and day-to-day services while balancing the limited funds and restrictions from the continuing pandemic. There are two areas of concentration in the new fiscal year: open a new addition to the athletic side of the parks system with Franklin Special School District baseball & softball fields and finalizing design or bidding for seven (7) 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 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 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; such as Hotel/Motel Tax revenue which is used for park projects.



City of Franklin, Tennessee

FY 2023 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

REVENUES:

Parks General Fund for revenue was reduced due to continued concerns of COVID and having safe events for the general public to enjoy. For FY2023, revenues are projected to slightly increase as event gatherings are coming back into swing. 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 \$2.4 million for FY2023. Parks budgeted personnel in FY2023 for a total of (49) forty-nine 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 FY2023, 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; and construction of Thompson Alley Neighborhood Park.

SUMMARY:

The City of Franklin Parks Department's FY2023 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 2023 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

	2019	2020	2021	2022*	2023*
Participation					
Children - All	18,512	Cancelled	19,068	19,640	20,229
Children - Franklin	18,088	Cancelled	18,631	19,189	19,764
Total participation – youth	38,245	Cancelled	39,393	40,575	41,792
Adults - All	31,973	Cancelled	32,932	33,920	34,937
Adults - Franklin Residents	31,031	Cancelled	31,962	32,921	33,908
Seniors - All	747	Cancelled	Cancelled	792	815
Registered Athletics	9,384	Cancelled	9,665	9,955	10,253
City Sponsored Events*	19,060	17,500	19,000	20,188	20,793
Non-City Sponsored Events	24,802	2,500	25,000	25,750	26,522
Total participation in programs	104,478	20,000	195,651	202,930	209,013
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

Park Attendance by Scheduled Users					
Schools	9,919	400	10,000	10,300	10,609
Athletics	10,100	4,500	10,200	10,506	10,821
City Sponsored Special Events	19,060	17,500	19,250	33,650	34,000
Outside Sponsored Special Events	43,862	3,800	44,224	59,224	65,000
Parks and Recreation Acres Maintained					
Parks and Recreation Acres Maintained	937	937	937	940	1000
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Passive Parks	747	747	747	747	807
Active Parks	190	190	190	193	193
Greenway miles	16	16	16	16	17
Total miles of trails (Greenways & non-paved)	20	20	20	20	20
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Permit applications received	247	104	254	412	400
Parks and Recreation Units Managed	18	7	19	19	19
Estimated annual hours of operation of units	72,182	N/A	73,250	74,348	75,463
Revenues from user fees	\$ 139,541	\$ 27,960	\$ 140,215	\$ 96,079	\$ 145,000
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of volunteer hours worked	20,327	275	2,929	3,016	3,107
Total number of training hours	1,560	450	450	450	450
Grant proceeds awarded	\$ 133,630	\$ 10,905	\$ 29,152	\$ 25,000	\$ 12,000
Parkland Impact Fees	\$ 1,623,354	\$ 1,464,200	\$ 2,196,116	\$ 1,500,000	\$ 1,300,000
Total Parks & Recreation Cost	\$ 4,957,482	\$ 5,797,545	\$ 4,512,614	\$ 4,860,269	\$ 6,207,828
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Urban Forestry & Recycling					
Percentage of Urban Tree Canopy	29.61%	30.50%	30.50%	30.50%	30.50%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Trees Planted	314	323	108	38	TBD
Tree Farm Trees	26	27	77	26	TBD
Trees Planted by Donation/Grants	282	290	28	0	TBD
Trees Purchased From Tree Bank	282	290	0	0	TBD
Lecture Series Attendance	29	0	0	0	TBD
Blue Bag Recycling	N/A**	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.

Efficiency Measures

	2019	2020	2021	2022*	2023*
Cost per Franklin Resident to Support Parks*	\$ 25.97	\$ 32.59	\$ 24.54	\$ 27.12	\$ 34.11
Parks and Recreation Cost Per Capita	\$ 69.91	\$ 81.76	\$ 63.64	\$ 47.44	\$ 74.39
Percentage of Costs Supported by Parks and Recreation User Fees Collected	2.81%	0.19%	3.11%	1.98%	2.34%

*Formula is Operations Expenses / Population



City of Franklin, Tennessee
FY 2023 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
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	93%	93%	93%	93%	93%
Target (Source: Franklin Citizens Survey)	91%	91%	91%	91%	91%
Meets Target?	Yes	Yes	Yes	Yes	TBD
Acres per 1000 residents					
	11.96	11.96	11.96	11.96	11.96
Target (National Parks & Recreation Association)	10	10	10	10	10
Meets Target?	Yes	Yes	Yes	Yes	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	14	15	16	17	18
Target: Status Maintained? (Arbor Day Foundation?)	Yes	Yes	Yes	Yes	Yes
Meets Target?	Yes	Yes	Yes	Yes	Yes

Franklin Citizens Survey

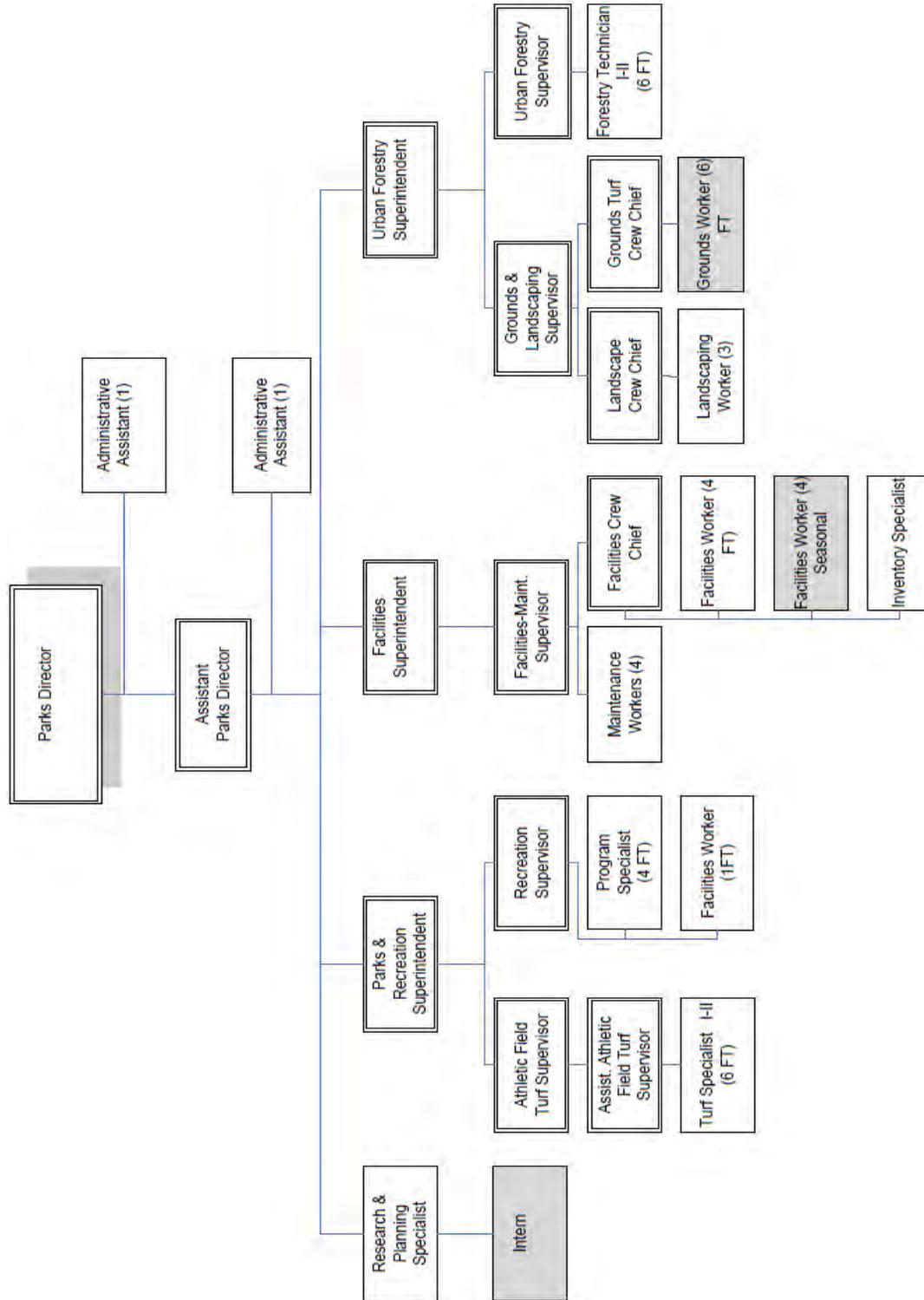
	2x/week+	2-4x/mo	2-4x/mo	Once/mo.	Not at all
<input checked="" type="checkbox"/> % of respondents Used Franklin recreation centers or their services	2016	15%	18%	30%	37%
	2019	15%	15%	34%	36%
<input checked="" type="checkbox"/> % of respondents Visited a neighborhood park or City park	2016	20%	32%	37%	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 2023 Operating Budget

Organizational Chart



White: Positions Authorized and Budgeted in FY 2023
 Gray: Positions Authorized and Unbudgeted in FY 2023

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



City of Franklin, Tennessee
FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		F-T	P-T								
Parks Director	L	1	0	1	0	1	0	1	0	1	0
Assistant Parks Director	J	0	0	1	0	1	0	1	0	1	0
Facilities Superintendent	H	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	H	1	0	1	0	0	0	1	0	1	0
Urban Forestry Superintendent	H	1	0	1	0	1	0	1	0	1	0
Athletic Field Turf Supervisor	G	0	0	1	0	1	0	1	0	1	0
Grounds & Landscape Supervisor	G	0	0	1	0	1	0	1	0	1	0
Grounds & Landscape Foreman	G	1	0	0	0	0	0	0	0	0	0
Facilities & Maintenance Supervisor	G	0	0	0	0	0	0	0	0	1	0
Recreation Supervisor	G	0	0	1	0	1	0	1	0	1	0
Recreation Foreman	G	1	0	0	0	0	0	0	0	0	0
Assist. Athletic Field Turf Supervisor	F	0	0	0	0	0	0	0	0	1	0
Urban Forestry Supervisor	F	0	0	0	0	0	0	1	0	1	0
Arborist	F	1	0	1	0	1	0	0	0	0	0
Research & Planning Specialist	E	1	0	1	0	1	0	1	0	1	0
Facilities Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Athletics Crew Chief	E	1	0	0	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	1	0	1	0	1	0	1	0
Maintenance Crew Chief	E	1	0	1	0	1	0	1	0	0	0
Turf Specialist I-II	D-E	0	0	6	0	6	0	6	0	6	0
Program Specialist	D	4	0	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	4	0	4	0
Athletic Worker	C	6	0	0	0	0	0	0	0	0	0
Forestry Technician I-II	C-D	0	0	0	0	0	0	6	0	6	0
Tree Worker I-II	C-D	2	1	2	1	2	0	0	0	0	0
Facilities Worker	B	5	4	5	4	5	3	5	3	5	3
Grounds Worker	B	6	0	6	0	6	0	6	0	3	0
Landscaping Worker	B	3	0	3	0	3	0	3	0	3	0
Intern	---	0	1	0	1	0	0	0	0	0	0
Sub-Total Budgeted Positions		44	6	46	6	45	3	51	3	49	3

Authorized, Unbudgeted Positions											
Parks & Recreation Superintendent	H	0	0	0	0	1	0	0	0	0	0
Grounds Worker	B	0	0	0	0	0	0	0	0	3	0
Turf Specialist I	D	0	0	0	0	0	0	0	0	0	0
Tree Worker, PT	B	0	0	0	0	0	1	0	0	0	0
Facilities Worker	B	0	0	0	0	0	1	0	1	0	1
Intern	---	0	0	0	0	0	1	0	1	0	1
Sub-Total Unbudgeted Positions		0	0	0	0	1	3	0	2	3	2

Total Authorized Positions	44	6	46	6	46	6	51	5	52	5
-----------------------------------	-----------	----------	-----------	----------	-----------	----------	-----------	----------	-----------	----------



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	1,979,444	1,851,199	2,183,521	2,000,301	2,470,605	287,084	13.1%
Employee Benefits	973,770	879,878	1,126,415	890,287	1,273,071	146,656	13.0%
Total Personnel	2,953,214	2,731,077	3,309,936	2,890,587	3,743,677	433,741	13.1%
Operations							
Transportation Services	7,830	462	4,595	3,585	3,810	(785)	-17.1%
Operating Services	8,934	7,309	17,980	21,615	23,095	5,115	28.4%
Notices, Subscriptions, etc.	51,904	82,911	83,910	76,730	92,505	8,595	10.2%
Utilities	278,949	346,732	303,842	303,842	320,550	16,708	5.5%
Contractual Services	169,881	15,526	109,180	101,300	98,930	(10,250)	-9.4%
Repair & Maintenance Services	403,254	587,711	592,685	462,700	759,500	166,815	28.1%
Employee programs	1,281	9,992	34,085	29,717	34,910	825	2.4%
Professional Development/Travel	31,081	3,678	44,165	29,805	48,130	3,965	9.0%
Office Supplies	12,326	10,763	18,225	18,290	19,205	980	5.4%
Operating Supplies	88,664	83,883	141,575	127,655	133,295	(8,280)	-5.8%
Fuel & Mileage	36,792	43,211	43,800	30,000	30,000	(13,800)	-31.5%
Machinery & Equipment (<\$25,000)	142,878	204,321	165,110	182,346	180,910	15,800	9.6%
Repair & Maintenance Supplies	296,557	268,463	410,760	384,863	427,905	17,145	4.2%
Operational Units	699,476	-	290,000	32,000	110,000	(180,000)	-62.1%
Property & Liability Costs	57,233	58,699	66,093	66,107	74,595	8,502	12.9%
Rentals	21,137	12,618	54,745	48,075	56,805	2,060	3.8%
Permits	1,991	2,444	4,100	3,600	3,700	(400)	-9.8%
Other Business Expenses	748	1,017	800	922	1,055	255	31.9%
Total Operations	2,310,916	1,739,740	2,385,650	1,923,152	2,418,900	33,250	1.4%
Improvements	413,022	-	-	-	-	-	100.0%
Infrastructure	7,163	10,065	-	-	-	-	0.0%
Machinery & Equipment (>\$25,000)	113,230	31,732	46,530	46,530	45,250	(1,280)	-2.8%
Capital	533,415	41,797	46,530	46,530	45,250	(1,280)	-2.8%
Total Parks Department	5,797,545	4,512,614	5,742,116	4,860,269	6,207,828	465,712	8.1%



City of Franklin, Tennessee

FY 2023 Operating Budget

Sanitation & Environmental Services

Jack Tucker, Director

Budget Summary - Overall

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Balance	1,957,563	1,066,081	2,051,128	2,051,128	2,231,364		
Revenues	9,732,926	11,197,465	11,244,820	11,369,369	12,094,799	849,979	7.6%
Expenses							
Personnel	3,450,069	3,352,325	3,844,413	3,580,435	4,472,253	627,840	16.3%
Operations	5,965,558	6,224,928	6,441,872	6,593,524	6,849,825	407,953	6.3%
Capital	1,208,781	635,165	1,030,186	1,015,174	1,047,000	16,814	1.6%
Expenses	10,624,407	10,212,418	11,316,471	11,189,133	12,369,078	1,052,607	9.3%
Ending Balance	1,066,081	2,051,128	1,979,477	2,231,364	1,957,085		

Budget Summary - By Division

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Balance	1,957,563	1,066,081	2,051,128	2,051,128	2,231,364		
Revenues	9,732,926	11,197,465	11,244,820	11,369,369	12,094,799	849,979	7.6%
Expenses							
Administration	1,629,431	1,800,558	2,083,888	1,952,081	2,489,210	405,322	19.5%
Collection	4,482,419	3,788,459	4,120,136	4,330,543	4,711,365	591,229	14.3%
Disposal	4,512,559	4,623,401	5,112,447	4,906,509	5,168,503	56,056	1.1%
Expenses	10,624,407	10,212,418	11,316,471	11,189,133	12,369,078	1,052,607	9.3%
Ending Balance	1,066,081	2,051,128	1,979,477	2,231,364	1,957,085		

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 FY2021.

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 has been 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 2023 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 was to have 10,000 registered customers by the end of 2020. To date we have assembled and delivered over 13,500 recycling carts. The conversion from blue bags to roll out carts has increased safety and efficiency for our team 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.

During FY 2022, our Department successfully performed test burns with our Air Curtain Burner which will minimize the amount of grinding wood waste to chips to be sent to the landfill. The ash generated will be utilized to supplement the City's compost operation.

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 continues to follow the City and CDC guidelines by checking each team members by providing proper PPE, sanitizing all equipment, maintaining social distancing, and frequent hand washing daily. 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.



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

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

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



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

Theme: A Safe Clean and Livable City



Franklin will be a leader in residential recycling efforts.

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

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

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

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

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

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

Key:	
Strategic Plan: FranklinForward	
Sustainable Franklin	
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

	2019	2020	2021	2022*	2023*
Total tons of residential refuse collected	21,027	24,937	23,892	25,000	26,000
Commercial Trash Collected (tons)	6,529	1,263	1,321	1,400	1,500
Total tons diverted from class 1 landfill	7,242	8,575	2,801	3,150	3,000
Total tons of recycling collected	3,565	3,598	2,260	2,400	2,800
Total tons of yard waste diverted	3,676	3,474	545	750	800



City of Franklin, Tennessee

FY 2023 Operating Budget

Performance Measures

	Trash from private haulers (tons)	54,864	72,348	63,897	65,000	68,000
	Tons of residential refuse collected per 1000 population	297	299	286	300	312
	Residential refuse collection points	22,750	24,610	24,415	25,000	25,500
	Residential recycling collection points	14,105	12,797	14,207	14,707	15,207
	Accidents / Incidents	15	12	13	^	^
	Total annual collection fees	\$ 6,024,431	\$ 5,398,050	\$ 5,534,270	\$ 6,029,332	\$ 6,924,184
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)	10,680	9,180	19,240	20,202	21,212
	Target	13,144	13,801	14,491	15,216	15,976
	Meets Target?	No	No	Yes	Yes	Yes
	Oil (gallons)	1,143	1,250	2,395	2,515	2,640
	Target	810	851	894	938	985
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Paint (lbs)	163,490	289,769	23,917	24,000	25,000
	Target**	200,771	210,809	221,350	25,000	26,250
	Meets Target?	No	Yes	No	No	No
	Anti-Freeze (gallons)	689	774	709	744	782
	Target	916	962	1,010	1,060	1,113
	Meets Target?	No	No	No	No	No
	Electronics (lbs)	54,320	52,650	61,160	60,132	59,104
	Target	305,088	320,342	336,359	353,177	370,836
	Meets Target?	No	No	No	No	No

Efficiency Measures

	2019	2020	2021	2022*	2023*
Landfill fee per ton	\$ 35.02	\$ 35.02	\$ 37.03	\$ 37.03	\$ 37.03
Tons Collected per Collection Division FTE					
Residential Refuse (28 FTE)	1140.9	1320.9	972.8	992.2	1012.1
Recycling (4 FTE)	891.3	899.5	565.0	576.3	587.8

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Tons Diverted / 1,000 Population	102	103	34	38	36
Accidents / 1,000 Collection Points	0.42	0.31	0.34	^	^
Increase the percent of diversion through the recyclable program by 3% per year (excludes BOPAE).	16.95%	14.43%	9.46%	9.60%	10.77%
Target	34.9%	37.9%	40.9%	43.9%	46.9%
Meets Target?	No	No	No	No	No



City of Franklin, Tennessee
FY 2023 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%	52%	58%	59%	60%
	Target	60%	60%	60%	60%	60%
	Meets Target?	No	No	No	No	No

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%

*FY2022 and FY2023 are estimates.

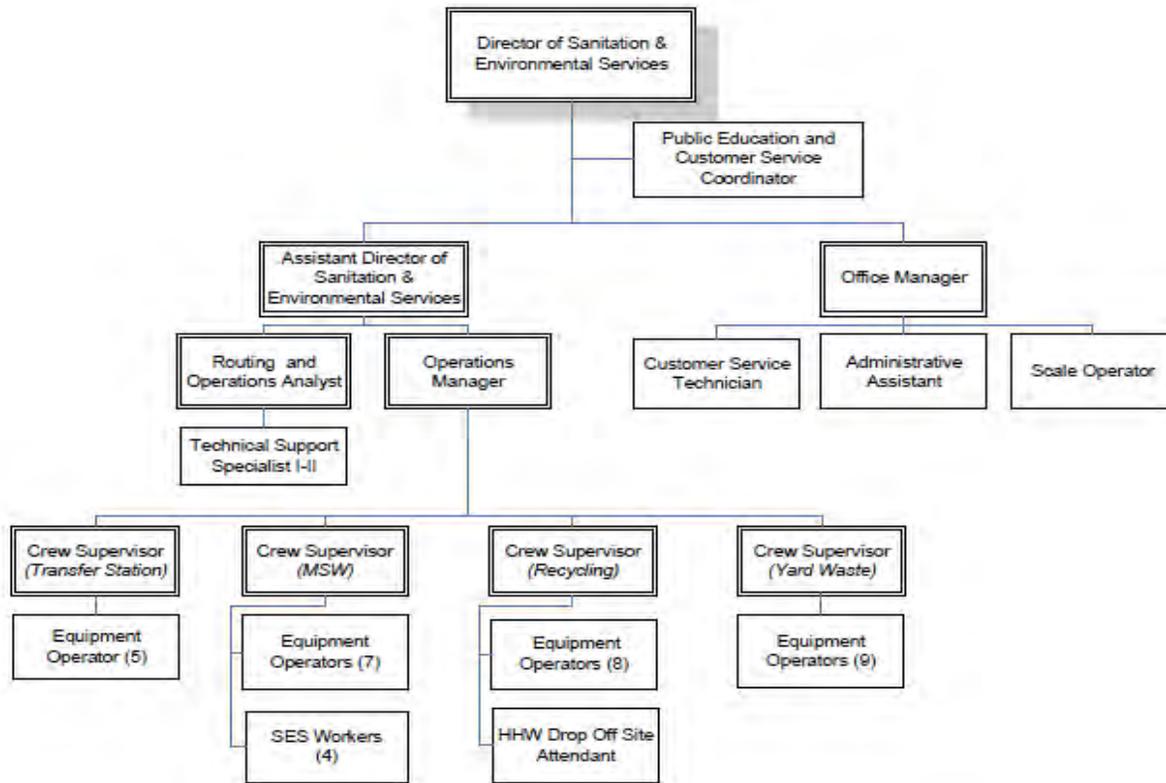
**As of January 2021, Latex paint is no longer collected. Goal Measurement reduced to coincide with this change.

^No data forecast. Sanitation and Environmental Services by practice no longer forecasts accidents.



City of Franklin, Tennessee
FY 2023 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 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019		FY 2020		FY 2021		FY 2022		FY 2023	
		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. Services	I	1	0	1	0	1	0	1	0	1	0
Routing and Operations Analyst	G	0	0	0	0	1	0	1	0	1	0
Public Education and Customer Service Coordinator	F	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	1	0	1	0	1	0
HHW Drop Off Site Attendant	C	1	0	1	0	1	0	1	0	1	0
Scale Operator	C	0	0	1	0	1	0	1	0	1	0
Administrative Secretary	B	1	0	1	0	0	0	0	0	0	0
Totals		7	0	8	0	9	0	10	0	10	0
Collection											
Operations Manager	H	0	0	0	0	0	0	0	0	1	0
Collection Manager	G	1	0	1	0	1	0	1	0	0	0
SES Crew Supervisor	E	4	0	3	0	3	0	3	0	3	0
SES Equipment Operator	D	21	0	21	0	21	0	23	0	24	0
SES Dispatcher	C	1	0	1	0	1	0	0	0	0	0
SES Worker	B	5	0	5	0	4	0	4	0	4	0
Totals		32	0	31	0	30	0	31	0	32	0
Disposal											
Transfer Station Manager	F	1	0	1	0	1	0	1	0	0	0
SES Crew Supervisor	E	0	0	0	0	0	0	0	0	1	0
Equipment Operator	D	4	0	4	0	4	0	4	0	5	0
Scale Operator	C	1	0	0	0	0	0	0	0	0	0
Totals		6	0	5	0	5	0	5	0	6	0
Sub-Total Budgeted Positions		45	0	44	0	44	0	46	0	48	0
Authorized, Unbudgeted Positions											
SES Worker	B	0	0	0	0	1	0	0	0	0	0
Sub-Total Unbudgeted Positions		0	0	0	0	1	0	0	0	0	0
Total Authorized Positions		45	0	44	0	45	0	46	0	48	0



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Available Funds							
Intergovernmental	-	14,327	-	-	-	-	0.0%
Charges for Services	9,331,099	10,092,566	10,220,968	10,338,507	11,576,463	1,355,495	13.3%
Customer Service	-	-	-	-	-	-	0.0%
Fines and Fees	97,775	60,165	150,000	78,505	153,000	3,000	100.0%
Use of Money and Property	304,051	130,407	358,172	358,172	365,336	7,164	2.0%
Other Revenue	-	900,000	515,680	594,185	-	(515,680)	-100.0%
Total Available Funds	9,732,925	11,197,465	11,244,820	11,369,369	12,094,799	849,979	7.6%
Personnel							
Salaries & Wages	2,327,648	2,230,299	2,580,940	2,405,420	2,983,688	402,748	15.6%
Employee Benefits	1,122,421	1,122,026	1,263,473	1,175,016	1,488,565	225,092	17.8%
Total Personnel	3,450,069	3,352,325	3,844,413	3,580,435	4,472,253	627,840	16.3%
Operations							
Transportation Services	592	547	324	674	844	520	160.5%
Operating Services	3,398,051	3,838,334	4,005,056	3,948,698	4,086,690	81,634	2.0%
Notices, Subscriptions, etc.	57,557	3,351	5,350	6,202	22,655	17,305	323.5%
Utilities	77,320	75,184	87,248	88,173	98,838	11,590	13.3%
Contractual Services	110,200	72,228	59,454	81,256	76,327	16,873	28.4%
Repair & Maintenance Services	468,326	598,227	578,233	704,319	730,852	152,619	26.4%
Employee programs	625	20	22,100	1,000	14,000	(8,100)	-36.7%
Professional Development/Travel	2,916	(196)	11,350	-	9,936	(1,414)	-12.5%
Office Supplies	9,839	11,294	16,630	10,370	16,072	(558)	-3.4%
Operating Supplies	17,570	148,206	180,939	213,121	190,162	9,223	5.1%
Fuel & Mileage	202,315	206,441	180,882	280,178	304,837	123,955	68.5%
Machinery & Equipment (<\$25,000)	522,050	125,267	126,332	72,532	98,021	(28,311)	-22.4%
Repair & Maintenance Supplies	31,732	24,040	31,343	29,214	26,287	(5,056)	-16.1%
Operational Units	752,529	821,593	839,497	850,000	850,000	10,503	1.3%
Property & Liability Costs	85,071	88,631	85,183	85,370	90,183	5,000	5.9%
Rentals	18,469	436	426	-	435	9	2.1%
Permits	1,725	1,901	1,854	1,752	1,787	(67)	-3.6%
Financial Fees	-	22	-	-	162	162	0.0%
Other Business Expenses	353	322	159	-	104	(55)	-34.6%
Transfers to Other Funds	208,318	209,080	209,512	220,665	231,633	22,121	10.6%
Total Operations	5,965,558	6,224,928	6,441,872	6,593,524	6,849,825	407,953	6.3%
Capital	1,208,781	635,165	1,030,186	1,015,174	1,047,000	16,814	1.6%
SES	10,624,408	10,212,418	11,316,471	11,189,133	12,369,078	1,052,607	9.3%



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

Administration Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Personnel							
Salaries & Wages	443,357	521,248	661,263	631,540	970,981	309,718	46.8%
Employee Benefits	221,406	267,089	312,259	282,918	369,172	56,913	18.2%
Total Personnel	664,763	788,337	973,522	914,458	1,340,153	366,631	37.7%
Operations							
Transportation Services	96	40	200	550	654	454	227.0%
Operating Services	476	708	1,650	1,876	1,828	178	10.8%
Notices, Subscriptions, etc.	23,013	2,596	5,350	6,202	22,655	17,305	323.5%
Utilities	46,241	45,296	58,300	55,300	61,090	2,790	4.8%
Contractual Services	10,197	4,933	5,700	5,850	5,985	285	5.0%
Repair & Maintenance Services	36,831	48,780	68,860	47,760	80,303	11,443	16.6%
Employee programs	52	20	22,100	1,000	14,000	(8,100)	-36.7%
Professional Development/Travel	600	(196)	11,350	-	9,936	(1,414)	-12.5%
Office Supplies	2,586	11,294	16,630	10,370	16,072	(558)	-3.4%
Operating Supplies	1,316	24,277	41,290	27,560	43,530	2,240	5.4%
Fuel & Mileage	6,638	2,944	7,000	4,000	7,350	350	5.0%
Machinery & Equipment (<\$25,000)	74,913	38,585	15,800	9,000	16,590	790	5.0%
Repair & Maintenance Supplies	261	2,078	4,930	6,660	6,891	1,961	39.8%
Operational Units	752,529	821,593	839,497	850,000	850,000	10,503	1.3%
Property & Liability Costs	8,566	9,090	11,448	11,495	12,068	620	0.0%
Other Business Expenses	353	183	159	-	104	(55)	-34.6%
Total Operations	964,668	1,012,221	1,110,366	1,037,623	1,149,056	38,690	3.5%
Buildings							
Equipment	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	0.0%
Administration	1,629,431	1,800,558	2,083,888	1,952,081	2,489,210	405,322	19.5%



City of Franklin, Tennessee

FY 2023 Operating Budget

Budget

Collection Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Personnel							
Salaries & Wages	1,571,552	1,426,124	1,626,727	1,610,304	1,681,151	54,424	3.3%
Employee Benefits	583,373	727,455	825,621	781,027	969,447	143,826	17.4%
Total Personnel	2,154,925	2,153,579	2,452,348	2,391,331	2,650,597	198,249	8.1%
Operations							
Transportation Services	109	72	124	124	190	66	53.2%
Operating Services	8,569	1,992	2,856	3,764	4,352	1,496	52.4%
Notices, Subscriptions, etc.	33,521	548	-	-	-	-	0.0%
Utilities	30,089	28,885	27,948	31,544	36,353	8,405	30.1%
Contractual Services	97,823	62,795	49,164	70,906	65,522	16,358	33.3%
Repair & Maintenance Services	308,879	366,422	292,607	491,427	352,862	60,255	20.6%
Employee programs	523	-	-	-	-	-	0.0%
Professional Development/Travel	563	-	-	-	-	-	0.0%
Office Supplies	5,700	-	-	-	-	-	0.0%
Operating Supplies	10,522	123,137	139,649	137,561	146,632	6,983	5.0%
Fuel & Mileage	146,870	165,644	135,660	230,500	249,525	113,865	83.9%
Machinery & Equipment (<\$25,000)	444,481	86,428	110,232	63,232	81,116	(29,116)	-26.4%
Repair & Maintenance Supplies	24,269	13,109	20,716	19,396	15,128	(5,588)	-27.0%
Property & Liability Costs	43,922	49,688	45,134	45,160	47,965	2,831	6.3%
Rentals	17,359	136	-	-	-	-	0.0%
Other Business Expenses	-	139	-	-	-	-	0.0%
Transfers to Other Funds	104,159	104,540	13,847	25,000	14,123	276	2.0%
Total Operations	1,277,358	1,003,535	837,937	1,118,614	1,013,768	175,831	21.0%
Machinery & Equipment (>\$25,000)	1,050,136	631,345	829,851	820,598	1,047,000	217,149	26.2%
Capital	1,050,136	631,345	829,851	820,598	1,047,000	217,149	26.2%
Collection	4,482,419	3,788,459	4,120,136	4,330,543	4,711,365	591,229	14.3%



City of Franklin, Tennessee

FY 2023 Operating Budget

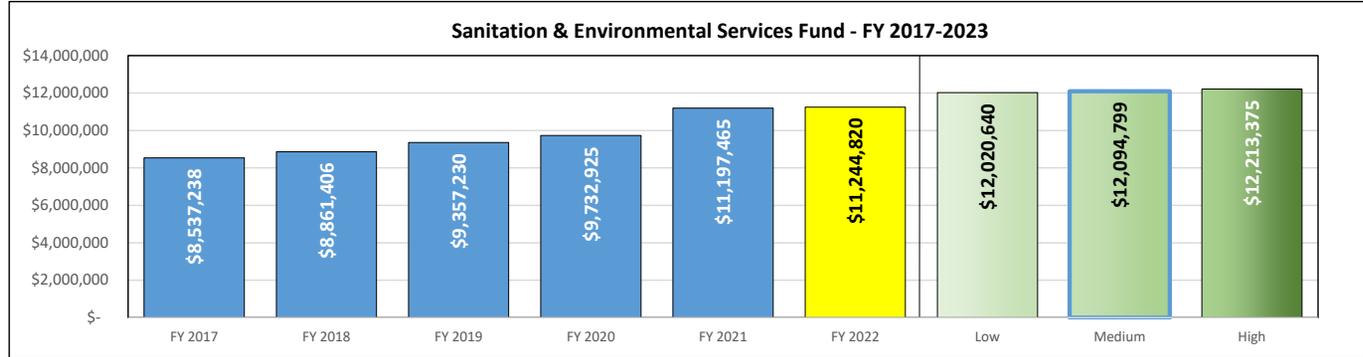
Budget

Disposal Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference \$	%
Personnel							
Salaries & Wages	312,739	282,927	292,950	163,575	331,556	38,606	13.2%
Employee Benefits	317,642	127,482	125,593	111,071	149,946	24,353	19.4%
Total Personnel	630,381	410,409	418,543	274,646	481,502	62,959	15.0%
Operations							
Transportation Services	387	435	-	-	-	-	0.0%
Operating Services	3,389,006	3,835,634	4,000,550	3,943,058	4,080,510	79,960	2.0%
Notices, Subscriptions, etc.	1,023	207	-	-	-	-	0.0%
Utilities	990	1,003	1,000	1,329	1,395	395	39.5%
Contractual Services	2,180	4,500	4,590	4,500	4,820	230	5.0%
Repair & Maintenance Services	122,616	183,025	216,766	165,132	297,687	80,921	37.3%
Employee programs	50	-	-	-	-	-	0.0%
Professional Development/Travel	1,753	-	-	-	-	-	0.0%
Office Supplies	1,553	-	-	-	-	-	0.0%
Operating Supplies	5,732	792	-	48,000	-	-	0.0%
Fuel & Mileage	48,807	37,853	38,222	45,678	47,962	9,740	25.5%
Machinery & Equipment (<\$25,000)	2,656	254	300	300	315	15	5.0%
Repair & Maintenance Supplies	7,202	8,853	5,697	3,158	4,268	(1,429)	-25.1%
Property & Liability Costs	32,583	29,853	28,601	28,715	30,150	1,549	0.0%
Rentals	1,110	300	426	-	435	9	2.1%
Permits	1,725	1,901	1,752	1,752	1,787	35	2.0%
Financial Fees	-	22	-	-	162	162	0.0%
Transfers to Other Funds	104,159	104,540	195,665	195,665	217,510	21,845	11.2%
Total Operations	3,723,532	4,209,172	4,493,569	4,437,287	4,687,001	193,432	4.3%
Machinery & Equipment (>\$25,000)	158,645	3,820	200,335	194,576	-	(200,335)	-100.0%
Capital	158,645	3,820	200,335	194,576	-	(200,335)	-100.0%
Disposal	4,512,558	4,623,401	5,112,447	4,906,509	5,168,503	56,056	1.1%

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

This revenue forecast proposes two increases - raising the Transfer Station Tipping Fee from \$55/ton to \$65/ton and in the residential collection fee from \$20.50/month to \$22/month.



	Actuals					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr./yr.	-5.7%	3.8%	5.6%	4.0%	15.0%	0.4%	7.4%	8.0%	9.1%	
SOLID WASTE GRANT (STATE)	-	-	-	-	14,327	-	-	-	-	
SPECIAL EVENT SERVICES FEE	10,946	370	2,230	-	606	5,546	5,601	5,657	5,712	3-yr Average
COLLECTION REVENUES	5,285,753	5,567,066	6,024,431	5,398,050	5,534,270	6,325,569	6,856,300	6,924,184	6,992,068	\$ 10,095,873
ADDL RESIDENTIAL ROLLOUT CONTAINERS	8,580	11,000	11,410	12,305	5,595	8,988	9,078	9,168	9,258	3.6%
BLUE BIN SETUP FEE	-	-	-	208,150	393,658	50,000	50,000	51,000	51,500	5-Yr Average
TIPPING FEES	2,300,739	2,681,623	3,017,568	3,691,891	4,149,853	3,800,000	4,535,818	4,580,727	4,625,636	\$ 9,537,253
CARDBOARD RECYCLING	10,075	11,477	14,641	121	-	10,346	-	-	-	3.5%
RECYCLING-BATTERIES	4,183	5,047	2,870	3,974	-	6,970	-	-	-	10-Yr Average
RECYCLING-ELECTRONICS	13,063	14,067	17,454	101	3,643	-	-	-	-	\$ 8,881,226
RECYCLING-METAL	6,443	5,223	4,291	2,668	178	7,934	-	-	-	2.6%
RECYCLING-WASTE OIL	-	-	213	-	-	-	-	-	-	20-Yr Average
BUCK A BAG PROGRAM	2,993	3,093	2,678	1,994	1,998	4,063	4,104	4,144	4,185	\$ 6,668,677
RESIDENTIAL DUMPSTER	-	-	330	-	-	-	-	-	-	6.8%
RESIDENTIAL BRUSH	500	5,375	17,110	11,750	2,625	888	897	906	915	25-Yr Average
RESIDENTIAL BULKY GOODS	2,500	2,625	2,888	-	-	223	225	227	230	\$ 5,454,008
NON-RESIDENTIAL BRUSH	500	375	750	95	125	225	227	230	232	10.5%
NON-RESIDENTIAL BULKY GOODS	500	1,000	-	-	-	216	218	220	222	
INTEREST INCOME	113	2,215	15,916	10,608	751	5,360	5,414	5,467	5,521	
SALE OF WASTE CONTAINERS	62,111	50,850	49,728	50,298	13,350	64,934	65,583	66,233	66,882	
LEASE OF WASTE CONTAINERS	-	-	-	-	-	37,878	38,257	38,636	39,014	
SALE OF SURPLUS ASSETS	78,027	-	-	243,145	84,151	250,000	252,500	255,000	257,500	
TRANSFER FROM GENERAL FUND	750,000	500,000	-	-	900,000	515,680	-	-	-	
MISCELLANEOUS OTHER REVENUE	212	-	-	-	44,473	-	44,918	-	-	
LATE PAY FEES	-	-	172,723	97,776	47,863	150,000	151,500	153,000	154,500	
Totals	\$ 8,537,238	\$ 8,861,406	\$ 9,357,230	\$ 9,732,925	\$ 11,197,465	\$ 11,244,820	\$ 12,020,640	\$ 12,094,799	\$ 12,213,375	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2023 Operating Budget

Water Management

Michelle Hatcher, Director

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Beginning Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	\$ 34,169,458	\$ 35,189,622	\$ 33,768,626	\$ 34,896,041	\$ 36,487,121	\$ 2,718,495	8.1%
Expenses							
Personnel	\$ 7,393,874	\$ 7,677,757	\$ 7,958,579	\$ 7,077,335	\$ 9,321,340	\$ 1,362,761	17.1%
Operations	\$ 14,076,659	\$ 25,584,369	\$ 21,856,634	\$ 21,780,419	\$ 24,039,871	\$ 2,183,237	10.0%
Capital	\$ -	\$ -	\$ 6,118,500	\$ 5,222,000	\$ 8,986,800	\$ 2,868,300	46.9%
Expenses	\$ 21,470,533	\$ 33,262,126	\$ 35,933,713	\$ 34,079,755	\$ 42,348,011	\$ 6,414,298	17.9%
Use of F/B**	\$ -	\$ -	\$ 2,165,087	\$ -	\$ 5,860,890		
Surplus (Deficit)*	\$ 12,698,925	\$ 1,927,497	\$ 0	\$ 816,286	\$ 0		

Budget Summary - By Division

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Beginning Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	\$ 34,169,458	\$ 35,189,622	\$ 33,768,626	\$ 34,896,041	\$ 36,487,121	\$ 2,718,495	8.1%
Expenses							
Water	\$ 10,140,478	\$ 15,314,650	\$ 14,550,399	\$ 13,283,484	\$ 17,301,389	\$ 2,750,990	18.9%
Wastewater	\$ 11,220,958	\$ 17,850,689	\$ 20,792,889	\$ 20,230,100	\$ 24,822,498	\$ 4,029,609	19.4%
Reclaimed	\$ 109,097	\$ 96,785	\$ 590,425	\$ 566,170	\$ 224,124	\$ (366,301)	-62.0%
Expenses	\$ 21,470,533	\$ 33,262,126	\$ 35,933,713	\$ 34,079,755	\$ 42,348,011	\$ 6,414,298	17.9%
Use of F/B**	\$ -	\$ -	\$ 2,165,087	\$ -	\$ 5,860,890		
Surplus (Deficit)*	\$ 12,698,925	\$ 1,927,497	\$ 0	\$ 816,286	\$ 0		

*Water Management Fund as a Proprietary Fund on the accrual basis of accounting does not have a beginning and ending cash balance.

Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets. Deficits financed through fund balance.

Budget figures shown above include only operational costs and operating capital. Large capital projects - such as the Water Treatment Plant and the Water Reclamation Plant - are not included within these figures. Debt Service and Loan Repayment for the construction of those plants is.

**Use of F/B is planned draw from reserves to finance debt and capital needs.



City of Franklin, Tennessee FY 2023 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

The Department has continued operations with the fluctuating ups and down of case numbers the City has experienced. While operations have somewhat returned to the pre-covid levels, operations are still mindful of customer interactions and communications with outside consultants and contractors.

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 and staff is working through the most economical and efficient path forward to finish in 2022.



City of Franklin, Tennessee

FY 2023 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

	2019	2020	2021	2022*	2023*
Water Production (in MGD) - Average	2.46	2.50	2.50	2.82	TBD
Water Production (in MGD) - Maximum	4.17	4.25	4.25	4.52	TBD

Outcome (Effectiveness) Measures

	2019	2020	2021	2022*	2023*
Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services) Goal: To have a reliable, efficient, and scalable					
Declining or steady energy costs for water and sewage delivery	\$ 1,738,412	\$ 1,684,993	\$ 1,723,606	\$ 1,659,718	\$ 1,703,000



City of Franklin, Tennessee
FY 2023 Operating Budget

Performance Measures

Target (FY2012 sum actual expenditures from water fund and wastewater fund)	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352
Meets Target?	No	No	No	TBD	TBD
Unaccounted water within the system decreases	18%	17%	16%	19%	TBD
Target (20.8% unaccounted for in FY 2012)	20.8%	20.8%	20.8%	20.8%	20.8%
Meets Target?	Yes	Yes	Yes	Yes	TBD
Sanitary score remains or improves	-	97	-	TBD	TBD
Target (97 from FY 2012)	-	97	-	TBD	TBD
Meets Target?	-	Yes	-	TBD	TBD
 Franklin will continue to meet or exceed regulatory requirements for water quality. Goal: To have no violations of regulatory requirements for water quality.					
Franklin Water Quality Violations	4	4	0	NA	NA
Target (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)	0	0	0	NA	NA
Meets Target?	No	No	Yes	TBD	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.)	30.0%	35.0%	45.0%	55.0%	NA
Target	15.0%	15.0%	35.0%	45.0%	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	Gold	Gold	Platinum	Platinum
Target (Platinum)	Platinum	Platinum	Platinum	Platinum	Platinum
Meets Target?	Yes	No	No	TBD	TBD

*2022 and 2023 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 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
		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	2	2	3
Utility Locate Technician	D	2	3	3	3	3
Utility Service Worker	C	4	4	4	4	4
Administrative Secretary	B	1	0	0	0	0
Grounds Worker	B	2	2	1	1	1
TOTALS		21	21	19	19	20

Water Treatment Plant

Water Treatment Superintendent	I	1	1	1	1	1
Water Treatment Assistant Superintendent	H	1	1	1	1	1
Water Operator (I-II)	D-E	10	10	9	10	10
Administrative Secretary	B	0	1	1	1	1
TOTALS		12	13	12	13	13

Water Section Totals

36 37 34 35 36

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	1	1
Right of Way Agent	H	1	1	1	1	1
Infrastructure & Development Manager	H	0	0	0	1	1
Water Information Systems Applications Mgr	H	0	1	1	1	1
Senior Utility Inspector	G	1	1	1	1	1
GIS Analyst	F	1	0	0	0	0
Utility Inspector	F	4	4	3	3	3
Office Manager	F	1	1	1	1	1
Administrative Assistant	D	1	0	0	0	0
Administrative Secretary	B	0	1	1	1	1
TOTALS		14	14	13	15	15

Wastewater Collection

Service Division Assistant Superintendent	H	1	1	1	1	1
Construction Supervisor	F	1	1	1	1	1



City of Franklin, Tennessee

FY 2023 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
		F-T	F-T	F-T	F-T	F-T
Utilities Crew Chief	F	3	3	3	3	3
Water & Wastewater Infrastructure Assessment Techn	E	0	1	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	3	3	3	3
Sewer Equipment Technician	D	4	4	4	4	4
Utility Locate Technician	D	2	1	0	0	0
Utility Service Worker	C	5	5	4	4	5
TOTALS		26	25	23	23	24

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
Maintenance Technician	E	1	1	1	1	1
Wastewater Operator (I-II)	D-E	13	13	12	15	15
Administrative Assistant	D	1	1	1	1	1
Equipment Operator	D	2	2	2	2	2
TOTALS		20	20	19	22	22

WASTEWATER SECTION TOTALS		60	59	55	60	61
----------------------------------	--	-----------	-----------	-----------	-----------	-----------

Authorized, Unbudgeted Positions						
Water Distribution						
Equipment Operator	D	0	0	1	1	0
Grounds Worker	B	0	0	1	1	1
Water Treatment Plant						
Water Operator (I-II)	D-E	0	0	1	0	0
Utility Administration						
Utility Inspector	F	0	0	1	1	0
Wastewater Collection						
Utility Locate Technician	D	0	0	1	1	0
Utility Service Worker	C	0	0	1	1	0
Water Reclamation						
Wastewater Operator(I-II)	E	0	0	1	0	0
Sub-Total Unbudgeted Positions		0	0	7	5	1

Total All Authorized Positions, Water & Wastewater		96	96	96	100	98
---	--	-----------	-----------	-----------	------------	-----------



City of Franklin, Tennessee

FY 2023 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	
	2020	2021	2022	2022	2023	\$	%
Personnel							
Salaries & Wages	4,722,497	4,683,060	5,343,345	4,768,626	6,305,469	962,124	18.0%
Employee Benefits	2,671,377	2,994,697	2,615,234	2,308,709	3,015,871	400,637	15.3%
Total Personnel	7,393,874	7,677,757	7,958,579	7,077,335	9,321,340	1,362,761	17.1%
Operations							
Transportation Services	10,744	3,002	12,310	11,000	11,545	(765)	-6.2%
Operating Services	558,953	721,765	710,650	674,487	1,153,333	442,683	62.3%
Notices, Subscriptions, etc.	16,158	56,889	26,000	28,280	25,850	(150)	-0.6%
Utilities	1,684,993	1,723,606	1,659,718	1,651,578	1,703,000	43,282	2.6%
Contractual Services	1,260,577	904,851	1,223,868	1,090,378	1,051,268	(172,600)	-14.1%
Repair & Maintenance Services	478,939	545,943	703,290	372,660	844,620	141,330	20.1%
Employee programs	9,510	8,036	20,850	26,575	24,550	3,700	17.7%
Professional Development/Travel	15,774	3,443	38,350	20,911	38,200	(150)	-0.4%
Office Supplies	9,780	9,134	12,300	15,100	16,250	3,950	32.1%
Operating Supplies	629,161	587,532	725,350	637,482	749,725	24,375	3.4%
Fuel & Mileage	96,073	90,784	125,600	127,595	138,823	13,223	10.5%
Supplies for Resale	4,456,760	4,197,337	4,605,000	4,560,000	4,674,000	69,000	1.5%
Machinery & Equipment (<\$25,000)	165,830	119,195	303,572	431,176	351,302	47,730	15.7%
Repair & Maintenance Supplies	(283,684)	1,329,089	822,350	766,998	824,108	1,758	0.2%
Operational Units	2,709,003	2,957,734	3,022,188	3,238,071	3,319,024	296,836	9.8%
Property & Liability Costs	334,929	10,476,636	414,039	465,542	445,341	31,303	7.6%
Rentals	5,973	6,066	9,200	24,455	8,200	(1,000)	-10.9%
Financial Fees	29,383	187,086	344,250	272,629	278,414	(65,836)	-19.1%
Permits	57,135	40,248	50,000	43,142	43,700	(6,300)	-12.6%
Debt Service and Lease Payments	1,830,565	1,615,993	7,027,752	7,322,360	8,338,617	1,310,865	18.7%
Total Operations	14,076,556	25,584,369	21,856,634	21,780,419	24,039,871	2,183,237	10.0%
Buildings	-	-	400,000	400,000	67,500	(332,500)	-83.1%
Improvements	-	-	5,718,500	4,622,000	7,953,300	2,234,800	39.1%
Machinery & Equipment (>\$25,000)	-	-	-	200,000	966,000	966,000	0.0%
Capital	-	-	6,118,500	5,222,000	8,986,800	2,868,300	46.9%
Total Water & Wastewater Fund	21,470,430	33,262,126	35,933,713	34,079,755	42,348,011	6,414,298	17.9%



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

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 2023 Operating Budget

Water Budget

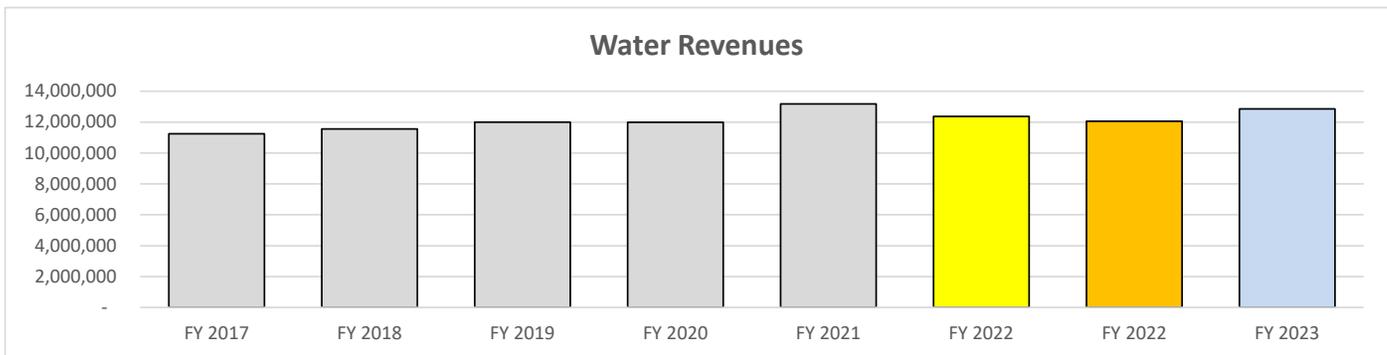
Consumption

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 2023. 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
FY 21	1,630	7,109
FY 22	N\A	N\A

Revenues

Rate based revenues for FY 2023 are projected to be 4% higher than FY 2022 based upon increases approved by the Board of Mayor and Alderman as part of Ordinance 2021-40. The tables below present historic revenue by category FY 2017-FY 2021, estimated for the budgeted and projected revenues for FY 2022 and the projected revenues for FY 2023.



	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 EOY	FY 2023 Budget
Intergovernmental	-	-	-	-	36,180	-	-	-
Interest Income	11,032	69,046	103,257	118,151	18,038	100,000	12,480	100,000
Rental Income	24,000	21,075	24,000	26,000	25,000	25,000	25,000	25,000
Sale of Surplus Assets	54,960	41,046	379	3,410	-	-	-	-
Other Revenue	-	-	3,496	31,301	9,501	-	6,462	-
Customer Service (Rates)	11,006,147	11,021,468	11,761,456	11,732,447	12,840,108	12,145,324	11,953,272	12,629,946
Inspection Fees	78,595	76,951	79,502	63,144	77,673	45,000	48,051	45,000
Other Service Revenue	70,550	327,010	24,177	14,589	170,243	55,000	12,630	55,000
Fund Balance	-	-	-	-	-	-	-	-
Total Water Revenues*	11,245,284	11,556,597	11,996,267	11,989,042	13,176,743	12,370,324	12,057,895	12,854,946



City of Franklin, Tennessee

FY 2023 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 '22 v. '23	
	2020	2021	2022	2022	2023	\$	%
Divisions							
Water Distribution	1,146,199	2,883,039	2,774,820	2,408,498	2,940,967	166,147	6.0%
Water Treatment/Plant	6,260,343	6,110,805	7,114,000	6,650,624	8,326,167	1,212,167	17.0%
Utility Billing	172,936	176,533	194,402	178,821	200,824	6,422	3.3%
Water General	2,561,000	6,144,274	4,467,176	4,045,540	5,833,433	1,366,257	30.6%
Total Water	10,140,478	15,314,650	14,550,398	13,283,482	17,301,391	2,750,993	18.9%
Expense by Category							
Personnel							
Salaries & Wages	1,589,840	1,626,944	1,868,867	1,639,483	2,226,848	357,981	19.2%
Employee Benefits	1,003,819	973,718	893,797	779,343	1,031,876	138,079	15.4%
Total Personnel	2,593,659	2,600,662	2,762,664	2,418,826	3,258,724	496,061	18.0%
Operations							
Transportation Services	9,333	836	5,110	5,100	5,570	460	9.0%
Operating Services	33,223	32,578	101,800	31,694	40,200	(61,600)	-60.5%
Notices, Subscriptions, etc.	6,224	11,519	11,750	7,200	7,850	(3,900)	-33.2%
Utilities	424,878	415,431	419,200	404,424	414,555	(4,645)	-1.1%
Contractual Services	132,225	303,857	217,500	219,985	246,400	28,900	13.3%
Repair & Maintenance Services	149,499	94,358	211,700	151,262	377,250	165,550	78.2%
Employee programs	5,045	2,492	8,400	13,900	10,400	2,000	23.8%
Professional Development/Travel	2,674	867	9,200	9,780	9,700	500	5.4%
Office Supplies	4,771	4,102	4,450	5,950	6,700	2,250	50.6%
Operating Supplies	368,909	336,234	354,050	357,787	390,025	35,975	10.2%
Fuel & Mileage	32,530	27,913	41,700	36,595	36,535	(5,165)	-12.4%
Supplies for Resale	4,456,760	4,197,337	4,605,000	4,560,000	4,674,000	69,000	1.5%
Machinery & Equipment (<\$25,000)	75,882	85,220	105,500	275,951	162,502	57,002	54.0%
Repair & Maintenance Supplies	(597,094)	1,135,334	562,650	422,916	501,683	(60,967)	-10.8%
Operational Units	1,354,553	1,478,867	1,511,094	1,726,971	1,770,146	259,052	17.1%
Property & Liability Costs	86,380	4,049,217	176,759	179,823	195,619	18,860	10.7%
Rentals	730	4,104	4,000	1,000	3,000	(1,000)	-25.0%
Financial Fees	21,489	68,905	115,200	101,050	102,550	(12,650)	-11.0%
Permits	37,085	32,706	36,000	35,900	35,900	(100)	-0.3%
Other Business Expenses	103	-	-	-	-	-	0.0%
Debt Service and Lease Payments	941,620	432,112	1,269,173	1,417,370	1,266,281	(2,893)	-0.2%
Total Operations	7,546,819	12,713,988	9,770,235	9,964,658	10,256,864	486,629	5.0%
Improvements	-	-	2,017,500	900,000	3,785,800	1,768,300	87.6%
Capital	-	-	2,017,500	900,000	3,785,800	1,768,300	87.6%
Total Water Summary	10,140,478	15,314,650	14,550,399	13,283,484	17,301,389	2,750,990	18.9%



City of Franklin, Tennessee

FY 2023 Operating Budget

Water Budget

**Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.*

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 and those determine based upon annual immediate prioritization. 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 has currently submitted the application for the renewal of the 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 once construction is complete. 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 continues to proactively work toward Capacity Management Operation Maintenance (CMOM) program recommendations.



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 and transports wastewater to the treatment plant.

Section Goals & Strategic Initiatives

The primary goal for the Wastewater Section is to effectively operate the collection system with no sanitary sewer overflows and to produce high quality effluent water for distribution in the reclaimed water system and discharge to the Harpeth River. 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.

Wastewater Budget

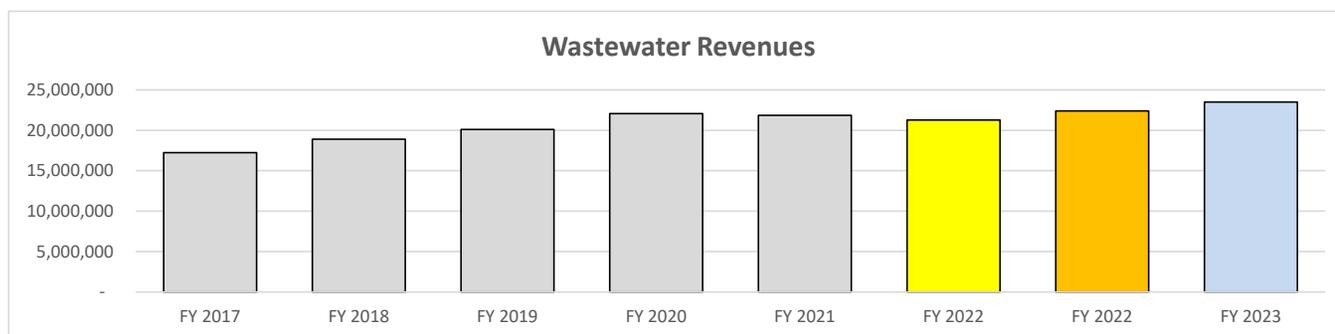
Consumption & Revenues

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
FY 21	3,386	N/A
FY 22	N/A	N/A

Revenues

Rate based revenues for FY 2023 are projected to be 3% higher than FY 2022 based upon increases approved by the Board of Mayor and Alderman as part of Ordinance 2021-40. The tables below present historic revenue by category FY 2017-FY 2021, estimated for the budgeted and projected revenues for FY 2022 and the projected revenues for FY 2023.



	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 EOY	FY 2023 Budget
Intergovernmental			225,000	-	280,713	-	-	-
Interest Income	94,807	181,367	793,210	849,274	81,110	597,200	75,000	575,000
Rental Income	-	2,210	-	-	-	2,800	-	-
Sale of Surplus Assets	264	-	-	-	12,282	-	25,000	25,000
Customer Service (Rates)	17,036,817	18,652,030	19,001,446	19,896,476	21,405,503	20,558,552	22,232,451	22,774,425
Inspection Fees	94,503	51,488	50,986	26,264	64,926	75,000	54,651	75,000
Other Service Revenue	15,419	15,622	36,655	10,099	8,760	40,000	8,865	50,000
Transfer from Co. Fac. Tax	-	-	-	1,285,000	-	-	-	-
Transfer from G/F (ARP)	-	-	-	-	-	-	-	-
Total Wastewater Revenues*	17,241,810	18,902,717	20,107,297	22,067,113	21,853,294	21,273,552	22,395,967	23,499,425

*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



City of Franklin, Tennessee

FY 2023 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 '22 v. '23	
	2020	2021	2022	2022	2023	\$	%
Divisions							
Wastewater Collection	3,206,696	2,755,927	3,644,743	3,149,484	3,772,058	127,315	3.5%
Wastewater Plant	3,726,778	4,108,032	4,367,108	4,294,312	4,854,128	487,020	11.2%
Utility Administration	1,464,565	1,406,750	1,650,980	1,589,606	2,163,783	512,803	31.1%
Wastewater General	2,830,043	9,579,983	11,130,061	11,196,701	14,032,529	2,902,468	26.1%
Total Wastewater	11,228,081	17,850,692	20,792,892	20,230,104	24,822,499	4,029,607	19.4%
Expense by Category							
Personnel							
Salaries & Wages	3,132,657	3,056,116	3,474,478	3,129,143	4,078,622	604,144	17.4%
Employee Benefits	1,667,558	2,020,979	1,721,437	1,529,367	1,983,995	262,558	15.3%
Total Personnel	4,800,215	5,077,095	5,195,914	4,658,509	6,062,616	866,702	16.7%
Operations							
Transportation Services	1,411	2,166	7,200	5,900	5,975	(1,225)	-17.0%
Operating Services	525,730	689,187	608,850	642,793	1,113,133	504,283	82.8%
Notices, Subscriptions, etc.	9,914	45,370	14,200	21,080	18,000	3,800	26.8%
Utilities	1,260,115	1,308,175	1,240,518	1,247,154	1,288,445	47,927	3.9%
Contractual Services	1,099,851	586,341	1,001,368	863,393	795,368	(206,000)	-20.6%
Repair & Maintenance Services	326,592	451,337	474,590	218,398	460,370	(14,220)	-3.0%
Employee programs	4,465	5,544	12,450	12,675	14,150	1,700	13.7%
Professional Development/Travel	13,100	2,576	29,150	11,131	28,500	(650)	-2.2%
Office Supplies	5,009	5,032	7,850	9,150	9,550	1,700	21.7%
Operating Supplies	197,749	198,180	290,900	199,750	278,700	(12,200)	-4.2%
Fuel & Mileage	63,543	62,871	83,900	91,000	102,288	18,388	21.9%
Machinery & Equipment (<\$25,000)	89,948	33,975	196,072	154,225	187,800	(8,272)	-4.2%
Repair & Maintenance Supplies	316,049	181,676	239,700	334,832	309,425	69,725	29.1%
Operational Units	1,354,450	1,478,867	1,511,094	1,511,100	1,548,878	37,784	2.5%
Property & Liability Costs	248,549	6,427,419	237,280	285,719	249,723	12,443	5.2%
Rentals	5,243	1,962	5,200	23,455	5,200	-	0.0%
Financial Fees	7,894	118,181	229,050	171,579	175,864	(53,186)	-23.2%
Permits	20,050	7,542	14,000	7,242	7,800	(6,200)	-44.3%
Debt Service and Lease Payments	871,081	1,167,194	5,692,604	5,839,015	7,004,713	1,312,109	23.0%
Total Operations	6,420,743	12,773,594	11,895,975	11,649,591	13,603,881	1,707,906	14.4%
Buildings							
Buildings	-	-	-	-	22,500	22,500	100.0%
Improvements	-	-	3,701,000	3,722,000	4,167,500	466,500	12.6%
Machinery & Equipment (>\$25,000)	-	-	-	200,000	966,000	966,000	100.0%
Capital	-	-	3,701,000	3,922,000	5,156,000	1,455,000	39.3%
Total Wastewater	11,220,958	17,850,689	20,792,889	20,230,100	24,822,498	4,029,609	19.4%

Wastewater Budget

Budget Summary

Personnel – The Water Management Department reclassified one position from the WRF Senior Operator to an Operator (downgrade). No additional positions are being requested for this fiscal year.

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. The addition of a reclaimed water booster station on the southern part of town will aid in delivering adequate pressures to new development and growth of the reclaimed system in that area. The development of the reclaimed water model allows for the evaluation of additional infrastructure easily to accommodate growth.



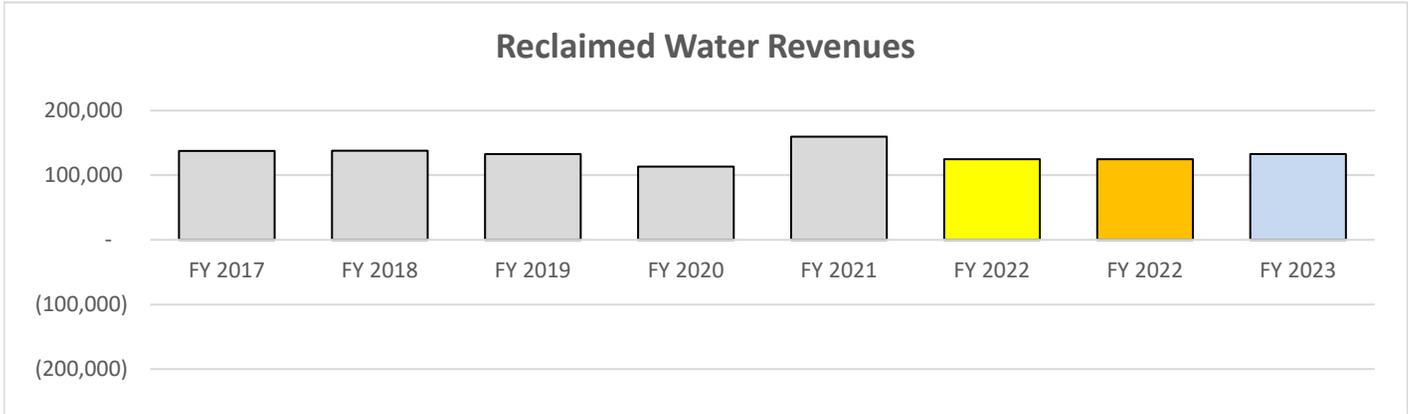
City of Franklin, Tennessee

FY 2023 Operating Budget

Reclaimed Water

Revenues

Rate based revenues for FY 2023 are projected to be higher than FY 2022 based upon increases approved by the Board of Mayor and Alderman as part of Ordinance 2021-40.



	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 EOY	FY 2023 Budget
Intergovernmental	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	600	1,000	1,000	1,000	1,000
Interest Income	196	691	1,958	-	-	-	-	-
Sale of Surplus Assets	-	-	-	-	-	-	-	-
Customer Service (Rates)	137,351	135,705	129,194	109,559	156,985	120,000	120,000	128,000
Inspection Fees	-	-	-	3,144	1,000	3,000	3,000	3,000
Other Service Revenue	-	1,500	1,500	-	600	750	750	750
Fund Balance Contrib.	-	-	-	-	-	-	-	-
Contributions from Develop.	-	-	-	-	-	-	-	-
Total Reclaimed Revenues	137,547	137,896	132,652	113,303	159,585	124,750	124,750	132,750

*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



City of Franklin, Tennessee
FY 2023 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 '22 v. '23	
	2020	2021	2022	2022	2023	\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
Notices, Subscriptions, etc.	20	-	50	-	-	(50)	-100.0%
Contractual Services	28,501	14,653	5,000	7,000	9,500	4,500	90.0%
Repair & Maintenance Services	2,848	248	17,000	3,000	7,000	(10,000)	-58.8%
Operating Supplies	62,503	53,118	80,400	79,945	81,000	600	0.7%
Machinery & Equipment (<\$25,000)	-	-	2,000	1,000	1,000	(1,000)	-50.0%
Repair & Maintenance Supplies	(2,639)	12,079	20,000	9,250	13,000	(7,000)	-35.0%
Debt Service and Lease Payments	17,864	16,687	65,975	65,975	67,624	1,649	2.5%
Total Operations	109,097	96,785	190,425	166,170	179,124	(11,301)	-5.9%
Capital	-	-	400,000	400,000	45,000	(355,000)	-88.8%
Total Reclaimed Water	109,097	96,785	590,425	566,170	224,124	(366,301)	-62.0%



Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

Project	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Wastewater Renewal										
Henpeck Lane Sanitary Sewer Extension	\$ -	\$ 1,285,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,285,000
Adams Street Infrastructure Improvements	\$ -	\$ 60,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Sewer Lateral CIPP Rehab	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,600,000
Sewer Rehab On-Call Services (mains)	\$ 30,000	\$ 100,000	\$ 450,000	\$ 400,000	\$ 400,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 3,180,000
Sewer Rehab On-Call Services (MH)	\$ 30,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 730,000
Southeast Municipal Complex Bridge	\$ -	\$ 100,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Holiday Court Lift Station Rehabilitation	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Church Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 324,000	\$ 324,000	\$ -	\$ -	\$ -	\$ 648,000
Evans Street Sewer Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ 420,500	\$ -	\$ 452,500
New Hope Academy Sewer Line Replacement	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
East McEwen Drive Improvements - Phase 4	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
Franklin Road Improvements & Streetscape	\$ -	\$ -	\$ 270,000	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 540,000
Advanced Metering Infrastructure (AMI)	\$ -	\$ -	\$ 1,007,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,807,000
Gist Street Infrastructure Improvements	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Natchez Street Sewer Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 360,000	\$ 720,000
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ 120,000	\$ 1,165,000	\$ -	\$ -	\$ -	\$ -	\$ 1,285,000
Jordan Road Improvements	\$ -	\$ -	\$ -	\$ 36,000	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 72,000



Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

Project	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Mallory/N Royal Oaks & Liberty Intersection Imp.	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000
S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ 216,000	\$ 216,000	\$ -	\$ -	\$ -	\$ -	\$ 432,000
Eastview Circle Infrastructure Improvements	\$ -		\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 212,500		\$ 232,500
Buckworth Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Maple Street Sewer Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 306,000	\$ 306,000
Carolyn Avenue Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	\$ 270,000
West Main Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ 3,250,000
Lewisburg Avenue Sewer Improvements	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 230,000
Confederate Drive Sewer Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000	\$ -	\$ 340,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 179,280	\$ -	\$ -	\$ 179,280
Carothers Parkway Widening (Falcon Creek to SR-96)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 734,760	\$ 734,760	\$ -	\$ 1,469,520
South Prong Sanitary Sewer Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 56,500	\$ 196,000	\$ 820,000	\$ 820,000	\$ -	\$ 1,892,500
Spencer Creek Upstream of WRF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000	\$ 100,000	\$ -	\$ -	\$ 260,000
Riverview Pump Station Replacement	\$ -	\$ -	\$ -	\$ 100,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Forrest Crossing #1 Pump Station Replacement	\$ -	\$ -	\$ -	\$ 100,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Forrest Crossing #2 Pump Station Replacement	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Bishop Branch Interceptor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230,000	\$ 500,000	\$ 1,540,000	\$ 2,270,000
Unidentified Wastewater Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Wastewater Renewal	\$ 110,000	\$ 2,345,000	\$ 3,627,000	\$ 3,427,000	\$ 4,167,500	\$ 3,330,000	\$ 4,366,040	\$ 4,407,760	\$ 2,956,000	\$ 25,866,300



Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

Project	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Water Renewal										
Bobby Drive Water Line Replacement	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000
Hillsboro Rd to Claude Yates WWTP water line replacement	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
16" Water Line Long Lane Connector	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 500,000
Adams Street Infrastructure Improvements	\$ -	\$ -	\$ 45,000	\$ 465,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,000
Franklin Road Improvements & Streetscape	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
New Highway 96 Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 258,000	\$ -	\$ -	\$ -	\$ -	\$ 258,000
Church Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 168,300	\$ 168,300	\$ -	\$ -	\$ -	\$ 336,600
Old Carters Creek Pike Water Line	\$ -	\$ -	\$ -	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 450,000
Mallory/N Royal Oaks & Liberty Intersection Improvements	\$ -	\$ -	\$ 97,500	\$ 97,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 195,000
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Walnut Drive Water Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ 180,000
Oakwood Transmission Main Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 960,000	\$ 285,000	\$ 450,000	\$ 1,445,000
West End Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 117,000	\$ -	\$ -	\$ -	\$ -	\$ 117,000
Advanced Metering Infrastructure (AMI)	\$ -	\$ -	\$ 1,007,000	\$ 800,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 2,007,000
Gist Street Infrastructure Improvements	\$ -	\$ 15,000.00	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Alicia Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,500	\$ -	\$ -	\$ -	\$ 61,500



Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

Project	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ 80,000	\$ 582,500	\$ -	\$ -	\$ -	\$ -	\$ 662,500
Cummins Street Water Improvements	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Water Line from Fourth Ave S to Berry Circle	\$ -	\$ -	\$ -	\$ 93,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,000
Old Hillsboro Rd Water Line	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 295,000	\$ 375,000
Murfreesboro Rd Water line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 900,000	\$ -	\$ 990,000
Eastview Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 303,000	\$ -	\$ 333,000
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
Bonsal Way Water Line Replacement	\$ -	\$ -	\$ -	\$ 10,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Buckworth Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ 1,550,000
West Main Infrastructure Improvements		\$ -	\$ -	\$ -	\$ 150,000	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ 1,550,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Liberty Pike water line replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 330,000	\$ 355,000
Carolyn Avenue Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ -	\$ 140,000
Manley Lane Dead End Removal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 100,000	\$ 345,000	\$ 495,000
Lee Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 72,000	\$ -	\$ -	\$ 87,000
Glass Lane Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Westview Apt Water Line Replacement (510 96W)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 100,000	\$ 110,000
Carothers Parkway Widening (Falcon Creek to SR-96)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 306,150	\$ 306,150	\$ -	\$ 612,300
Cothran Drive Water Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 306,150	\$ 306,150	\$ -	\$ 612,300



Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

Project	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Green Acres Drive	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000
Grassland Tank Demolition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ 270,000
Scruggs Avenue Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 175,000	\$ -	\$ 195,000
Morning Side Drive	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
Carter's Creek Tank Water Line 14" Replacement	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Water Renewal	\$ 1,030,000	\$ 15,000	\$ 1,734,500	\$ 1,845,500	\$ 2,285,800	\$ 2,464,800	\$ 3,234,300	\$ 2,630,300	\$ 2,120,000	\$ 13,765,600

Reclaimed Water

Reclaimed Water Masterplan Update	\$ 180,500	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 255,500
Long Lane/Old Peytonsville Rd Connector at I-65 - Reclaimed	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Redwing Reclaimed Booster Pump Station	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Reclaimed Water	\$ 180,500	\$ -	\$ -	\$ 565,000	\$ 45,000	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 845,500



City of Franklin, Tennessee
FY 2023 Operating Budget

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Purpose	EST 2017	Issue Year	Orig. Amt. Issued / Interest Rate	F 2022	F 2023	F 2024	F 2025	F 2026	F 2027	Balance (2028-2037)	Total Outstanding (2023-2037)
Water Operations											
PRINCIPAL											
Bonds 2011A \$19.43M (Refund 2008 TMBF)		2008 (2011 Refund)	\$ 1,360,100	\$ 99,030	\$ 101,500	\$ 103,950	\$ 106,400	\$ 109,200		\$ -	\$ 421,050
ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation)		2011	\$ 1,500,000	\$ 76,134	\$ 78,310	\$ 80,546	\$ 82,848	\$ 85,215	\$ 87,648	\$ 326,958	\$ 741,525
SFR SCADA		2016	\$ 747,690	\$ 45,512	\$ 45,920	\$ 46,328	\$ 46,744	\$ 47,164	\$ 47,583	\$ 294,554	\$ 528,293
Bonds 2017 - \$12m (Water Plant)	\$ -	2017	\$ 12,000,000	\$ 450,000	\$ 470,000	\$ 495,000	\$ 520,000	\$ 545,000	\$ 570,000	\$ 7,335,000	\$ 9,935,000
PRINCIPAL	\$ -		\$ 15,607,790	\$ 670,677	\$ 695,730	\$ 725,824	\$ 755,991	\$ 786,578	\$ 705,232	\$ 7,956,512	\$ 11,625,868
INTEREST											
Bonds 2011A \$19.43M (Refund 2008 TMBF)	\$ 543,706	2008 (2011 Refund)	2.48%	\$ 12,694	\$ 10,232	\$ 7,710	\$ 5,127	\$ 2,482		\$ -	\$ 25,552
ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation)	\$ -	2011	2.82%	\$ 22,080	\$ 19,904	\$ 17,668	\$ 15,366	\$ 12,999	\$ 10,566	\$ 16,782	\$ 93,285
SFR SCADA		2016		\$ 4,922	\$ 4,514	\$ 4,107	\$ 3,691	\$ 3,271	\$ 2,851	\$ 8,044	\$ 26,478
Bonds 2017 - \$12m (Water Plant)		2017	3.29%	\$ 458,200	\$ 435,700	\$ 412,200	\$ 387,450	\$ 361,450	\$ 334,200	\$ 1,730,000	\$ 3,661,000
INTEREST	\$ 543,706			\$ 497,896	\$ 470,351	\$ 441,684	\$ 411,634	\$ 380,203	\$ 347,617	\$ 1,754,826	\$ 3,806,314
TOTAL EXPENDITURES	#REF!			\$ 1,168,573	\$ 1,166,081	\$ 1,167,509	\$ 1,167,626	\$ 1,166,781	\$ 1,052,849	\$ 9,711,338	\$ 15,432,182
Sewer Operations											
PRINCIPAL											
Bonds 2005 \$24.67M (Refund 2001 / 2002)		2001, 2002, 2005	\$ 9,868,000	\$ 912,000	\$ 622,000	\$ 580,000	\$ 580,000			\$ -	\$ 1,782,000
Bonds 2011A \$19.43M (Refund 2008 TMBF)		2008 (2011 Refund)	\$ 194,300	\$ 14,150	\$ 14,500	\$ 14,850	\$ 15,200	\$ 15,600		\$ -	\$ 60,150
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)		2012	\$ 868,572	\$ 45,610	\$ 46,852	\$ 48,128	\$ 49,439	\$ 50,785	\$ 52,169	\$ 303,197	\$ 550,570
SFR SCADA		2016	\$ 1,518,037	\$ 92,404	\$ 93,232	\$ 94,060	\$ 94,904	\$ 95,756	\$ 96,609	\$ 598,035	\$ 1,072,596
SFR Loan 2017		2017	\$ 1,275,000	\$ 35,004	\$ 35,520	\$ 36,048	\$ 36,576	\$ 37,116	\$ 37,668	\$ 994,220	\$ 1,177,148
SFR Loan 2018		2018	\$ 78,500,000	\$ 2,102,784	\$ 2,133,900	\$ 2,165,484	\$ 2,197,524	\$ 2,230,044	\$ 2,263,056	\$ 65,059,740	\$ 76,049,748
SFR Loan		2020	\$ 20,000,000	\$ 400,086	\$ 540,360	\$ 548,352	\$ 556,464	\$ 564,696	\$ 573,060	\$ 16,816,982	\$ 19,599,914
WRF Bonds		2021	\$ 10,660,000	\$ -	\$ 330,000	\$ 350,000	\$ 365,000	\$ 385,000	\$ 405,000	\$ 8,825,000	\$ 10,660,000
SFR Loan		2021	\$ 19,500,000	\$ -	\$ 487,169	\$ 516,223	\$ 524,218	\$ 530,931	\$ 538,197	\$ 16,903,263	\$ 19,500,000
PRINCIPAL	\$ -		\$ 142,383,909	\$ 3,602,038	\$ 4,303,533	\$ 4,353,146	\$ 4,419,324	\$ 3,909,929	\$ 3,965,758	\$ 109,500,436	\$ 130,088,405
INTEREST											
Bonds 2005 \$24.67M (Refund 2001 / 2002)	\$ 543,706	2001, 2002, 2005	3.00%-5.00%	\$ 130,350	\$ 84,750	\$ 53,650	\$ 24,650			\$ -	\$ 163,050
Bonds 2011A \$19.43M (Refund 2008 TMBF)		2008 (2011 Refund)	2.48%	\$ 1,790	\$ 1,462	\$ 1,101	\$ 732	\$ 355		\$ -	\$ 3,650
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	\$ -	2012	2.69%	\$ 15,478	\$ 14,236	\$ 12,959	\$ 11,649	\$ 10,303	\$ 8,919	\$ 22,608	\$ 80,674
SFR SCADA		2016		\$ 9,994	\$ 9,166	\$ 8,337	\$ 7,493	\$ 6,641	\$ 5,789	\$ 16,331	\$ 53,757
SFR Loan 2017		2017		\$ 17,580	\$ 17,064	\$ 17,536	\$ 16,008	\$ 15,468	\$ 14,916	\$ 171,388	\$ 252,380
SFR Loan 2018		2018	1.47%	\$ 1,134,708	\$ 1,103,592	\$ 1,072,008	\$ 1,039,968	\$ 1,007,448	\$ 974,436	\$ 12,100,395	\$ 17,297,847
SFR Loan		2020		\$ 250,612	\$ 284,484	\$ 276,492	\$ 268,380	\$ 260,148	\$ 251,784	\$ 3,185,292	\$ 4,526,580
WRF Bonds		2021		\$ 176,857	\$ 468,150	\$ 451,650	\$ 434,150	\$ 415,900	\$ 396,650	\$ 3,170,050	\$ 5,336,550
SFR Loan		2021		\$ 9,462	\$ 218,401	\$ 255,829	\$ 247,834	\$ 241,121	\$ 233,855	\$ 3,170,089	\$ 4,367,129
INTEREST	\$ 543,706			\$ 1,746,830	\$ 2,201,304	\$ 2,149,563	\$ 2,050,865	\$ 1,957,383	\$ 1,886,349	\$ 21,836,153	\$ 31,942,029
TOTAL EXPENDITURES	#REF!			\$ 5,348,868	\$ 6,504,837	\$ 6,502,709	\$ 6,470,190	\$ 5,867,312	\$ 5,852,107	\$ 141,305,886	\$ 171,999,801
Reclaimed Operations											
PRINCIPAL											
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)		2012	\$ 1,019,628	\$ 49,259	\$ 50,600	\$ 51,979	\$ 53,394	\$ 54,848	\$ 56,342	\$ 327,453	\$ 594,616
PRINCIPAL	\$ -		\$ 1,019,628	\$ 49,259	\$ 50,600	\$ 51,979	\$ 53,394	\$ 54,848	\$ 56,342	\$ 327,453	\$ 594,616
INTEREST											
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	\$ -	2012	2.69%	\$ 16,716	\$ 15,374	\$ 13,996	\$ 12,581	\$ 11,127	\$ 9,633	\$ 24,417	\$ 87,128
INTEREST	\$ -			\$ 16,716	\$ 15,374	\$ 13,996	\$ 12,581	\$ 11,127	\$ 9,633	\$ 24,417	\$ 87,128
TOTAL EXPENDITURES	#REF!			\$ 65,975	\$ 351,869	\$ 681,743					

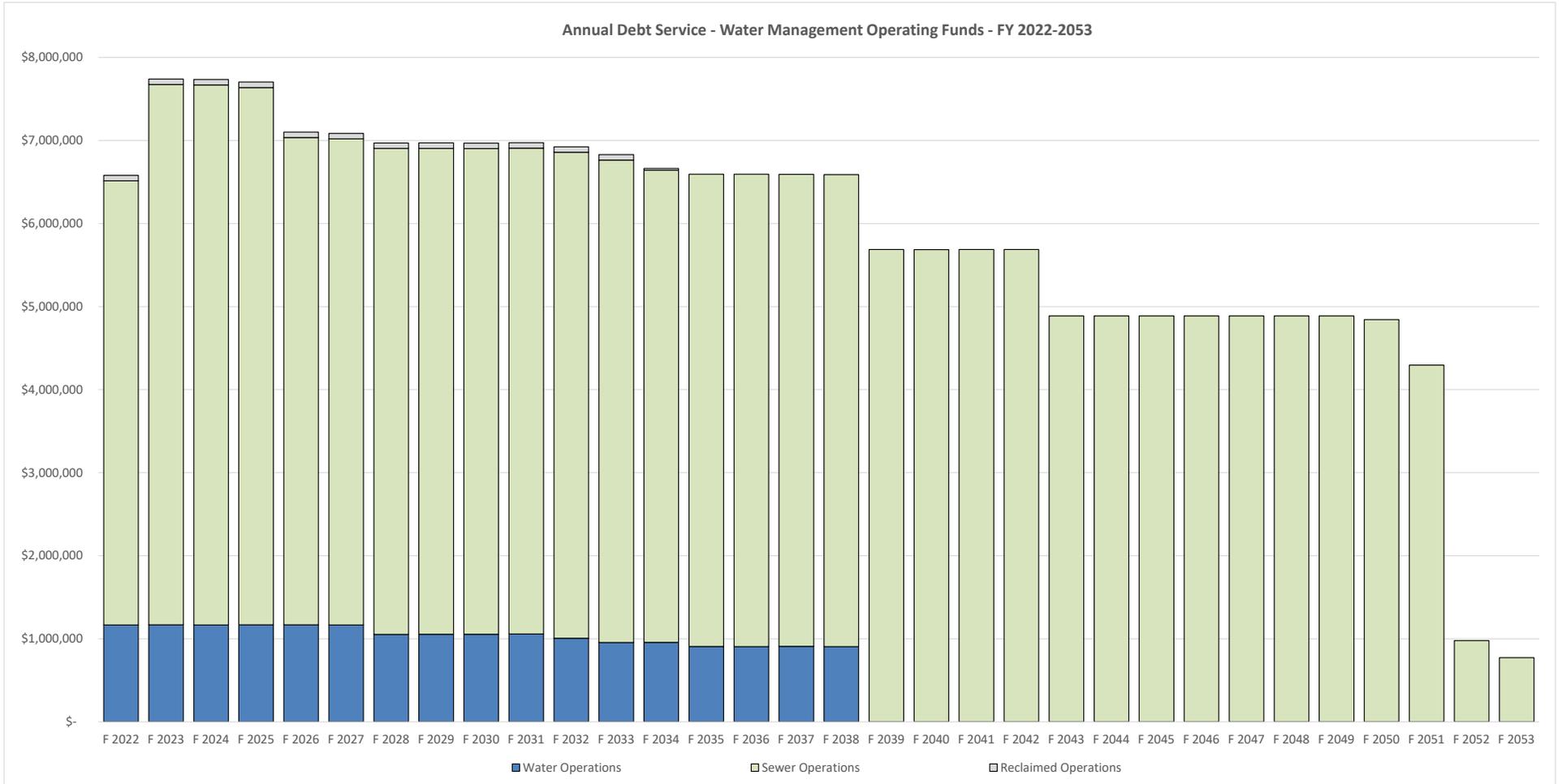
*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed.



City of Franklin, Tennessee
FY 2023 Operating Budget

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

The chart below shows annual debt service for the operating Proprietary Funds (Water, Wastewater & Reclaimed Water) for all bonds issued from FY 2022-2053. 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

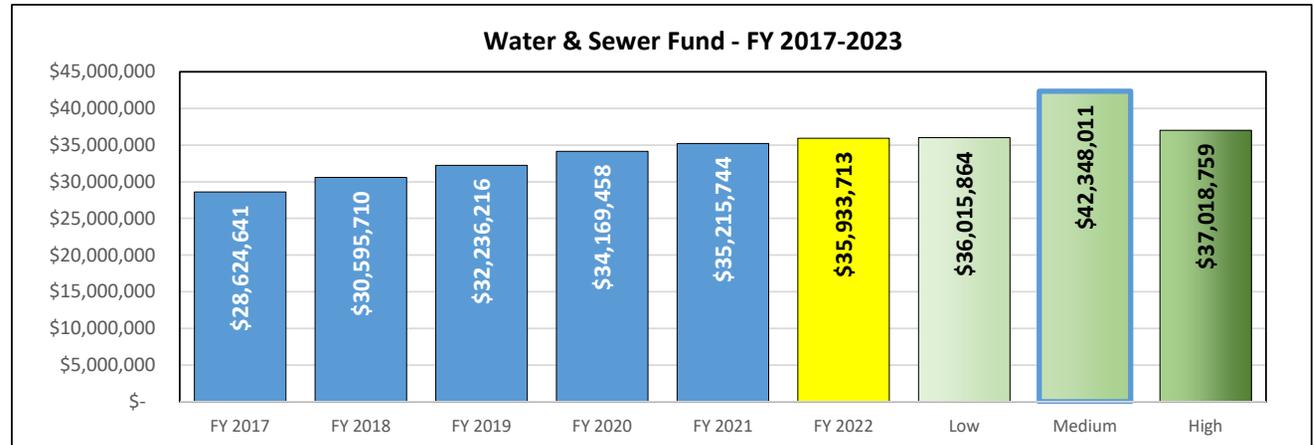
Revenue Model

Fund:	Water/Sewer Fund	Percent of All Revenues	21.9%
--------------	-------------------------	--------------------------------	--------------

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 4% for Water and 3% for Sewer for CY 2021 and CY 2022.

**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 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	4.2%	6.9%	5.4%	6.0%	3.1%	2.0%	0.2%	17.9%	3.0%	
Water										3-yr Average
Use of Money & Property	89,992	131,580	127,636	147,561	52,539	125,000	100,000	125,000	150,000	\$ 33,873,806
Rates & Related Customer Service	11,155,292	11,425,017	11,868,631	11,841,481	13,217,446	12,245,324	12,612,684	12,729,946	12,857,590	-1.6%
Wastewater										5-Yr Average
Grants	-	-	-	-	250,000	-	-	-	-	
Use of Money & Property	95,071	183,627	793,210	849,274	68,880	600,000	500,000	600,000	750,000	\$ 32,168,354
Rates & Related Customer Service	17,146,739	18,719,089	19,314,087	19,932,839	21,467,294	20,673,552	22,670,430	22,899,425	23,128,419	0.0%
Transfer from Co. Fac. Tax.				1,285,000		0	-	-	-	
Reclaimed Water										
Use of Money & Property	196	691	1,958	600	1,000	1,000	1,000	1,000	1,000	
Rates & Related Customer Service	137,351	135,705	130,694	112,703	158,585	123,750	131,750	131,750	131,750	
Use of F/B					0	2,165,087	-	5,860,890	-	
Totals	\$ 28,624,641	\$ 30,595,710	\$ 32,236,216	\$ 34,169,458	\$ 35,215,744	\$ 35,933,713	\$ 36,015,864	\$ 42,348,011	\$ 37,018,759	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

General Expenses

Budget Summary

	2020 Actual	2021 Actual	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	-2,339,393	-933,860	1,757,816	707,125	7,865,895	6,108,079	347.5%
Operations	320,279	182,287	283,071	76,783	299,954	16,883	6.0%
Capital	0	0	0	0	0	0	0.0%
Total	-2,019,114	-751,573	2,040,887	783,908	8,165,849	6,124,962	300.1%

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 for the City's Strategic Plan website.



City of Franklin, Tennessee **FY 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	89,411	-	7,666,339	7,576,928	8474.3%
Employee Benefits	(2,339,393)	(933,860)	1,668,405	707,125	199,556	(1,468,849)	-88.0%
Total Personnel	(2,339,393)	(933,860)	1,757,816	707,125	7,865,895	6,108,079	347.5%
Operations							
Notices, Subscriptions, etc.	21,158	44,705	69,071	69,612	71,954	2,883	4.2%
Utilities	658	691	550	824	550	-	0.0%
Contractual Services	87,251	90,492	206,000	212,500	220,000	14,000	6.8%
Repair & Maintenance Services	-	879	1,000	6,324	1,000	-	0.0%
Employee programs	3,343	-	-	-	-	-	0.0%
Fuel & Mileage	164,846	26,497	-	(216,927)	-	-	0.0%
Machinery & Equipment (<\$25,000)	-	16,175	2,000	-	2,000	-	0.0%
Rentals	-	-	100	100	100	-	0.0%
Permits	-	348	350	350	350	-	0.0%
Financial Fees	43,023	2,500	2,500	2,500	2,500	-	0.0%
Other Business Expenses	-	-	1,500	1,500	1,500	-	0.0%
Debt Service and Lease Payments	-	-	-	-	-	-	0.0%
Total Operations	320,279	182,287	283,071	76,783	299,954	16,883	6.0%
Capital						-	0.0%
Total General Expenses	(2,019,114)	(751,573)	2,040,887	783,908	8,165,849	6,124,962	300.1%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

Appropriations

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	486,738	446,248	509,919	509,919	661,028	151,109	29.6%
Capital	0	0	0	0	0	0	0.0%
Total	486,738	446,248	509,919	509,919	661,028	151,109	29.6%

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 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Operations							
Contracted Services							
Regional Transit Authority - 91X Bus	56,185	-	-	-	-	-	0.0%
Franklin Tomorrow	34,610	-	-	-	-	-	0.0%
Sister City Program	6,300	-	-	-	-	-	0.0%
Total Contracted Services	97,095	-	-	-	-	-	0.0%
Appropriations to Governments							
Health Department	21,150	19,035	19,035	19,035	21,150	2,115	11.1%
Animal Control	-	91,394	121,976	121,976	180,828	58,852	48.2%
Library - Books	64,220	57,798	64,220	64,220	67,431	3,211	5.0%
Regional Transit Authority - 91X Bus	-	56,185	56,185	56,185	56,185	-	0.0%
TN Reha @ Franklin	28,964	10,427	20,853	20,853	21,896	1,043	5.0%
Total Appropriations to Gov't	114,334	234,839	282,269	282,269	347,490	65,221	23.1%
Appropriations to Charitable Organizations							
ARC	4,230	3,807	5,000	5,000	5,250	250	5.0%
Boys & Girls Club	18,000	16,200	21,500	21,500	22,575	1,075	5.0%
Bridges	15,040	13,536	18,050	18,050	20,000	1,950	10.8%
Community Child Care	29,140	26,236	30,000	30,000	31,500	1,500	5.0%
Community Housing Partnership	8,460	7,614	8,460	8,460	8,883	423	5.0%
Franklin Tomorrow	-	31,149	34,610	34,610	36,341	1,731	5.0%
Gentry's Education Center	20,000	18,000	22,500	22,500	23,625	1,125	5.0%
Mid Cum Hum Res/Homemaker	4,700	4,230	4,230	4,230	4,442	212	5.0%
Mid-Cum Hum Res/Ombudsman	2,500	2,250	2,250	2,250	2,363	113	5.0%
Mid-Cum Meals on Wheels	10,152	9,137	9,137	9,137	9,594	457	5.0%
One Generation Away	-	-	-	-	5,000	5,000	100.0%
Second Harvest/Nashville's Table	1,500	-	-	-	5,000	5,000	100.0%
Sister City Program	-	4,950	5,500	5,500	32,581	27,081	492.4%
Waves	22,913	20,622	22,913	22,913	24,059	1,146	5.0%
Wmson Co Emergency Relief/Graceworks	15,000	13,500	20,000	20,000	21,000	1,000	5.0%
Animal Control	118,674	-	-	-	-	-	0.0%
Transit Alliance	5,000	4,500	5,000	5,000	5,250	250	5.0%
Davis House	-	-	15,000	15,000	20,000	5,000	33.3%
Animal Control	-	30,465	-	-	-	-	0.0%
TN Reha @ Franklin	-	5,213	-	-	-	-	0.0%
Toussaint L'Ouverture Cemetery	-	-	-	-	32,400	-	100.0%
Gilda's Club	-	-	3,500	3,500	3,675	175	5.0%
Total Appropriations to Charitable Orgs.	275,309	211,409	227,650	227,650	313,538	85,888	37.7%
Total Operations	486,738	446,248	509,919	509,919	661,028	151,109	29.6%
Total Appropriations	486,738	446,248	509,919	509,919	661,028	151,109	29.6%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

Interfund Transfers

Budget Summary

	2020 Actual	2021 EOY	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	5,498,033	3,427,121	14,031,044	14,031,044	6,798,031	-7,233,013	-51.6%
Capital	0	0	0	0	0	0	0.0%
Total	5,498,033	3,427,121	14,031,044	14,031,044	6,798,031	-7,233,013	-51.6%

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.
- \$1,406,667 for the new Capital Vehicle Fund for annual replacement of Police cruisers.

An additional \$4,326,000 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.



City of Franklin, Tennessee **FY 2023 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 2023 Operating Budget

Interfund Transfers

Budget Summary	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
TRANSFER TO STREET AID & TRANSPORTATION	250,000	250,000	1,250,000	1,250,000	250,000	(1,000,000)	-80.0%
TRANSFER TO SANITATION	-	900,000	515,680	515,680	-	(515,680)	-100.0%
TRANSFER TO TRANSIT FUND	371,653	777,341	1,565,364	1,565,364	815,364	(750,000)	-47.9%
TRANSFER TO DEBT SERVICE FUND	2,500,000	94,896	-	-	-	-	0.0%
TRANSFER TO CAPITAL IMPROVEMENT BONDS	2,376,380	1,404,884	7,450,000	7,450,000	4,326,000	(3,124,000)	-41.9%
TRANSFER TO CAPITAL VEHICLE FUND			3,250,000	3,250,000	1,406,667	(1,843,333)	-56.7%
Total Operations	5,498,033	3,427,121	14,031,044	14,031,044	6,798,031	(7,233,013)	-51.6%
Capital							
						-	
Total Interfund Transfers	5,498,033	3,427,121	14,031,044	14,031,044	6,798,031	(7,233,013)	-51.6%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 Operating Budget

OTHER SPECIAL FUNDS

The City of Franklin has 15 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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

City Facilities Tax Fund

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	EOY	Budget	EOY	Budget	\$	%
Beginning Fund Balance	15,091,277	10,694,849	11,022,953	11,022,953	13,092,288		
Revenues	3,485,487	3,358,803	3,544,820	2,663,376	3,449,262	-95,558	-2.7%
Expenditures	7,881,915	3,030,699	577,226	594,041	4,757,975	4,180,749	724.3%
Ending Balance	10,694,849	11,022,953	13,990,547	13,092,288	11,783,575		

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 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	15,091,277	10,694,849	11,022,953	11,022,953	13,092,288		
Revenues							
FACILITIES TAXES	3,051,110	2,682,395	2,628,376	2,628,376	3,399,262	770,886	29.3%
INTEREST INCOME	434,377	36,408	50,000	35,000	50,000	-	0.0%
CONTRIBUTIONS - OTHERS	-	640,000	866,444	-	-	(866,444)	-100.0%
Total Available Funds	3,485,487	3,358,803	3,544,820	2,663,376	3,449,262	(95,558)	-2.7%
Expenses							
Total Public Safety General	-	-	63,000	63,000	-	(63,000)	-100.0%
Total Police	1,576	364	-	-	-	-	0.0%
Total Fire	6,183,981	2,977,045	-	16,694	-	-	0.0%
Total Parks	1,515,818	53,291	164,280	164,422	4,052,415	3,888,135	2366.8%
Total SW Collection	180,540	-	349,946	349,925	705,560	355,614	101.6%
Total SW Disposal	-	-	-	-	-	-	0.0%
Total Expenditures	7,881,915	3,030,699	577,226	594,041	4,757,975	4,180,749	724.3%
Ending Fund Balance	10,694,849	11,022,953	13,990,547	13,092,288	11,783,575		

Notes & Objectives

The forecast for FY 2023 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.

Initial FY 2023 City Facilities Tax Fund Appropriations include funding for 2 Parks related capital projects: \$4,000,000 1) Bicentennial Park - \$2,000,000 and 2) Robinson Lake Dam & Park Project - \$2,000,000. A new Mini-Excavator costing \$52,415 is also being recommended for the Parks Department. And two new Side Loading Refuse Packers for Sanitation (cost \$705,560) are being recommended for appropriation.

This budget will likely be revised later 2022.

Regardless of the level of building activity, there is ample fund balance to fund additional capital projects or new equipment for our growing community.



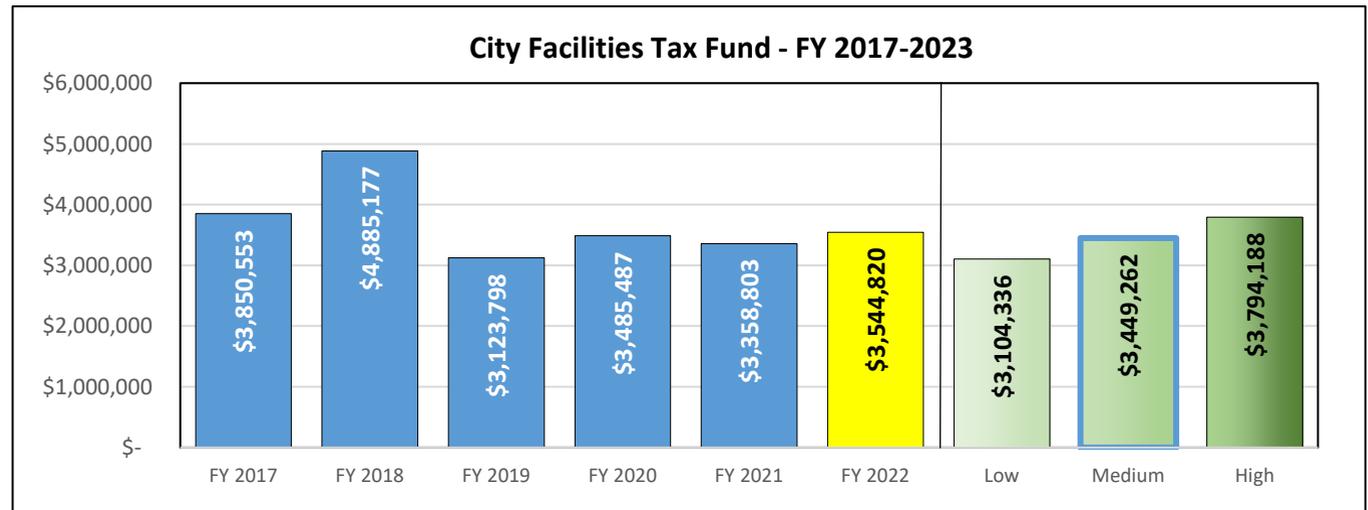
City of Franklin

Revenue Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	1.9%
--------------	---------------------------------	--------------------------------	-------------

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 2023 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 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-21.2%	26.9%	-36.1%	11.6%	-3.6%	5.5%	-12%	-3%	7%	
July	221,540	202,536	140,513	166,390	137,965	138,348	156,410	173,789	191,168	3-yr Average
August	299,262	649,402	337,384	165,263	567,347	218,010	363,358	403,732	444,105	\$ 3,322,696
September	242,795	635,277	367,428	131,262	106,988	256,536	267,075	296,750	326,425	0.4%
October	663,512	437,274	152,305	685,211	192,828	426,434	383,603	426,226	468,849	5-Yr Average
November	176,544	516,609	163,543	514,554	226,319	286,484	287,562	319,514	351,465	\$ 3,740,764
December	432,916	321,669	269,292	151,610	392,660	182,264	282,266	313,629	344,992	-2.0%
January	180,975	222,051	172,649	97,669	284,889	80,110	172,482	191,647	210,811	10-Yr Average
February	575,155	470,643	110,709	169,431	98,466	280,363	256,393	284,881	313,369	\$ 3,440,618
March	372,318	211,194	108,211	232,369	153,528	145,300	193,972	215,524	237,076	-0.2%
April	140,530	282,850	201,792	260,000	192,471	144,370	193,976	215,529	237,081	20-Yr Average
May	119,466	163,847	418,449	104,027	168,569	126,220	175,384	194,872	214,359	\$ 2,613,980
June	439,440	674,690	168,036	373,324	160,365	343,937	326,854	363,171	399,488	2.8%
Interest Income	(13,900)	97,135	513,487	434,377	36,408	50,000	45,000	50,000	55,000	
Contributions from Others					640,000	866,444				
Totals	\$ 3,850,553	\$ 4,885,177	\$ 3,123,798	\$ 3,485,487	\$ 3,358,803	\$ 3,544,820	\$ 3,104,336	\$ 3,449,262	\$ 3,794,188	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2023 Operating Budget

County Facilities Tax Fund

Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	3,958,958	3,673,984	4,498,831	4,498,831	4,251,480		
Revenues	1,000,026	949,847	757,649	752,649	913,002	155,353	20.5%
Expenditures	1,285,000	125,000	1,000,000	1,000,000	600,000	-400,000	100.0%
Ending Balance	3,673,984	4,498,831	4,256,480	4,251,480	4,564,482		

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 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	3,958,958	3,673,984	4,498,831	4,498,831	4,251,480		
Revenues							
COUNTY FACILITY TAX	889,427	935,555	742,649	742,649	898,002	155,353	20.9%
INTEREST INCOME	110,599	14,292	15,000	10,000	15,000	-	0.0%
Total Available Funds	1,000,026	949,847	757,649	752,649	913,002	155,353	20.5%
Expenses							
CAPITAL	1,285,000	125,000	1,000,000	1,000,000	600,000	(400,000)	0.0%
Total Expenditures	1,285,000	125,000	1,000,000	1,000,000	600,000	(400,000)	0.0%
Ending Fund Balance	3,673,984	4,498,831	4,256,480	4,251,480	4,564,482		

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. In FY 2022, \$1,000,000 is allocated for the City's joint efforts to build baseball & softball fields with the Franklin Special School District at Franklin Intermediate School & Popular Grove Elementary School.

Initial FY 2023 funding appropriations include: \$600,000 for City's portion of the finalization of the joint City/F.S.S.D. Ballfield Project at Freedom Intermediate/Popular Grove. More may be proposed for funding as the CIP is further reviewed.



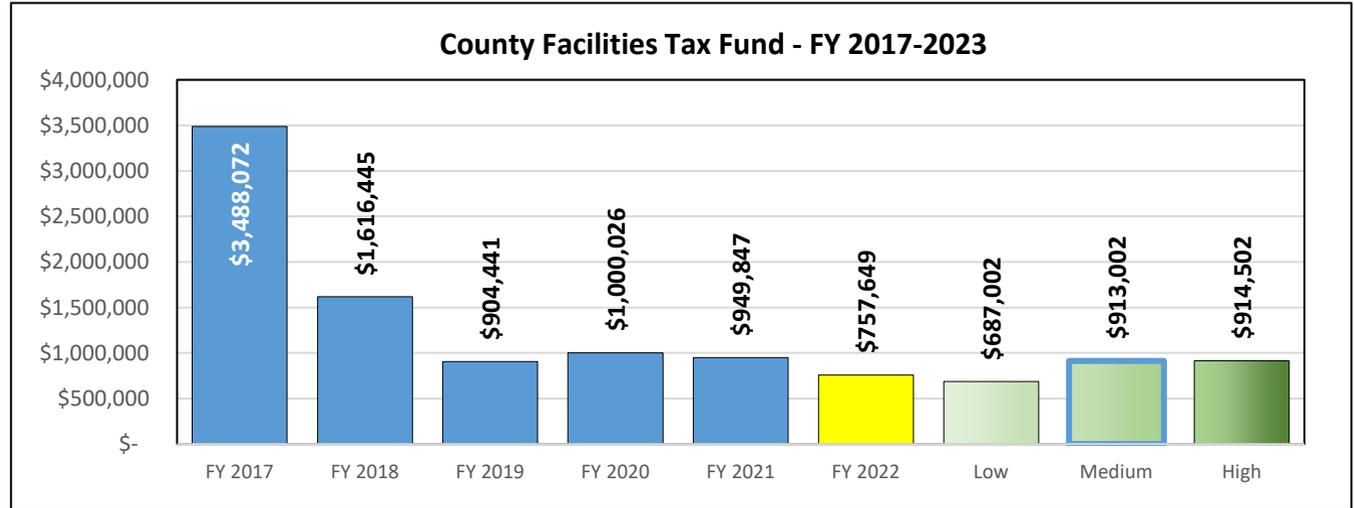
City of Franklin

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 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	n/a	-53.7%	-44.0%	10.6%	-5.0%	-20.2%	-9.3%	20.5%	20.7%	3-yr Average
Tax Collections	-	971,814	759,874	889,427	935,555	742,649	673,502	898,002	898,002	\$ 1,173,637
Transfer from Capital Fund	3,487,056	635,074	-	-	-	-	-	-	-	-6.4%
Interest Income	1,016	9,557	144,567	110,599	14,292	15,000	13,500	15,000	16,500	
Totals	\$ 3,488,072	\$ 1,616,445	\$ 904,441	\$ 1,000,026	\$ 949,847	\$ 757,649	\$ 687,002	\$ 913,002	\$ 914,502	

Source: City of Franklin, *Comprehensive Annual Financial Report - 2017-2021* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2023 Operating Budget

Hotel/Motel Tax Fund

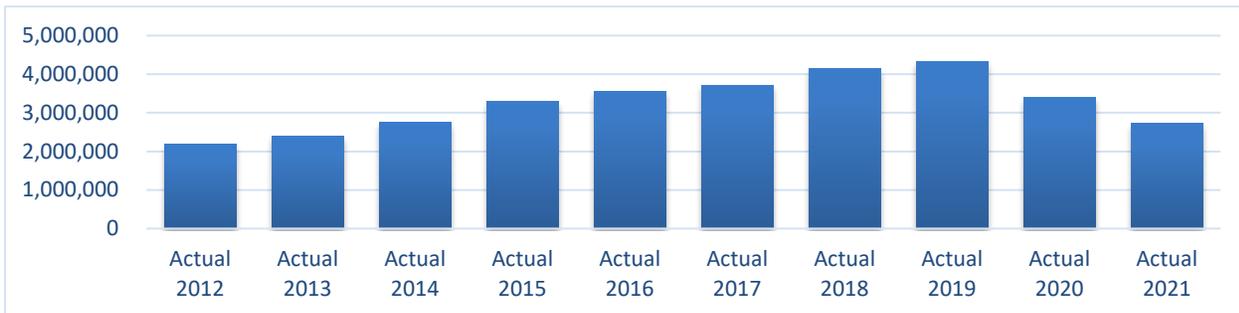
Budget Summary

	2020	2021	2022		2023	2022 v. 2023	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	7,671,058	7,503,829	5,927,371	5,927,371	6,169,378		
Revenues	3,390,805	2,728,865	4,072,342	4,095,607	4,022,351	-49,991	-1.2%
Expenditures	3,558,034	4,305,322	4,048,600	3,853,600	5,193,405	1,144,805	28.3%
Ending Balance	7,503,829	5,927,371	5,951,113	6,169,378	4,998,324		

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.

The Hotel-Motel Fund budget was affected more than any other fund City-wide by COVID-19 caused economic downturn. Revenues dropped in FY 2020 and bottomed in FY 2021. Revenues for the last 10 years are shown below.



The picture has brightened, however in FY 2022. Hotel stays and occupancy rates have rebounded significantly - as shown through January 2022 on the next page.

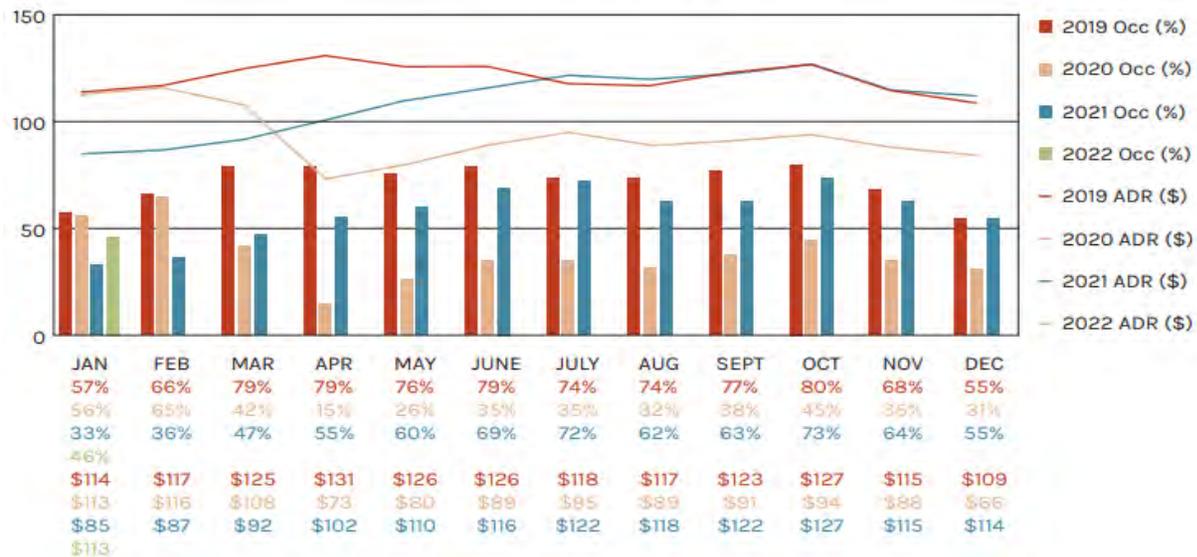


City of Franklin, Tennessee

FY 2023 Operating Budget

Hotel/Motel Tax Fund

MARKET OVERVIEW



It should be noted that average daily rate (ADR) for the month January meets pre-pandemic rates in 2019 and 2020. The occupancy rate for January of 2022 was still below pre-pandemic levels. It should be noted that additional hotel rooms have been added to the total inventory (see chart below).

ROOM INVENTORY

	End of 2019	End of 2020	End of 2021	As of January 2022
Total Hotels	44	47	50	51
Total Rooms	5,319	5,681	6,114	6,285



City of Franklin, Tennessee **FY 2023 Operating Budget**

Organization 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	7,671,058	7,503,829	5,927,371	5,927,371	6,169,378		
Revenues							
HOTEL/MOTEL TAXES	3,138,814	2,575,830	3,542,556	3,542,556	3,613,406	70,850	2.0%
SHORT TERM RENTAL		133,521	-	135,199	-	-	100.0%
TRANSFER FROM G/F	-	-	504,786	504,786	403,945	(100,841)	-20.0%
INTEREST INCOME	251,991	19,514	25,000	(86,934)	5,000	(20,000)	-80.0%
Total Available Funds	3,390,805	2,728,865	4,072,342	4,095,607	4,022,351	(49,991)	-1.2%
Expenses							
CONTRACTUAL SERVICES	19,986	-	-	-	-	-	0.0%
Permits	-	(3,256)	-	-	-	-	0.0%
REPAIR & MAINT. SERVICES	185	677	45,000	-	-	(45,000)	-100.0%
OPERATING SUPPLIES	52,366	-	-	-	100,000	100,000	0.0%
EQUIPMENT <25,000	1,166	-	-	-	-	-	0.0%
INFRASTRUCTURE <100,000	31,899	-	-	-	-	-	0.0%
COOL SPRINGS CONF. CENT.	(133,558)	296,667	150,000	-	-	(150,000)	-100.0%
DEBT SERVICE	12,799	-	-	-	-	-	0.0%
CONTRACTED SERVICES	1,004,428	1,048,577	1,080,243	1,080,243	934,609	(145,634)	-13.5%
TRANSFER TO DEBT SERV. FUND	1,092,153	1,281,521	1,019,071	1,019,071	1,017,451	(1,620)	-0.2%
TRANSFER TO CAPITAL PROJECTS	1,054,870	1,466,850	1,250,000	1,250,000	2,737,500	1,487,500	0.0%
LAND ACQUISITION	214,286	214,286	214,286	214,286	-	(214,286)	-100.0%
BUILDING IMPROVEMENTS	-	-	290,000	290,000	-	(290,000)	-100.0%
PARKS & RECREATION FACILITIES	137,674	-	-	-	403,845	403,845	0.0%
MACHINERY & EQUIPMENT	69,780	-	-	-	-	-	0.0%
Total Expenditures	3,558,034	4,305,322	4,048,600	3,853,600	5,193,405	1,144,805	28.3%
Ending Fund Balance	7,503,829	5,927,371	5,951,114	6,169,378	4,998,324		

Notes & Objectives

Aside from obligations the City has made to service debt, pay for land acquisitions, and provide funding for the CVB, the Hotel/Motel fund has historically been used to provide for supplies and materials for special events and tourism and sustain ongoing capital project commitments. This year two projects comprise the contribution to the Capital Projects Fund:

- \$537,500 for the joint ballfield project with Franklin Special School District
- \$2,200,000 for renovations to the Main Barn at Harlinsdale Park

This list will be revised and amended as Fiscal Year 2023 evolves.

Finally, two other expenses are included in this budget: \$100,000 for a vehicle management system to be deployed to manage traffic on city streets during major events and \$403,845 for the renovation of Eastern Flank Event Center, to be paid for through American Rescue Plan Act monies.



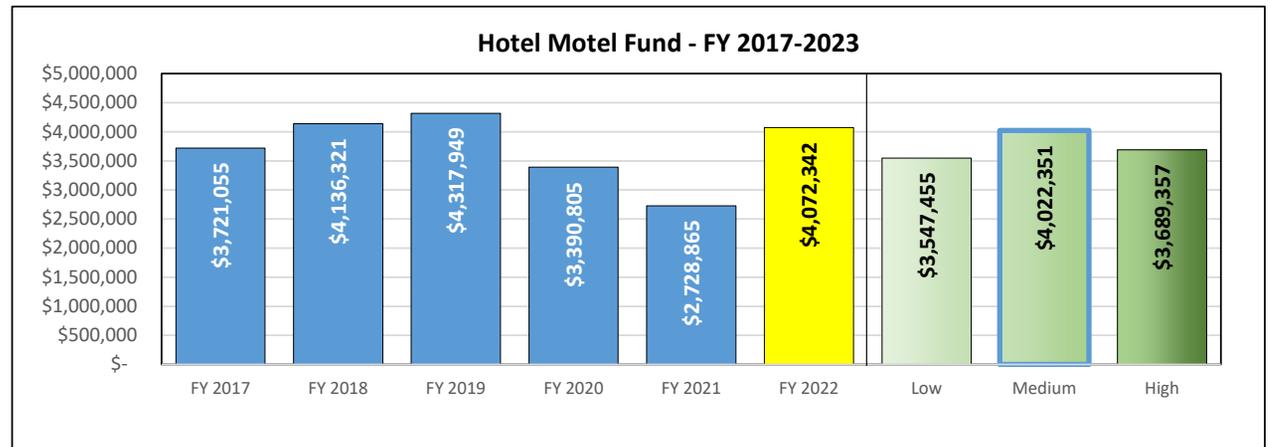
City of Franklin

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 are recovering quicker than anticipated.



	Actual					Budget	Forecasts (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	4.4%	11.2%	4.4%	-21.5%	-19.5%	49.2%	-12.9%	-1.2%	-9.4%	
July	359,016	553,391	403,079	358,441	269,777	431,234	431,234	439,858	448,483	3-yr Average
August	299,477	338,006	321,258	335,061	138,563	362,711	362,711	369,965	377,219	\$ 3,479,206
September	335,101	375,008	367,331	379,962	165,973	380,863	380,863	388,480	396,097	-7.2%
October	357,048	387,305	406,690	420,494	209,657	456,288	456,288	465,414	474,540	5-Yr Average
November	276,090	324,040	294,609	318,100	138,935	348,852	348,852	355,829	362,806	\$ 3,658,999
December	214,176	248,608	236,852	261,294	139,075	307,470	307,470	313,619	319,768	-5.1%
January	222,664	225,619	259,796	276,512	136,507	272,493	272,493	277,943	283,393	10-Yr Average
February	255,252	279,126	270,769	319,269	145,247	180,755	180,755	184,371	187,986	\$ 3,315,566
March	341,392	376,573	393,635	201,971	228,613	216,008	216,008	220,328	224,649	-1.8%
April	331,685	362,495	393,281	37,682	270,729	191,894	191,894	195,732	199,569	20-Yr Average
May	353,139	372,611	372,591	75,021	335,339	196,860	196,860	200,797	204,734	\$ 2,243,633
June	365,549	254,913	383,344	155,008	397,414	197,128	197,128	201,070	205,013	1.1%
Short Term Rental Tax					133,521					
Interest Income	10,466	38,626	214,714	251,991	19,514	25,000	4,900	5,000	5,100	
American Rescue Plan Act	0		0		-	504,786	-	403,945	-	
Totals	\$ 3,721,055	\$ 4,136,321	\$ 4,317,949	\$ 3,390,805	\$ 2,728,865	\$ 4,072,342	\$ 3,547,455	\$ 4,022,351	\$ 3,689,357	

Source: City of Franklin, *Comprehensive Annual Financial Reports - 1990-2021* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 Operating Budget

Debt Service Fund

Budget Summary

	2020 Actual	2021 Actual	2022 Budget	2022 EOY	2023 Budget	2022 v. 2023	
						\$	%
Beginning Fund Balance	372,887	804,607	937,169	937,169	966,636		
Revenues	56,701,953	15,452,370	16,129,404	16,129,404	15,819,619	-309,785	-1.92%
Expenditures	56,270,233	15,319,808	16,099,937	16,099,937	15,719,619	-380,318	-2.36%
Ending Balance	804,607	937,169	966,636	966,636	1,066,636		

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 had planned to issue additional debt to support the City's Capital Investment Program in FY 2022. Due to a variety of factors, however, the timing of the issuance will likely result in the issuance of an intent resolution first and a formal issuance in FY 2023. As a result, the budget shown herein is not reflective of any issuance or servicing costs.

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 2021)
\$21,190,144,675
 1.75% of Full Value:
\$ 370,827,532
 Current Bonded Debt (all funds)
\$ 289,543,504
 As % of Full Value 1.37%

Measure: Favorable

2) Direct Debt of Operating Revenues of less than or equal to 3x

FY 2022 Operating Revenues (All Funds):
\$ 169,237,961
 3x FY 2022 Operating Revenues
\$ 507,713,883
 Current Bonded Debt (all funds)
\$ 289,543,504
 Direct Debt as x of Operating Revenues
1.7

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)
\$ 131,943,722
 Gov. Funds Debt Service as % of Gov.
 Funds Expenditures
12.2%

Measure: Favorable



City of Franklin, Tennessee **FY 2023 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 2023 Operating Budget

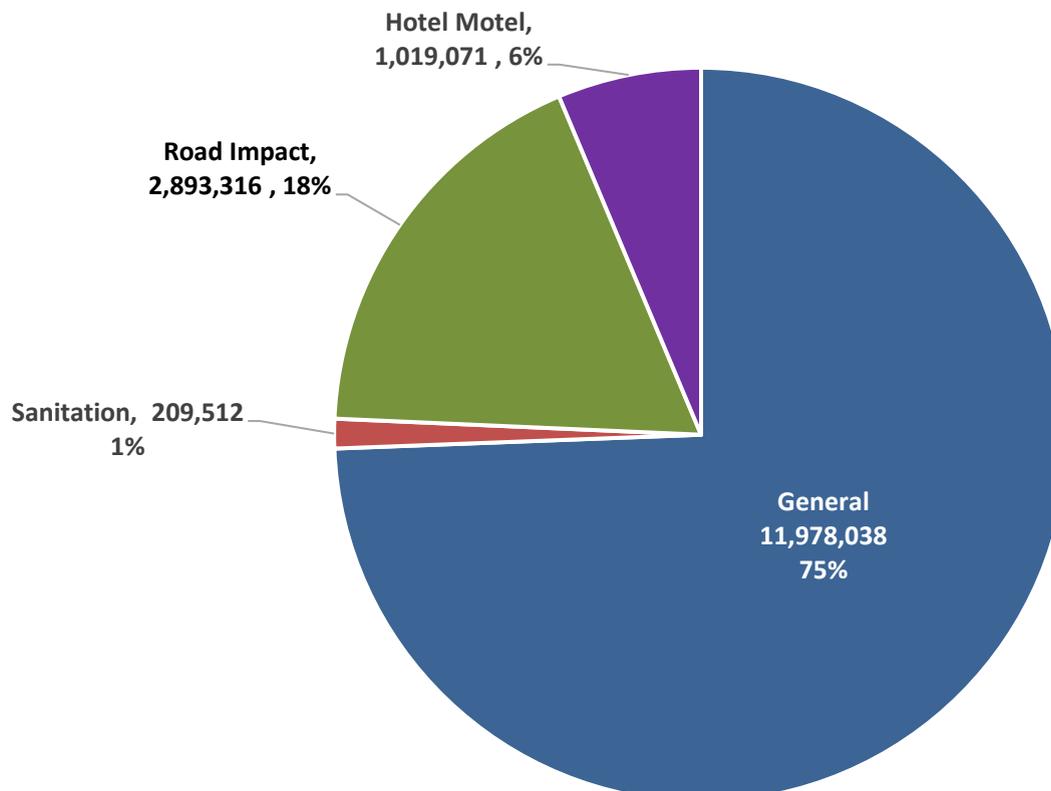
Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	372,887	804,607	937,169	937,169	966,636		
Revenues							
TOTAL LOCAL TAXES	10,958,447	10,918,504	11,782,505	11,782,505	11,408,665	(373,840)	-3.2%
TOTAL INTERGOVERNMENTAL	333,953	-	-	-	-	-	0.0%
TOTAL USE OF MONEY & PROPE	7,222,662	17,914	25,000	25,000	100,000	75,000	300.0%
TOTAL OTHER REVENUE	38,186,891	4,515,952	4,321,899	4,321,899	4,310,955	(10,945)	-0.3%
Total Available Funds	56,701,953	15,452,370	16,129,404	16,129,404	15,819,619	(309,785)	-1.9%
Expenses (Debt Service by Fund)							
Debt Issuance/Refinancing	38,316,818	0	0	0	-	-	0.0%
General	13,944,158	11,098,753	11,978,038	11,978,038	11,608,665	(369,373)	-3.1%
Sanitation	208,255	209,081	209,512	209,512	209,186	(327)	-0.2%
Road Impact	2,707,090	2,730,453	2,893,316	2,893,316	2,884,346	(8,970)	-0.3%
Hotel Motel	1,093,911	1,281,521	1,019,071	1,019,071	1,017,422	(1,648)	-0.2%
Total Expenditures	56,270,233	15,319,808	16,099,937	16,099,937	15,719,619	(380,318)	-2.4%
Ending Fund Balance	804,607	937,169	966,636	966,636	1,066,636		

Notes & Objectives

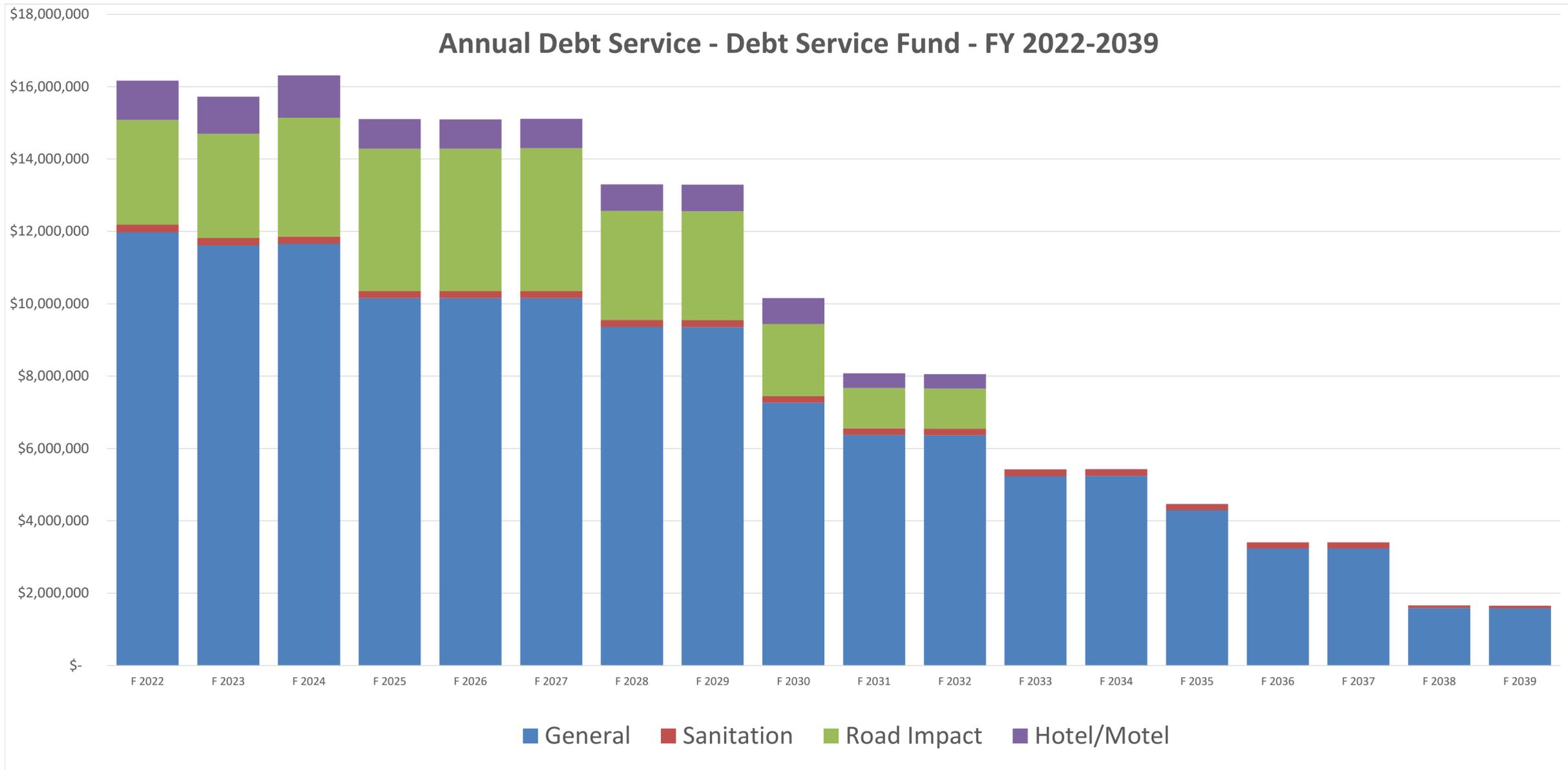
The Debt Service Fund for FY 2023 includes all currently issued G.O. Bonds, including the most recent issue 2019A-B and 2019C-E Refunding Bonds.

Below is FY 2023 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 2022-2039. 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.

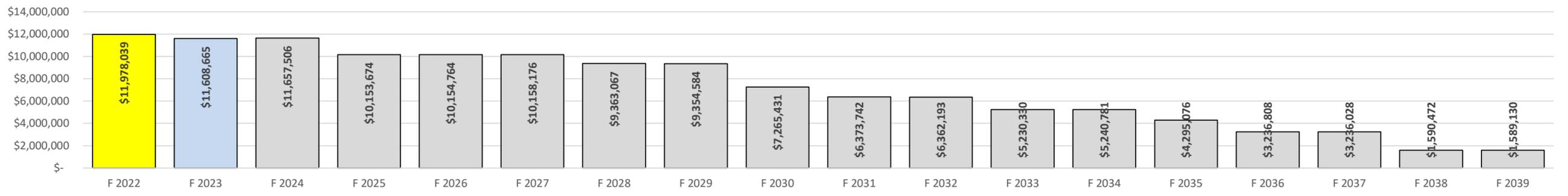




Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2022	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	Balance (2029-2039)	Total Outstanding (2023-2039)
PRINCIPAL											
Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)	2010	\$ 10,451,700	\$ 888,300	\$ 926,100	\$ 963,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,890,000
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	\$ 9,225,000	\$ 653,950	\$ 668,300	\$ 682,650	\$ 697,000	\$ 711,350	\$ 725,700	\$ -	\$ -	\$ 3,485,000
Bonds 2013 - \$10m (Pension Bonds)	2013	\$ 10,000,000	\$ 1,060,000	\$ 1,090,000	\$ 1,125,000	\$ -	\$ -	\$ -	\$ -	\$ 2,685,000	\$ 4,900,000
Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)	2013	\$ 7,405,000	\$ 340,000	\$ 350,000	\$ 355,000	\$ 365,000	\$ 375,000	\$ 385,000	\$ 400,000	\$ 9,261,950	\$ 11,491,950
Bonds 2015 - \$15m (Various)	2015	\$ 14,925,000	\$ 631,825	\$ 661,675	\$ 696,500	\$ 726,350	\$ 756,200	\$ 786,050	\$ 810,925	\$ 18,679,030	\$ 23,116,730
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	\$ 21,848,400	\$ 826,000	\$ 863,760	\$ 906,240	\$ 925,120	\$ 972,320	\$ 1,019,520	\$ 1,071,440	\$ 28,325,810	\$ 34,084,210
Bonds 2019A - \$29.585 m Roads/Equipment	2019	\$ 29,585,000	\$ 1,393,890	\$ 1,460,950	\$ 1,168,760	\$ 1,221,450	\$ 1,283,720	\$ 1,345,990	\$ 1,422,630	\$ 18,037,230	\$ 25,940,730
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 14,911,000	\$ 1,300,000	\$ 1,361,750	\$ 1,426,750	\$ 1,498,250	\$ 1,573,000	\$ 1,647,750	\$ 1,725,750	\$ 7,590,550	\$ 16,823,800
Bonds 2019C - Refunding Bonds \$29.245M	2019	\$ 29,245,000	\$ 182,750	\$ 182,750	\$ 612,750	\$ 1,307,200	\$ 1,369,550	\$ 1,449,100	\$ 1,694,200	\$ 5,777,050	\$ 12,392,600
Bonds 2019D - Taxable Refunding Bonds	2019	\$ 2,305,000	\$ 208,050	\$ 213,750	\$ 216,600	\$ 219,450	\$ 225,150	\$ 230,850	\$ -	\$ -	\$ 1,105,800
PRINCIPAL		\$ 193,832,350	\$ 7,484,765	\$ 7,779,035	\$ 8,154,150	\$ 6,959,820	\$ 7,266,290	\$ 7,589,960	\$ 7,124,945	\$ 45,178,310	\$ 90,052,510
INTEREST											
Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)	2010	2.0% - 4.0%	\$ 101,493	\$ 65,961	\$ 28,917	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,878
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	\$ 88,159	\$ 74,231	\$ 59,996	\$ 45,455	\$ 30,609	\$ 15,457	\$ -	\$ -	\$ 225,748
Bonds 2013 - \$10m (Pension Bonds)	2013	1.0% - 3.5%	\$ 106,600	\$ 74,800	\$ 39,375	\$ -	\$ -	\$ -	\$ -	\$ 345,900	\$ 460,075
Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)	2013	2.0% - 4.0%	\$ 166,818	\$ 158,318	\$ 149,568	\$ 140,693	\$ 131,203	\$ 120,890	\$ 107,800	\$ 1,199,985	\$ 2,008,457
Bonds 2015 - \$15m (Various)	2015	3.0% - 5.0%	\$ 431,372	\$ 399,781	\$ 366,697	\$ 331,872	\$ 302,818	\$ 272,570	\$ 248,989	\$ 3,441,683	\$ 5,364,410
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	\$ 809,150	\$ 767,850	\$ 724,662	\$ 706,537	\$ 660,281	\$ 611,665	\$ 560,689	\$ 6,619,006	\$ 10,650,689
Bonds 2019A - \$29.585 m Roads/Equipment	2019	2.72%	\$ 1,172,448	\$ 1,102,754	\$ 1,029,706	\$ 971,268	\$ 910,196	\$ 846,010	\$ 778,710	\$ 4,122,083	\$ 9,760,727
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 617,338	\$ 552,338	\$ 484,250	\$ 412,913	\$ 338,000	\$ 259,350	\$ 176,963	\$ 666,058	\$ 2,889,871
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ 607,332	\$ 598,195	\$ 589,057	\$ 558,420	\$ 493,060	\$ 424,582	\$ 352,127	\$ 575,383	\$ 3,590,823
Bonds 2019D - Taxable Refunding Bonds	2019		\$ 26,620	\$ 22,459	\$ 18,184	\$ 13,852	\$ 9,463	\$ 4,848	\$ -	\$ -	\$ 68,808
Bonds 2022 - To be issued	2022	TBD	\$ 353,000							\$ -	\$ -
INTEREST			\$ 4,480,330	\$ 3,816,686	\$ 3,490,412	\$ 3,181,010	\$ 2,875,630	\$ 2,555,372	\$ 2,225,278	\$ 8,485,049	\$ 26,629,435
PAYING AGENT & OTHER DEBT FEES											
Various			\$ 12,944	\$ 12,944	\$ 12,944	\$ 12,844	\$ 12,844	\$ 12,844	\$ 12,844	\$ 222,432	\$ 299,696
PAYING AGENT & OTHER DEBT FEES			\$ 12,944	\$ 12,944	\$ 12,944	\$ 12,844	\$ 12,844	\$ 12,844	\$ 12,844	\$ 111,216	\$ 188,480
			\$ 11,978,039	\$ 11,608,665	\$ 11,657,506	\$ 10,153,674	\$ 10,154,764	\$ 10,158,176	\$ 9,363,067	\$ 53,774,575	\$ 116,870,425
TOTAL EXPENDITURES			\$ 11,978,039	\$ 11,608,665	\$ 11,657,506	\$ 10,153,674	\$ 10,154,764	\$ 10,158,176	\$ 9,363,067	\$ 53,774,575	\$ 116,870,425

Annual Debt Service - General Fund - FY 2022-2039



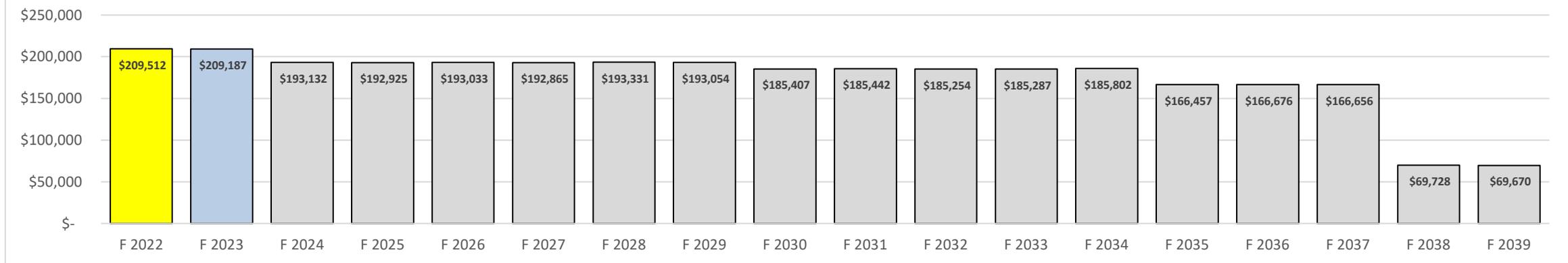


City of Franklin, Tennessee
FY 2023 Operating Budget

Debt Service Fund - Sanitation Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2022	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	Balance (2029-2039)	Total Outstanding (2023-2039)
PRINCIPAL											
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	\$ 1,271,600	\$ 49,000	\$ 51,240	\$ 53,760	\$ 54,880	\$ 57,680	\$ 60,480	\$ 63,560	\$ 717,920	\$ 1,059,520
Bonds 2019A - \$29.585m	2019	\$ 1,600,000	\$ 61,110	\$ 64,050	\$ 51,240	\$ 53,550	\$ 56,280	\$ 59,010	\$ 62,370	\$ 711,270	\$ 1,057,770
PRINCIPAL		\$ 4,871,600	\$ 110,110	\$ 115,290	\$ 105,000	\$ 108,430	\$113,960	\$119,490	\$125,930	\$1,429,190	\$ 2,117,290
INTEREST											
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	\$ 48,000	\$ 45,550	\$ 42,988	\$ 41,913	\$ 39,169	\$ 36,285	\$ 33,261	\$ 153,502	\$ 392,669
Bonds 2019 - \$29.585m	2019		\$ 51,402	\$ 48,346	\$ 45,144	\$ 42,582	\$ 39,904	\$ 37,090	\$ 34,140	\$ 176,742	\$ 423,948
INTEREST			\$ 99,402	\$ 93,897	\$ 88,132	\$ 84,495	\$ 79,073	\$ 73,375	\$ 67,401	\$ 330,244	\$ 816,617
TOTAL EXPENDITURES			\$ 209,512	\$ 209,187	\$ 193,132	\$ 192,925	\$193,033	\$192,865	\$193,331	\$1,759,434	\$ 2,933,907

Annual Debt Service - Sanitation Fund - FY 2022-2039

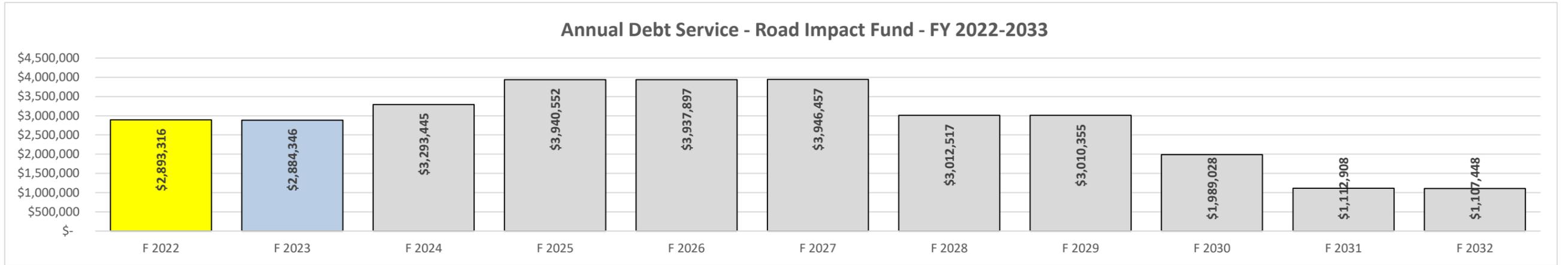




City of Franklin, Tennessee
FY 2023 Operating Budget

Debt Service Fund - Road Impact Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2022	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	Balance (2029-2032)	Total Outstanding (2023-2032)
PRINCIPAL											
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	\$ 11,475,000	\$ 813,450	\$ 831,300	\$ 849,150	\$ 867,000	\$ 884,850	\$ 902,700	\$ -	\$ 6,608,040	\$ 10,943,040
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 7,937,240	\$ 692,000	\$ 724,870	\$ 759,470	\$ 797,530	\$ 837,320	\$ 877,110	\$ 918,630	\$ 13,216,080	\$ 18,131,010
Bonds 2019C - Refunding Bonds \$29.245M	2019	\$ 29,245,000	\$ 178,500	\$ 178,500	\$ 598,500	\$ 1,276,800	\$ 1,337,700	\$ 1,415,400	\$ 1,654,800	\$ 12,250,740	\$ 18,712,440
Bonds 2019D - Taxable Refunding Bonds	2019	\$ 2,305,000	\$ 156,950	\$ 161,250	\$ 163,400	\$ 165,550	\$ 169,850	\$ 174,150	\$ -	\$ 6,608,040	\$ 7,442,240
PRINCIPAL		\$ 28,724,000	\$ 1,840,900	\$ 1,895,920	\$ 2,370,520	\$ 3,106,880	\$ 3,229,720	\$ 3,369,360	\$ 2,573,430	\$ 6,608,040	\$ 23,153,870
INTEREST											
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	\$ 109,662	\$ 92,336	\$ 74,629	\$ 56,542	\$ 38,075	\$ 19,228	\$ -	\$ 610,269	\$ 891,079
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 328,614	\$ 294,014	\$ 257,770	\$ 219,797	\$ 179,920	\$ 138,054	\$ 94,199	\$ 1,220,538	\$ 2,404,291
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ 593,208	\$ 584,283	\$ 575,358	\$ 545,433	\$ 481,593	\$ 414,708	\$ 343,938	\$ 1,172,271	\$ 4,117,584
Bonds 2019D - Taxable Refunding Bonds	2019		\$ 20,082	\$ 16,943	\$ 13,718	\$ 10,450	\$ 7,139	\$ 3,657	\$ -	\$ 610,269	\$ 662,176
INTEREST			\$ 1,051,566	\$ 987,576	\$ 921,475	\$ 832,222	\$ 706,727	\$ 575,647	\$ 438,137	\$ 610,269	\$ 5,072,052
PAYING AGENT & OTHER DEBT FEES											
Various			\$ 850	\$ 850	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 950	\$ 2,860	\$ 10,460
PAYING AGENT & OTHER DEBT FEES			\$ 850	\$ 850	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 950	\$ 1,430	\$ 9,030
TOTAL EXPENDITURES			\$ 2,893,316	\$ 2,884,346	\$ 3,293,445	\$ 3,940,552	\$ 3,937,897	\$ 3,946,457	\$ 3,012,517	\$ 3,010,355	\$ 7,219,739

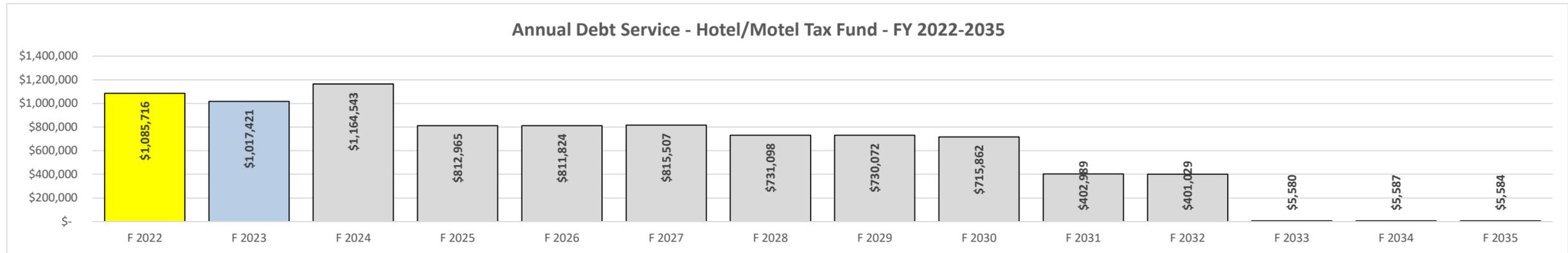




City of Franklin, Tennessee
FY 2023 Operating Budget

Debt Service Fund - Hotel / Motel Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2022	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	Balance (2029-2035)	Total Outstanding (2022-2035)
PRINCIPAL											
Bonds 2005 - \$4.5m (Country Club) - 55%	2005	\$ 2,475,000	\$ -	\$ -	\$ -	\$ -				\$ -	\$ -
Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	\$ 6,138,300	\$ 521,700	\$ 543,900	\$ 566,100	\$ -				\$ 33,050	\$ 1,143,050
Bonds 2012 - \$22.5m Refunding	2009 / 2012 (Refund)	\$ 1,800,000	\$ 127,600	\$ 130,400	\$ 133,200	\$ 136,000	\$ 138,800	\$ 141,600		\$ 2,059,460	\$ 2,739,460
Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)	2015	\$ 75,000	\$ 3,175	\$ 3,325	\$ 3,500	\$ 3,650	\$ 3,800	\$ 3,950	\$ 4,075	\$ 2,059,460	\$ 2,081,760
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 91,760	\$ 8,000	\$ 8,380	\$ 8,780	\$ 9,220	\$ 9,680	\$ 10,140	\$ 10,620	\$ 4,085,870	\$ 4,142,690
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ 63,750	\$ 63,750	\$ 213,750	\$ 456,000	\$ 477,750	\$ 505,500	\$ 591,000	\$ 4,074,710	\$ 6,382,460
PRINCIPAL		\$ 16,259,810	\$ 724,225	\$ 749,755	\$ 925,330	\$ 604,870	\$ 630,030	\$ 661,190	\$ 605,695	\$ 2,059,460	\$ 6,236,330
INTEREST											
Bonds 2005 - \$4.5m (Country Club) - 55%	2005	Variable	\$ -	\$ -	\$ -	\$ -				\$ -	\$ -
Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	2.0% - 4.0%	\$ 59,607	\$ 38,739	\$ 16,983	\$ -				\$ 4,850	\$ 60,572
Bonds 2012 - \$22.5m Refunding	2009 / 2012 (Refund)	2.13%	\$ 17,202	\$ 14,484	\$ 11,706	\$ 8,869	\$ 5,973	\$ 3,016		\$ 205,565	\$ 249,613
Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)	2015	3.0% - 5.0%	\$ 2,168	\$ 2,009	\$ 1,843	\$ 1,668	\$ 1,522	\$ 1,370	\$ 1,251	\$ 205,565	\$ 215,227
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 3,799	\$ 3,399	\$ 2,980	\$ 2,541	\$ 2,080	\$ 1,596	\$ 1,089	\$ 406,838	\$ 420,523
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ -	\$ 208,823	\$ 205,485	\$ 194,798	\$ 171,998	\$ 148,110	\$ 122,835	\$ 406,280	\$ 1,458,327
INTEREST			\$ 361,281	\$ 267,453	\$ 238,997	\$ 207,876	\$ 181,572	\$ 154,092	\$ 125,175	\$ 205,565	\$ 1,380,730
PAYING AGENT & OTHER DEBT FEES											
Various			\$ 210	\$ 213	\$ 216	\$ 219	\$ 222	\$ 225	\$ 228	\$ 3,360	\$ 4,683
PAYING AGENT & OTHER DEBT FEES			\$ 210	\$ 213	\$ 216	\$ 219	\$ 222	\$ 225	\$ 228	\$ 1,680	\$ 3,003
TOTAL EXPENDITURES			\$ 1,085,716	\$ 1,017,421	\$ 1,164,543	\$ 812,965	\$ 811,824	\$ 815,507	\$ 731,098	\$ 2,266,705	\$ 7,620,063



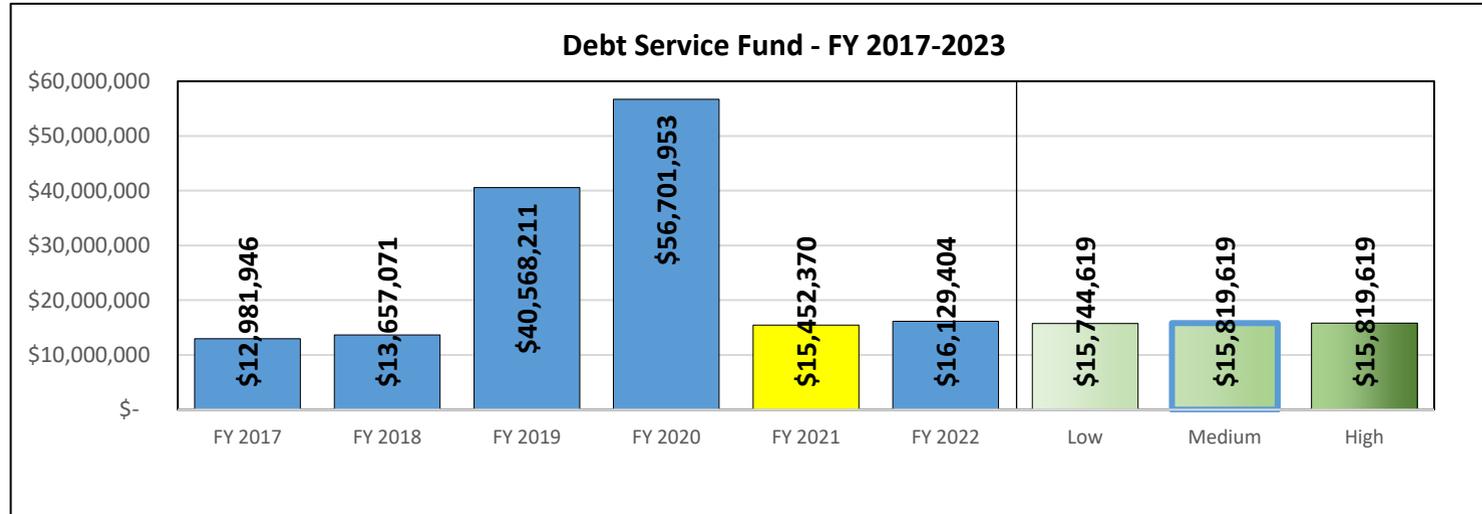


City of Franklin

Revenue Model

Fund:	Debt Service Fund	Percent of All Revenues	8.6%
--------------	--------------------------	--------------------------------	-------------

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 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
PROPERTY TAXES COLLECTED	6,710,855	8,505,949	8,661,198	10,958,447	10,918,504	11,782,505	11,408,665	11,408,665	11,408,665	3-yr Average
REBATE ON BAB / RZEDB	846,359	843,028	818,444	333,953	0	0	-	-	-	\$ 37,574,178
INTEREST INCOME	4,355	16,390	108,247	142,438	17,914	25,000	25,000	100,000	100,000	-19.6%
BOND PROCEEDS	0	0	22,940,000	31,550,000	0	0	-	-	-	5-Yr Average
PREMIUMS ON BONDS	0	0	3,870,894	7,080,224	0	0	-	-	-	\$ 27,872,310
TRANSFER FROM GENERAL FUND	792,914	0	0	2,500,000	94,896	0	-	-	-	-8.9%
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	\$ 21,843,497
TRANSFER FROM SOLID WASTE	618,054	273,390	96,930	208,317	209,081	209,512	209,186	209,186	209,186	-5.9%
TRANSFER FROM ROAD IMPACT	2,689,493	2,699,646	2,755,143	2,636,421	2,730,454	2,893,316	2,884,346	2,884,346	2,884,346	
TRANSFER FROM HOTEL/MOTEL	1,119,916	1,118,668	1,117,355	1,092,153	1,281,521	1,019,071	1,017,422	1,017,422	1,017,422	
Totals	\$ 12,981,946	\$ 13,657,071	\$ 40,568,211	\$ 56,701,953	\$ 15,452,370	\$ 16,129,404	\$ 15,744,619	\$ 15,819,619	\$ 15,819,619	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2021 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

Parkland Dedication Fund

Budget Summary

	2020 Actual	2021 EOY	2022		2023 Budget	2022 v. 2023	
			Budget	EOY		\$	%
Beginning Fund Balance	8,005,878	8,236,553	7,550,661	7,550,661	8,661,661		
Revenues	1,757,183	825,958	1,044,768	1,486,000	1,139,574	94,806	9.1%
Expenditures	1,526,508	1,511,850	375,000	375,000	4,500,000	4,125,000	1100.0%
Ending Balance	8,236,553	7,550,661	8,220,429	8,661,661	5,301,235		

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 2023 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 2023 Operating Budget

Budget

	Actual 2020	Actual 2021	Budget 2022	EOY 2022	Budget 2023	Difference	
						\$	%
Beginning Fund Balance	8,005,878	8,236,553	7,550,661	7,550,661	8,661,661		
Revenues							
In Lieu of Parkland Receipts	1,464,200	800,544	1,024,768	1,517,000	1,134,574	109,806	10.7%
Interest Income	292,983	25,414	20,000	(31,000)	5,000	(15,000)	-75.0%
Total Available Funds	1,757,183	825,958	1,044,768	1,486,000	1,139,574	94,806	9.1%
Expenses (Operations)							
Transfer to Capital Projects	1,526,508	1,511,850	375,000	375,000	4,500,000	4,125,000	1100.0%
Total Expenditures	1,526,508	1,511,850	375,000	375,000	4,500,000	4,125,000	1100.0%
Ending Fund Balance	8,236,553	7,550,661	8,220,429	8,661,661	5,301,235		

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 was 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. FY 2022 expenses are for Liberty Park Improvements.

For FY 2023 the proposed appropriation of \$4,500,000 is for three Parks projects already approved in the FY 2022-2031 Capital Investment Program: 1) \$3,500,000 for Liberty Park Improvements, 2) \$200,000 for Thompson Alley Park, and 3) \$800,000 for Bicentennial Park. This list and these amounts may be refined later in 2022.



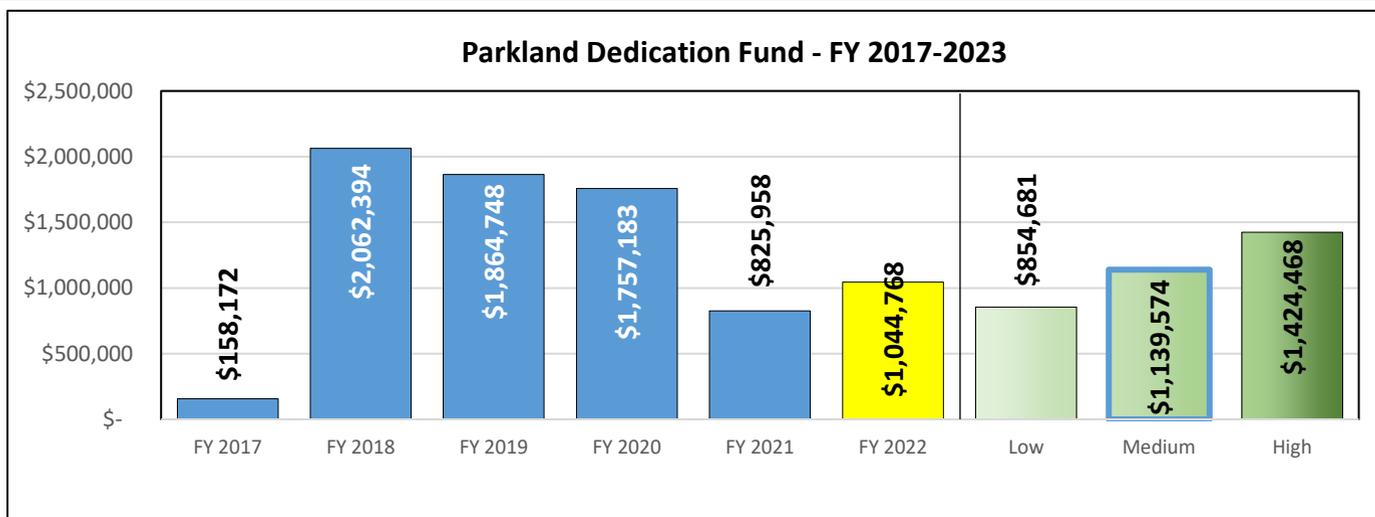
City of Franklin

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 2023 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



	Actual					Budget	Forecast (FY 2023)			Averages
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Low	Medium	High	
% yr/yr.	-91.8%	1203.9%	-9.6%	-5.8%	-53.0%	26.5%	3.5%	38.0%	72.5%	
In Lieu of Parkland Receipts	137,454				0	1,024,768	850,931	1,134,574	1,418,218	3-yr Average
Quadrant 1		1,188,552	713,244	1,411,712	383,056	0				\$ 1,482,630
Quadrant 2		88,008	178,218	0	292,672	0				-14.8%
Quadrant 3		157,110	448,230	0	4,304	0				5-Yr Average
Quadrant 4		576,386	55,080	52,488	120,512	0				\$ 1,333,691
Interest Income	20,718	52,338	241,394	292,983	25,414	20,000	3,750	5,000	6,250	-20.0%
Transfers from General Fund	-	-	228,582		-	-	-	-	-	
Totals	\$ 158,172	\$ 2,062,394	\$ 1,864,748	\$ 1,757,183	\$ 825,958	\$ 1,044,768	\$ 854,681	\$ 1,139,574	\$ 1,424,468	

Source: City of Franklin, *Comprehensive Annual Financial Reports - 2015-2021* & Estimates from Finance & Revenue Management Departments.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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 2023 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 2022-2031 & *Invest Franklin*
 - Appendix C – Impacts of Capital Improvements on FY 2023 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 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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 2023 Budget**



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 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 \$40.8 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately \$26.6 million is assigned to Operations and \$14.2 million to Capital.

Of the \$26.6 million assigned to Operations:

1. \$6.1 million in the General Fund is assigned as follows: a) Approximately \$1.8 Million for various equipment and improvement needs including routine machinery & equipment, computer hardware and fiber optic purchases and b) \$4.326 million transfer to Capital Projects Fund to fund a variety of ongoing approved CIP projects. Many of these are detailed in Appendix B.
2. \$4.5 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.
3. \$4.77 million from the Road Impact Fund transferred to the Capital Projects Fund to continue work on CIP approved projects, including \$3,000,000 for East McEwen Phase 4, \$1,375,000 for Jordan Road (Collector Area 1) and \$392,500 for Church Street Design work (half from Collector Area 1 and half from Collector Area 2)
4. \$4.0 million from the City Facilities Tax transferred to the Capital Projects Fund to continue work on CIP approved projects, including \$2,000,000 each for work on Bicentennial Park and the Robinson Lake Dam & Park project (related to Southeast Park)
5. \$2.7 million from the Hotel/Motel Fund transferred to the Capital Projects Fund to continue work on CIP approved projects, including \$2.2 million for renovations to the Main Barn at Harlinsdale Farm and \$537,500 for continues work on the joint project for new baseball and softball fields between the City of Franklin and the Franklin Special School District.
6. \$4.5 million from the Parkland Dedication Fund transferred to the Capital Projects Fund to continue work on CIP approved projects, including \$3.5 million for work on Liberty Park, \$800,000 for work on Bicentennial Park and \$200,000 for Thompson Alley Park.



City of Franklin, Tennessee

FY 2023 Operating Budget

Appendices: Capital

Of the \$14.2 million assigned to Capital:

1. \$3.0 million in the General Fund. 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. \$600,000 in the County Facilities Tax for Parks Projects.
3. \$145,052 in the Stormwater Fund for vehicle and equipment replacement.
4. \$1,047,000 in the Sanitation and Environmental Services Fund for three replacement Side Loaders.
5. \$370,000 in the Transit Fund for replacement vehicles.
6. \$9.0 million in the Water /Sewer Fund for various improvements and equipment.

A debt issuance planned for sometime in FY 2023 (late 2022) will provide additional funding for approved CIP projects. Additional cash allocations will likely also be made as projects progress in bidding and construction.



City of Franklin, Tennessee

FY 2023 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS FINANCING & *Invest Franklin*

The City of Franklin regularly engages in updating its ten-year Capital Investment Plan or CIP. An update to the ten-year CIP was presented to the Board of Mayor in Fall 2021 and Spring 2022. Excerpts from the latest presentation (late February 2022) are included herein.



City of Franklin, Tennessee
Board of Mayor and Aldermen

**FY 2022-2031
Capital Investment
Program Update**

BOMA Work Session

February 22, 2022



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Agenda

Financial Model

- Sources of Funding**
- Assumptions of Future Funding**
- Debt Financing**

Project Updates

- Status of Projects**

Discussion



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Financial Model



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Sources:

The 10-year CIP is funded through the following:

General Fund

- Invest Franklin
- Over 45% Fund Balance
- Add'l Sales Taxes
- Add'l Property Taxes

Sanitation Fund

Road Impact Fund

City Facilities Tax Fund

County Facilities Tax Fund

Stormwater Fund

Hotel/Motel Fund

Parkland Dedication Fund

Water Management Fund

Federal/State Grants

Private Contributions

Utility Contributions



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Sources:

General Fund

- Largest single funding source of the CIP
- Four components comprise the estimated 10-year amount:
 - **Capital Funding Account:** This account has two of the four components. The account is a policy designation of the City's fund balance. Approved under Resolution 2014-64, the City's General Fund has a formally adopted policy delineating how our fund balance should be managed. Any amount over 45% can be used to fund capital projects. This includes both the accrued balance of *Invest Franklin* and **General Excess Fund Balance**.



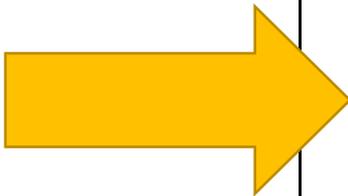
HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Sources: Reserve Breakdown - General Fund - Fund Balance

Fund Name	Required Percentage	Target %	Budget FY21\$	Actual FY 21\$	Budget FY22\$
Reserve (mandated by law)	0%		\$ -	\$ -	\$ -
Undesignated/Unreserved fund	0%		\$ -	\$ -	\$ -
Financial Stabilization Account	33%		\$ 25,397,447	\$ 25,397,447	\$ 27,874,319
Contingency Subaccount		5%	\$ 3,848,098	\$ 3,848,098	\$ 4,223,382
Emergency Subaccount		5%	\$ 3,848,098	\$ 3,848,098	\$ 4,223,382
Cash Flow Stabilization Subaccount		14%	\$ 10,774,675	\$ 10,774,675	\$ 11,825,468
Debt Service Subaccount		3%	\$ 2,308,859	\$ 2,308,859	\$ 2,534,029
Insurance Reserve Subaccount		4%	\$ 3,078,478	\$ 3,078,478	\$ 3,378,705
OPEB* Subaccount		2%	\$ 1,539,239	\$ 1,539,239	\$ 1,689,353
Supplemental Reserve Account					
variance between 33% & 45% =	12%		\$ 9,235,435	\$ 9,235,435	\$ 10,136,116
Capital Funding Account	>45%		\$ 16,958,590	\$ 29,231,048	\$ 25,853,497
Invest Franklin Cash Balance 2017			\$ 2,968,915	\$ 2,968,915	\$ 2,968,915
Invest Franklin Cash Balance 2018			\$ 1,595,720	\$ 1,595,720	\$ 1,595,720
Invest Franklin Cash Balance 2019			\$ 1,594,442	\$ 1,594,442	\$ 1,594,442
Total Invest Franklin Cash Balance			\$ 6,159,077	\$ 6,159,077	\$ 6,159,077
General Capital Funding Account			\$ 10,799,514	\$ 23,071,972	\$ 19,694,420



General Fund Budget Amount = \$ 76,961,962 \$ 76,961,962 \$ 84,467,632
 Net Fund Balance Amount to start year= \$ 51,591,473 \$ 63,863,931 \$ 63,863,931



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Sources:

General Fund

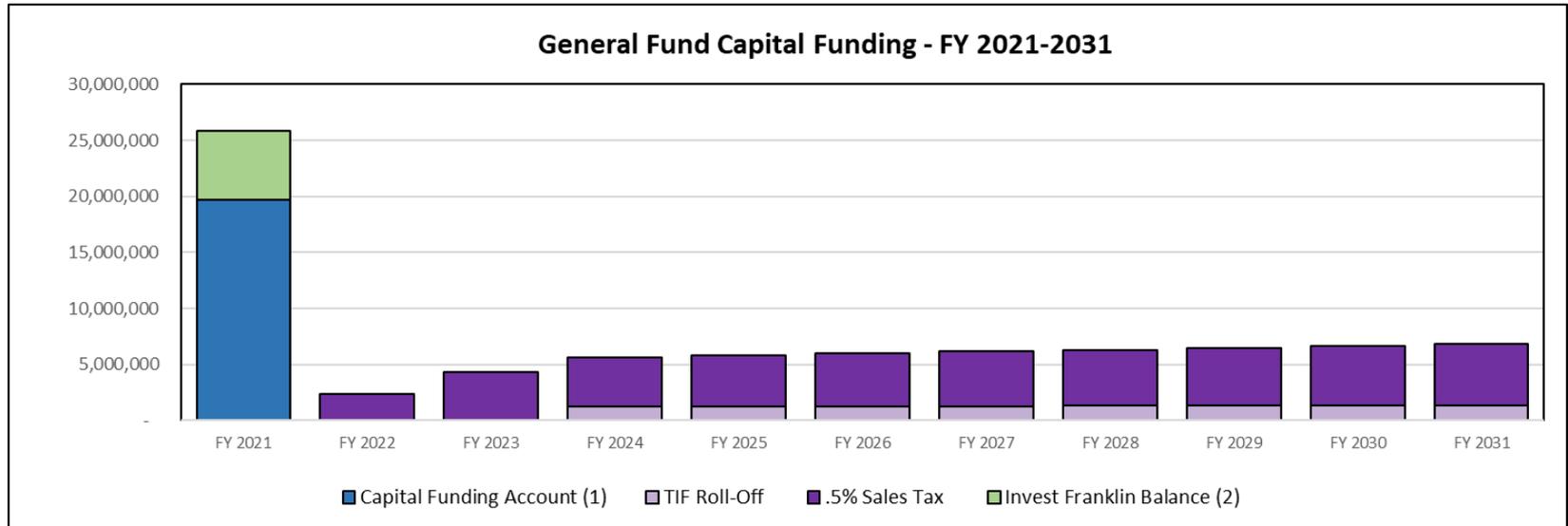
- **½ of the Local Option Sales Tax (.5%)** beginning in FY 2018 which had gone to Williamson County. This amount of money is the City's share of local option sales tax which by mutual agreement and vote went to Williamson County from April 2018-April 2021. The operating and capital financing strategy of the City of Franklin has been to split this additional .5% evenly between operations and capital needs.
- **½ of the Property Tax which had been used to service the debt issued for the Tax Increment Financing District.** The operating and capital financing strategy of the City of Franklin has been to split this additional .5% evenly between operations and capital needs.



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Sources: General Fund



	Totals
Capital Funding Account ⁽¹⁾	19,694,420
Invest Franklin Balance ⁽²⁾	6,159,077
TIF Roll-Off	10,299,563
.5% Sales Tax	46,319,413
Totals	\$ 82,472,473

Overall, we forecast 3% growth per year in “new” funding sources of the local Option Sales Tax and Property Tax now available since the TIF district is paid off. This is prudently conservative given historical trends.



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Assumptions:

Funds with **no assumed revenue in the 10-year forecast:**

- **Sanitation Fund:** Fees only cover operational/equipment needs.
- **Stormwater Fund:** The Board of Mayor and Alderman affirmed several years ago that the revenues generated by Stormwater Fees are for operations of the fund, not for capital projects. As a result, current fees do not generate sufficient fund balance on a recurring balance to fund capital projects.
- **Road Impact Fund:** Although a Major Fund of the City, with an ending fund balance over \$25 million as of June 30, 2021, the fund is used to service debt for previously completed road projects. Because that obligation does not end for another decade, no future collections are assumed available for the CIP. The Cash-in-Hand Balance, however, is used in this model.



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Assumptions:

Development & Tourism Funds:

- **Overall Disclaimer #1:** Revenue forecasts for these funds are ***HIGHLY dependent*** on development and when permits are pulled. We are ***very conservative*** on projecting out the available revenue from these sources.
- **Overall Disclaimer #2:** These funds are NOT used for operations (read: personnel costs), and primarily only for capital projects. As a result, should development slow down or be interrupted, only capital funding is impacted and not operations.
- **Overall Disclaimer #3:** Amounts included within the Capital Financing Model deduct 10% of year-end audited fund balance totals. This is a requirement of the State of Tennessee to have minimum fund balance levels in all funds.



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Assumptions:

Development & Tourism Funds:

- **City Facilities Fund:** Generated since 1988, proceeds from the tax levied on new construction can ONLY be used for Police, Fire, Sanitation and Parks related equipment and capital projects. Avg. \$2.5M per year for the 10-year forecast. Only one year in last ten have collections been under \$2.5 M.
- **County Facilities Fund:** Generated since 2010, this represents our 30% share of the County's Adequate School Facilities Tax. We have generally used this only on projects which have a relationship to a Williamson County School or Facility. \$900K average is inline with collections in the past.



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Assumptions:

Development & Tourism Funds:

- **Hotel/Motel Tax Fund:** Collections here represent 4% occupancy tax levied on all hotel/motel and VRBO stays within Franklin. Historically, projects paid out of Hotel/Motel are related directly to tourism (historic preservation & Parks). There is no legal restriction, however, as to how these funds can be spent. Forecast amounts differ greatly and are NET of all other obligations – debt service & funding support for the CVB
- **Parkland Dedication Fund:** Collected by quadrant, the amount shown after FY 2024 is only the guaranteed 25% of total fees which new agreements much pay the City for use as we determine City-wide. Otherwise, monies are received by quadrant and must be spent in those quadrants.



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Assumptions:

Other:

- All other funding sources (**Water Management Fund, Federal/State Grants, Private Contributions, Utility Contributions**) are either the component of the project attributable to a particular element (utility relocation, private donation) or exactly the amount of grant we have received from another agency. No inflationary increase is assumed on these funding sources.



Project #: ST16007

East McEwen Drive - Phase 4

Board Priority: ☆☆☆☆

CIP: FY 2017-2026

Improvement of East McEwen Drive, from 800 feet east of the roundabout at Cool Springs Boulevard/Oxford Glen Drive to Wilson Pike (SR-252). The project shall be constructed as a four (4) lane, median divided facility with turn lanes as required. Project shall include: access management (as allowable), curb & gutter, street lights, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 8,200 LF.



Expenditure Summary

Original Project Cost Estimate	\$	34,057,000
Current Project Cost Estimate	\$	34,057,000
Dollars Spent as of August 2021	\$	2,764,372

Project Status

Current Phase: Right-Of-Way Acquisition

Financing Summary

East McEwen Drive - Phase 4	Actual	Projected										Total Available
	thru FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	
Internal												
General - Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General - Bond Proceeds	\$ 4,257,856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ 6,071,939	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External												
MPO/TDOT	\$ -	\$ -	\$ 4,500,000	\$ 7,500,000	\$ 7,500,000	\$ 2,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ 727,205	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 4,257,856	\$ 6,071,939	\$ 4,800,000	\$ 7,800,000	\$ 8,227,205	\$ 2,900,000	\$ -	\$ 34,057,000				



City of Franklin, Tennessee
FY 2022-2031 Capital Investment Program

Revenues: Total Resources available: **\$396,743,666**

Existing Resources	\$ 74,973,010
+ Future Resources	\$ 321,770,656
<hr/>	
Total Resources for CIP Projects:	\$ 396,743,666



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Revenues: \$74,973,010 existing resources (all sources)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Unaudited
Internal							
110 General							
Capital Funding Account (<45%)	\$ 8,347,536	\$ 8,101,435	\$ 13,836,612	\$ 8,034,291	\$ 11,712,027	\$ 9,649,454	\$ 19,694,420
1.5 Cent Capital Set-Aside	\$ 508,038	\$ 1,034,046	\$ -	\$ -			
Invest Franklin	\$ -	\$ -	\$ 2,968,915	\$ 4,564,635	\$ 6,159,077	\$ 6,159,077	\$ 6,159,077
124 Sanitation Fund	\$ -	\$ -	\$ -	\$ 334,543			\$ -
128 Road Impact Fund	\$ 397,796	\$ 5,014,098	\$ 4,160,044	\$ 9,998,301	\$ 15,913,647	\$ 22,442,977	\$ 23,167,146
130 City Facilities Tax	\$ 6,717,764	\$ 6,976,276	\$ 9,260,411	\$ 15,091,276	\$ 14,031,618	\$ 10,034,987	\$ 9,344,659
132 County Facilities Tax	\$ -	\$ -	\$ 3,488,072	\$ 4,404,141	\$ 5,095,626	\$ 4,438,423	\$ 3,984,982
135 Stormwater	\$ 5,511,065	\$ 4,783,235	\$ 4,687,695	\$ 4,171,436	\$ 2,383,343	\$ 1,534,337	\$ 1,534,337
150 Hotel Motel	\$ 2,749,596	\$ 2,634,109	\$ 3,827,284	\$ 5,722,086	\$ 5,722,086	\$ 7,031,803	\$ 3,701,202
155 Parkland	\$ 2,494,076	\$ 4,425,966	\$ 4,584,138	\$ 6,141,130	\$ 6,141,130	\$ 6,795,595	\$ 6,795,595
421 Water* (Committed resources in FY 2021)							\$ 591,592
Sub-Total Internal Resources	\$ 26,725,871	\$ 32,969,165	\$ 46,813,171	\$ 58,461,838	\$ 67,158,555	\$ 68,086,654	\$ 74,973,010
Total All Available Resources	\$ 26,725,871	\$ 32,969,165	\$ 46,813,171	\$ 58,461,838	\$ 67,158,555	\$ 68,086,654	\$ 74,973,010



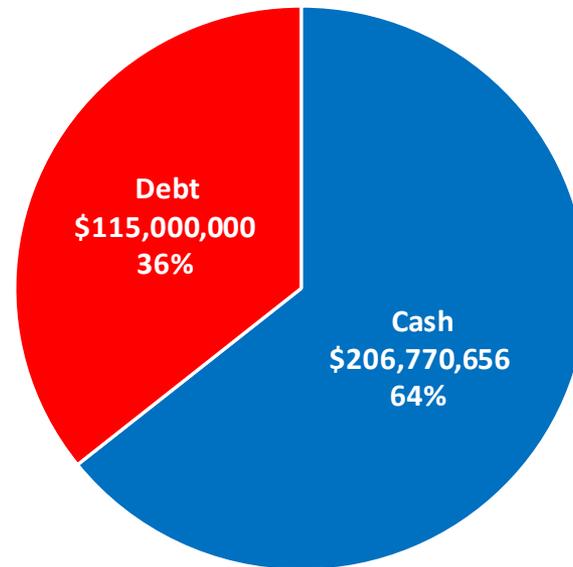
City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Revenues: \$321,770,656 future new resources (all sources)

FY 2022-2031 Projected Resources

Internal	Cash & Debt	
110 General		
Pay-as-you-go Cash ¹	\$	29,189,325
Additional Debt ²	\$	115,000,000
124 Sanitation Fund	\$	-
128 Road Impact Fund	\$	23,167,146
130 City Facilities Tax	\$	32,202,382
132 County Facilities Tax	\$	12,653,732
135 Stormwater	\$	1,534,337
150 Hotel Motel	\$	19,906,706
155 Parkland Dedication	\$	17,300,595
421 Water	\$	4,777,773
431 Sewer	\$	7,287,225
External		
Federal	\$	3,221,238
State	\$	32,900,000
Local	\$	14,903,544
Utilities	\$	4,426,527
Private	\$	3,300,126
Total	\$	321,770,656



Notes:

¹ Pay as you go cash includes the balance of the Capital Funding Account (over 45% of fund balance in the General Fund) and the accumulated total of the 1.5 Cent property tax allocation for capital projects.

² Debt Service resource is an estimated amount of \$115,000,000 based upon the amount of capacity gained from the amount of existing debt service to be retired and the addition of Sales Tax and TIF District revenues.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

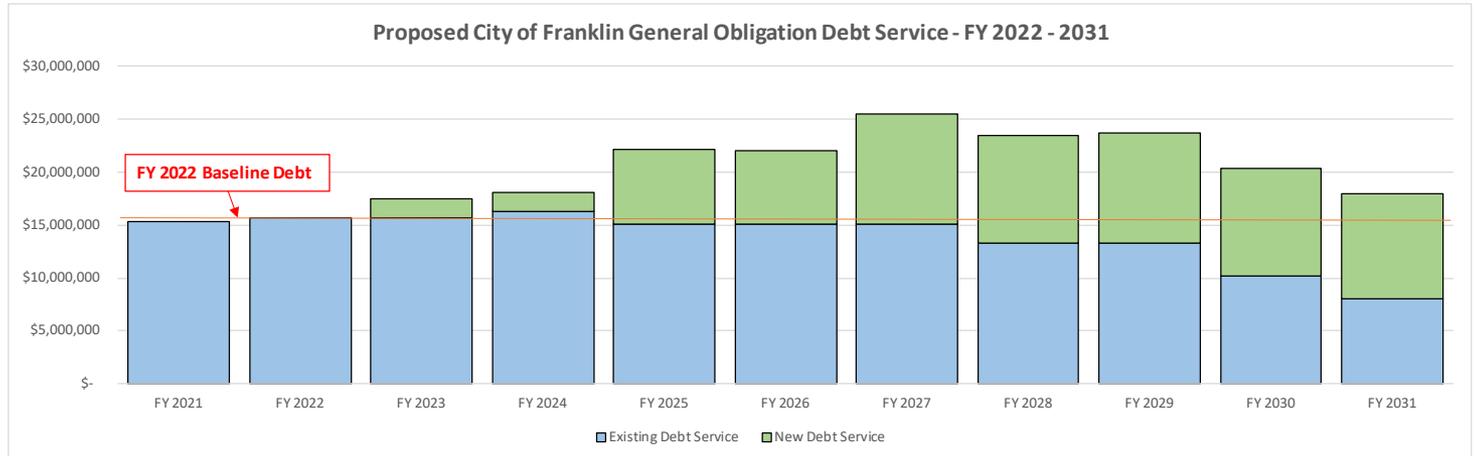
Revenues: Debt Capacity Review

Proposed Debt Issuances			FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Balance (FY 2031-FY 2048)
FY	Interest Rate	Issuance Amt.												
2022	3.50%	\$ 15,000,000	\$ -	\$ -	\$ 1,775,000	\$ 1,748,750	\$ 1,722,500	\$ 1,696,250	\$ 1,670,000	\$ 1,643,750	\$ 1,617,500	\$ 1,591,250	\$ 1,565,000	\$ 15,482,500
2024	4.00%	\$ 60,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,400,000	\$ 5,280,000	\$ 5,160,000	\$ 5,040,000	\$ 4,920,000	\$ 4,800,000	\$ 4,680,000	\$ 49,920,000
2026	4.00%	\$ 40,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,600,000	\$ 3,520,000	\$ 3,440,000	\$ 3,360,000	\$ 3,280,000	\$ 39,600,000
2028	0.00%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ 440,000	\$ 430,000	\$ 5,780,000
A	New Debt Service		\$ -	\$ -	\$ 1,775,000	\$ 1,748,750	\$ 7,122,500	\$ 6,976,250	\$ 10,430,000	\$ 10,203,750	\$ 10,427,500	\$ 10,191,252	\$ 9,955,002	\$ 110,782,500
B	Existing Debt Service		\$ 15,331,144	\$ 15,732,934	\$ 15,705,460	\$ 16,294,016	\$ 15,085,602	\$ 15,083,002	\$ 15,098,486	\$ 13,285,990	\$ 13,274,040	\$ 10,142,850	\$ 8,062,200	\$ 33,427,035
C (A + B)	Cumulative G.O. Debt Service		\$ 15,331,144	\$ 15,732,934	\$ 17,480,460	\$ 18,042,766	\$ 22,208,102	\$ 22,059,252	\$ 25,528,486	\$ 23,489,740	\$ 23,701,540	\$ 20,334,102	\$ 18,017,202	\$ 144,209,535

Summary:

A key financing component to the FY 2022-2031 Capital Improvement Plan is the issuance of debt. Staff is recommending the additional issuance of \$115,000,000 worth of General Obligation (G.O.) bonds in four separate issuances for a duration of 20 years. The assumed interest rate is 4.0%.

The impacts on the overall debt service are shown above and to the right.





City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Project Updates



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Expenses: \$376,762,590 in total projects

The Projects: 35 approved projects (via Resolution 2019-68) – comprised totaling \$376,762,590 over the next ten years.

They comprise 4 categories:

- Completed Projects – 7 projects - \$14,307,021**
- Under Construction – 4 projects - \$42,819,607**
- ROW – 5 projects - \$47,997,480**
- Design – 19 Projects - \$270,576,030**

★ ★ ★ ★ ★ - Designates a BOMA Top 10 rated project (2019)



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

“CIP Scorecard”

FY 2022-2031 Capital Investment Plan							Project Phase				
Scorecard as of December 2021											
BOMA Top 10	Project	Category	Revised Budget	Spent to Date	Completion Date	Design	Right-Of-Way	Bidding	Construction	Complete	
★★★★★	100 Block Battle Avenue Drainage Improvement	Stormwater	\$ 1,850,000	\$ 1,516,643	2020	●				●	
	Eastern Flank Road Circle	Parks & Recreation	\$ 191,503	\$ 191,503	2020	●				●	
	Sanitation Facility	General Services	\$ 3,422,366	\$ 3,422,366	2020	●				●	
★★★★★	5th Ave Parking Lot	General Services	\$ 211,946	\$ 211,946	2021	●				●	
	Fire Station 7	General Services	\$ 8,160,909	\$ 8,160,909	2021	●				●	
	Maplewood Stormwater Project	Stormwater	\$ 530,000	\$ 469,114	2022	●				●	
★★★★★	McEwen Drive Interchange Modifications	Transportation	\$ 1,002,749	\$ 750,096	2022	●				●	
	Franklin Road	Transportation	\$ 16,379,940	\$ 9,879,531	2022	●				●	
	96 West Trail	Transportation	\$ 6,007,617	\$ 3,809,009	2022	●				●	
	Major Road Resurfacing	Transportation	\$ 8,425,000	\$ 6,800,000	2022	●				●	
	FSSD (Freedom Middle/Poplar Grove)	Parks & Recreation	\$ 7,051,300	\$ 40,510	2023	●				●	
	USACE - Home Raising Project	Stormwater	\$ 4,955,750	\$ -	2024	●				●	
	Pratt Ln Bridge Replacement	Transportation	\$ 1,500,000	\$ 56,493	2023	●	●				
	West Main Bridge Widening Project	Stormwater	\$ 770,000	\$ 56,346	2023	●	●				
	Jordan Road (Aspen Grove Dr-Mallory Ln)	Transportation	\$ 4,670,480	\$ 181,948	2023	●	●				
	McEwen Phase 4	Transportation	\$ 34,057,000	\$ 3,679,499	2026	●	●				
★★★★★	Bicentennial Park	Parks & Recreation	\$ 7,000,000	\$ 672,851	2024	●	●				
	Thompson Alley Neighborhood Park	Parks & Recreation	\$ 220,000	\$ -	2022	●	●				
	SE Park - Phase I	Parks & Recreation	\$ 39,379,684	\$ 4,680,358	2024	●	●				
★★★★★	Greenway & Bridge (Harlinsdale to Chestnut Be	Parks & Recreation	\$ 3,667,568	\$ 368,321	2023	●	●				
	Lockwood Glen Dam & Park	Parks & Recreation	\$ 8,745,790	\$ 1,057,326	2023	●	●				
	Main Barn, Harlinsdale	Parks & Recreation	\$ 3,354,233	\$ 391,416	2023	●	●				
	Hayes Home Restoration (Harlinsdale)	Parks & Recreation	\$ 632,870	\$ -	2024	●	●				
★★★★★	Mallory/N Royal Oaks & Liberty Intersection Imp	Transportation	\$ 17,050,660	\$ 574,262	2025	●	●				
★★★★★	Long Ln and Old Peytonsville Rd Connector	Transportation	\$ 36,168,607	\$ 805,811	2026	●	●				
	E McEwen Dr. Ext. (Wilson Pike to City Limits)	Transportation	\$ 19,634,800	\$ 863,307	2028	●	●				
★★★★★	Liberty Park Improvements - Phase I	Parks & Recreation	\$ 5,772,800	\$ 81,175	2024	●	●				
★★★★★	Lewisburg Ave Sidewalk Improvements	Transportation	\$ 12,105,200	\$ 192,147	2025	●	●				
	Main St Sidewalk Repair Project	Transportation	\$ 2,200,000	\$ -	2026	●	●				
★★★★★	New City Hall & Public Parking Structure	General Services	\$ 74,500,000	\$ 982,693	2026	●	●				
	Church St. (Columbia to 2nd Ave S)	Transportation	\$ 12,938,380	\$ 128,258	2026	●	●				
	Peytonsville Rd & Pratt Ln Int. Improvements	Transportation	\$ 11,435,595	\$ -	2027	●	●				
	Mack Hatcher Multiuse Trail (Franklin-Hillsboro)	Transportation	\$ 4,873,829	\$ -	2026	Start Design FY 20XX					
	Greenway (Pinkerton Park to Franklin Road Brid	Parks & Recreation	\$ 5,328,400	\$ -	2026	Start Design FY 20XX					
	Carlisle Ln (SR96W-Future Mack Hatcher Pkwy)	Transportation	\$ 12,567,614	\$ -	2028	Start Design FY 20XX					
Total			\$ 376,762,590	\$ 50,023,838							



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Capital Projects Completed

Project	Total Cost
Fire Station 7	\$ 8,160,909
Century Court/Sanitation Improvements	\$ 3,422,366
100 Block Battle Avenue Drainage Improvements ★★★★★	\$ 1,516,643
McEwen Drive Interchange Modifications ★★★★★	\$ 750,096
Maplewood Stormwater Project	\$ 469,114
5 th Avenue Parking Lot ★★★★★	\$ 211,946
<u>Eastern Flank Road Circle</u>	<u>\$ 191,503</u>
	\$ 14,722,577



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Capital Projects – Under Construction

Project	Total Cost
Franklin Road	\$ 16,379,940
Major Road Resurfacing	\$ 8,425,000
FSSD/COF Ballfields	\$ 7,051,300
96W Trail	\$ 6,007,617
<u>USACE – Home Raising Project</u>	<u>\$ 4,955,750</u>
	\$ 42,819,607



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Capital Projects – Right-Of-Way Acquisition

Project	Total Cost
McEwen Phase 4	\$ 34,057,000
Bicentennial Park ★★★★★	\$ 7,000,000
Jordan Road (Aspen Grove Drive-Mallory Lane)	\$ 4,670,480
Pratt Lane Bridge Replacement	\$ 1,500,000
<u>West Main Street Bridge Widening Project</u>	<u>\$ 770,000</u>
	\$ 47,997,480



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Capital Projects - Design

Project	Total Cost
New City Hall & Public Parking Structure ★★★★★	\$ 74,500,000
Southeast Park – Phase I	\$ 39,379,684
Long Lane/Old Peytonsville Road Connector ★★★★★	\$ 36,168,607
McEwen Phase 5 (<i>contractually obligated</i>)	\$ 19,634,800
Mallory/North Royal Oaks/Liberty Intersection Improvements ★★★★★	\$ 17,050,660
Church Street (Columbia to 2 nd Ave)	\$ 12,938,380
Carlisle Lane (SR96W – Mack Hatcher NW)	\$ 12,567,614
Lewisburg Avenue Sidewalk Improvements ★★★★★	\$ 12,105,200
Peytonsville Road & Pratt Lane Intersection	\$ 11,435,595
Lockwood Glen Park	\$ 8,745,790
Liberty Park Improvements ★★★★★	\$ 5,772,800



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Capital Projects - Design

Project	Total Cost
Greenway – Pinkerton Park to Franklin Road	\$ 5,328,400
Mack Hatcher NE Multi-Use Trail (Franklin Road-Hillsboro Road)	\$ 4,873,829
Greenway – Harlinsdale/Chestnut Bend ★★★★★	\$ 3,667,568
Main Barn - Harlinsdale	\$ 3,354,233
Main Street Sidewalk Repair Project	\$ 2,200,000
Hayes Home Restoration	\$ 632,870
<u>Thompson Alley Neighborhood Park</u>	<u>\$ 220,000</u>
	\$ 270,576,030



City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

Summary

FY 2021-2030 Capital Investment Program	
Completed	\$ 14,307,021
Under Construction	\$ 42,819,607
Right-Of-Way Phase	\$ 47,997,480
Design (Obligated)	\$ 169,683,091
Total Obligated Resources	\$ 268,869,651
Design (Not started/early in process)	\$ 107,892,939

- Of \$376,762,590 in total projects, \$268,869,651 are either complete, under construction, in the right of way phase or heavily in design or contractually obligated. The balance can be reexamined and prioritized should the BOMA desire.



City of Franklin, Tennessee

FY 2023 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.*





City of Franklin, Tennessee

FY 2023 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS & *Invest Franklin*

FY 2017

Total Property Tax Levy (.4176/\$100 of assessed value)	\$ 19,203,126
Value of one cent	\$ 459,845
Total 2017 value of the \$.07 <i>Invest Franklin</i> Initiative	\$ 3,218,915

FY 2017 <i>Invest Franklin</i> Collection	\$ 3,218,915
Less: Sidewalk Gap Expenditure	\$ (250,000)

Ending Balance <i>Invest Franklin</i> Collections FY 2017	\$ 2,968,915
--	---------------------

FY 2018

Total Property Tax Levy (.4176/\$100 of assessed value)	\$ 20,126,690
Value of one cent	\$ 481,961
Total 2018 value of the \$.07 <i>Invest Franklin</i> Initiative	\$ 3,373,727

FY 2018 <i>Invest Franklin</i> Collection	\$ 3,373,727
Less: Debt Service on 2017 G.O. Bonds	\$ (1,528,007)

Available Balance <i>Invest Franklin</i> Collections	\$ 1,845,720
Less: Sidewalk Gap Expenditure	\$ (250,000)

Ending Balance <i>Invest Franklin</i> Collections FY 2018	\$ 1,595,720
--	---------------------

FY 2019

Total Property Tax Levy (.4176/\$100 of assessed value)	\$ 20,730,491
Value of one cent	\$ 496,420
Total 2018 value of the \$.07 <i>Invest Franklin</i> Initiative	\$ 3,474,939

FY 2019 <i>Invest Franklin</i> Collection	\$ 3,474,939
Less: Debt Service on 2017 G.O. Bonds	\$ (1,630,497)

Available Balance <i>Invest Franklin</i> Collections	\$ 1,844,442
Less: Sidewalk Gap Expenditure	\$ (250,000)

Ending Balance <i>Invest Franklin</i> 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 <i>Invest Franklin</i> Initiative (end of FY 2019)	\$ 6,159,076
---	---------------------



City of Franklin, Tennessee

FY 2023 Operating Budget

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2023 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 2023 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.

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 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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 \$31.3 million in FY 2023). 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 \$26.4 million in FY 2023). 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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 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 2023 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 2023 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

- **The Designated Fund** consists of funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all committed, and some assigned components of fund balance are included within the Designated Fund).*
- **The Undesignated/Unreserved Fund** consists of three accounts: the Capital Funding Account, the Financial Stabilization Account, and the Surplus Account.
 - The Capital Funding Account as set forth in this policy will consist of amounts in excess of 45% of General Fund budgeted expenditures.
 - **The Financial Stabilization Account** as set forth in this policy will consist of 33% of General Fund budgeted expenditures.
 - **The Supplemental Reserve Account** should be used for new programs or positions desired outside of the current and established budget or for one-time capital investments upon approval by the Board of Mayor and Alderman. There is no minimum percentage requirement for this account. All additional net revenues, after establishing that all other components of the General Fund Balance are sufficient, may flow into this account.

(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, some assigned and all unassigned components of fund balance are included within the Undesignated/Unreserved Fund).

General Fund Replenishment Priorities (Priority order):

1. Appropriate funds deposited into the Reserve Fund Account to meet all third party mandated requirements.
2. Funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes.
3. Thirty-three [33%] percent of the General Fund budgeted expenditures should be maintained in the Financial Stabilization Fund Account of the Undesignated/Unreserved Fund.
4. Funds in excess of forty-five [45%] percent of General Fund budgeted expenditures would be maintained in the *Capital Funding Account of the Undesignated/Unreserved Fund*.
5. All remaining funds other than those identified in 1 through 4 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.



City of Franklin, Tennessee

FY 2023 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

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

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

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

Financial Stabilization Fund Subaccounts

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

A. Contingency Subaccount

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

Funds in the Contingency Subaccount may be used towards expenses outside of the budget only as follows:

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

B. Emergency Subaccount

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



City of Franklin, Tennessee

FY 2023 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 2023 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 2023 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 2023 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 2023 the City of Franklin projects to have \$31,315,849 in its stabilization account as follows:

Urgent Event	Percent of Total 33%	Amount
Contingency	5%	\$ 4,744,826
Emergency	5%	\$ 4,744,826
Cash Flow Stabilization	14%	\$13,285,512
Debt Service	3%	\$ 2,846,895
Property/Liability/Health	4%	\$ 3,795,861
Other Post Employment Benefits	2%	\$ 1,897,930
	33%	\$31,315,849

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 2023 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: September 23, 2014

Updated numbers: May 2022



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 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, Tennessee
FY 2023 Operating Budget

Appendix E – Debt Management Policy

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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 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.



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

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 five (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 2023 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 2023 Operating Budget

This page intentionally left blank.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2023 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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
 FY 2023 Operating Budget

Appendix H: General Fund by Account

	Actual 2020	Actual 2021	Budget 2022	Estd 2022	Budget 2023	Difference '22 vs. '23	
	A	B	C	D	E	F (E-C)	G (E/C)
Personnel							
81110 REGULAR PAY	\$ 35,317,639	\$ 35,100,790	\$ 41,200,074	\$ 36,778,175	\$ 47,811,477	\$ 6,611,403	16.0%
81120 OVERTIME PAY	\$ 1,965,994	\$ 1,384,073	\$ 2,066,176	\$ 2,639,120	\$ 2,154,818	\$ 88,642	4.3%
81130 COURT OVERTIME PAY	\$ 60,383	\$ 25,905	\$ 129,662	\$ 32,486	\$ 30,000	\$ (99,662)	-76.9%
81150 TEMPORARY WORK BY NON-CITY EMPLOYEES	\$ 18,748	\$ 990	\$ 65,060	\$ 1,060	\$ 55,060	\$ (10,000)	-15.4%
81198 CAPITAL FUND CONTRIBUTION	\$ -	\$ -	\$ (56,000)	\$ -	\$ (101,000)	\$ (45,000)	80.4%
81199 VACANCY ADJUSTMENT	\$ -	\$ -	\$ (1,311,781)	\$ -	\$ (1,405,471)	\$ (93,690)	7.1%
TOTAL WAGES	\$ 37,362,764	\$ 36,511,758	\$ 42,093,191	\$ 39,450,841	\$ 48,544,884	\$ 6,451,693	15.3%
81210 MAYOR & ALDERMEN	\$ 129,295	\$ 128,491	\$ 131,935	\$ 107,085	\$ 122,175	\$ (9,760)	-7.4%
81220 CITY JUDGE	\$ 25,000	\$ 25,000	\$ 25,608	\$ 25,000	\$ 25,000	\$ (608)	-2.4%
81230 PLANNING COMMISSION & BOZA	\$ 9,450	\$ 9,900	\$ 14,000	\$ 4,000	\$ 14,000	\$ -	0.0%
81250 JUDICIAL COMMISSION-WARRANTS	\$ -	\$ -	\$ 3,500	\$ -	\$ 3,500	\$ -	0.0%
TOTAL OFFICIALS FEES	\$ 163,745	\$ 163,391	\$ 175,043	\$ 136,085	\$ 164,675	\$ (10,368)	-5.9%
81410 FICA (EMPLOYER'S SHARE)	\$ 2,725,498	\$ 2,663,086	\$ 3,123,356	\$ 3,272,204	\$ 3,167,310	\$ 43,954	1.4%
81420 MEDICAL PREMIUMS	\$ 6,021,928	\$ 7,260,835	\$ 10,391,406	\$ 9,701,523	\$ 11,712,388	\$ 1,320,982	12.7%
81421 MEDICAL PREMIUMS - RETIREES	\$ 978,255	\$ 326,638	\$ -	\$ 366,086	\$ -	\$ -	0.0%
81422 NEAR-SITE CLINIC	\$ 35	\$ 278,954	\$ 226,134	\$ 199,155	\$ 259,335	\$ 33,201	14.7%
81423 NEAR-SITE CLINIC -RETIREES	\$ -	\$ 1,438	\$ -	\$ -	\$ -	\$ -	0.0%
81425 VISION PREMIUMS	\$ (14,467)	\$ 51,524	\$ 12,754	\$ 59,298	\$ 17,864	\$ 5,110	40.1%
81426 VISION PREMIUMS RETIREES	\$ -	\$ 175	\$ -	\$ 10	\$ -	\$ -	0.0%
81430 DENTAL INSURANCE PREMIUMS	\$ 535,600	\$ 357,403	\$ 439,279	\$ 343,257	\$ 507,831	\$ 68,552	15.6%
81431 FSA ADMINISTRATION	\$ -	\$ 4,592	\$ 4,415	\$ 4,531	\$ 4,415	\$ -	0.0%
81433 GROUP INSURANCE PREMIUMS	\$ -	\$ 219,448	\$ 232,217	\$ 244,047	\$ 235,093	\$ 2,876	1.2%
81440 EE HEALTH INSURANCE CONTRIBUTIONS	\$ (1,923,144)	\$ (1,654,366)	\$ (1,992,755)	\$ (1,843,871)	\$ (2,076,003)	\$ (83,248)	4.2%
81441 CONTRIBUTIONS TO HEALTH SAVINGS ACCOUNT	\$ 133,320	\$ 4,582	\$ 278,000	\$ 129,584	\$ 303,000	\$ 25,000	9.0%
81442 RETIREE HEALTH INSURANCE CONTRIBUTIONS	\$ (214,654)	\$ (232,937)	\$ -	\$ (146,084)	\$ -	\$ -	0.0%
81443 EE DENTAL INSURANCE CONTRIBUTIONS	\$ -	\$ (224,384)	\$ (263,248)	\$ (259,289)	\$ (275,241)	\$ (11,993)	4.6%
81444 EE VISION INSURANCE CONTRIBUTIONS	\$ -	\$ (10,951)	\$ (12,194)	\$ (12,424)	\$ (12,899)	\$ (705)	5.8%
81445 CONTRIBUTIONS TO RETIREMENT HEALTH SAVINGS	\$ 22,802	\$ 20,516	\$ -	\$ -	\$ -	\$ -	0.0%
81446 EE VOLUNTARY GROUP INS. CONTRIBUTIONS (LEAVE	\$ -	\$ (204)	\$ -	\$ (12)	\$ -	\$ -	0.0%
81447 RETIREE VISION INSURANCE CONTRIBUTIONS	\$ -	\$ (40)	\$ -	\$ (22)	\$ -	\$ -	0.0%
81450 RETIREMENT CONTRIBUTIONS	\$ 3,622,386	\$ 5,033,182	\$ 5,683,939	\$ 5,703,908	\$ 4,096,441	\$ (1,587,498)	-27.9%
81455 DEFERRED COMP MATCH	\$ 242,911	\$ 225,649	\$ 230,444	\$ 258,288	\$ 159,997	\$ (74,447)	-32.3%
81456 TCRS CONTRIBUTIONS (CITY)	\$ 406,943	\$ 468,738	\$ 692,132	\$ 607,235	\$ 1,127,635	\$ 435,503	62.9%
81460 UNEMPLOYMENT CLAIMS	\$ 9,262	\$ 15,561	\$ 17,845	\$ -	\$ 13,063	\$ (4,782)	-26.8%
81470 WORKERS COMPENSATION PREMIUMS	\$ 378,238	\$ 100,915	\$ 104,640	\$ 248,431	\$ 515,235	\$ 410,595	392.4%
81475 WORKERS COMPENSATION CLAIMS	\$ 245,703	\$ 139,570	\$ 27,672	\$ 60,146	\$ 26,415	\$ (1,257)	-4.5%
81480 TOOL ALLOWANCE	\$ 5,613	\$ 6,273	\$ 6,000	\$ 5,425	\$ 6,000	\$ -	0.0%
81481 CLOTHING ALLOWANCE	\$ 18,897	\$ 18,399	\$ 23,305	\$ 21,022	\$ 23,771	\$ 466	2.0%
81482 CAR ALLOWANCE	\$ 19,292	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
TOTAL BENEFITS	\$ 13,214,418	\$ 15,074,596	\$ 19,225,341	\$ 18,962,448	\$ 19,807,650	\$ 582,309	3.0%
TOTAL PERSONNEL	\$ 50,740,927	\$ 51,749,745	\$ 61,493,575	\$ 58,549,374	\$ 68,517,209	\$ 7,023,634	11.4%
Operations							
82110 MAILING & OUTBOUND SHIPPING SERVICES	\$ 41,792	\$ 29,917	\$ 40,981	\$ 34,595	\$ 41,458	\$ 477	1.2%
82120 FREIGHT FOR INBOUND PURCHASED ITEMS	\$ 7,190	\$ 203	\$ 23,459	\$ 4,770	\$ 23,443	\$ (16)	-0.1%
82130 VEHICLE LICENSES & TITLES	\$ 2,928	\$ 3,875	\$ 3,399	\$ 1,520	\$ 3,044	\$ (355)	-10.4%
82140 VEHICLE TOW-IN SERVICES	\$ 16,321	\$ 13,902	\$ 15,312	\$ 11,875	\$ 15,359	\$ 47	0.3%
TOTAL TRANSPORTATION CHARGES	\$ 68,231	\$ 47,897	\$ 83,151	\$ 52,760	\$ 83,304	\$ 153	0.2%
82210 PRINTING & COPYING SERVICES, OUTSOURCED	\$ 29,097	\$ 17,682	\$ 39,259	\$ 26,265	\$ 38,054	\$ (1,205)	-3.1%
82230 ARCHIVING/RECORDS MANAGEMENT SERVICES	\$ 16,867	\$ 11,684	\$ 24,500	\$ 22,326	\$ 25,000	\$ 500	2.0%
82240 TRANSCRIPTION FEES	\$ 2,787	\$ 5,794	\$ 25,137	\$ 11,400	\$ 25,472	\$ 335	1.3%
82245 FINGERPRINTING FEES	\$ 105	\$ 120	\$ 108	\$ -	\$ 116	\$ 8	7.4%
82250 TESTING & PHYSICALS	\$ 180,437	\$ 139,917	\$ 249,011	\$ 251,280	\$ 240,658	\$ (8,353)	-3.4%
82255 INVESTIGATIVE POLYGRAPHS	\$ 500	\$ -	\$ 500	\$ -	\$ 150	\$ (350)	-70.0%
82260 UNIFORM RENTAL & SERVICES	\$ 41,535	\$ 26,969	\$ 51,824	\$ 39,021	\$ 59,632	\$ 7,808	15.1%
82270 LANDFILL & BIOSOLIDS MANAGEMENT SERVICES	\$ 335	\$ 1,102	\$ 2,870	\$ 2,870	\$ 3,045	\$ 175	6.1%
82280 LAB FEES	\$ -	\$ 3,385	\$ 500	\$ 100	\$ 100	\$ (400)	-80.0%
82299 OTHER OPERATING SERVICES	\$ 9,909	\$ 22,743	\$ 21,064	\$ 18,474	\$ 15,840	\$ (5,224)	-24.8%



City of Franklin, Tennessee
 FY 2023 Operating Budget

Appendix H: General Fund by Account

	Actual 2020	Actual 2021	Budget 2022	Estd 2022	Budget 2023	Difference '22 vs. '23	
	A	B	C	D	E	F (E-C)	G (E/C)
TOTAL OPERATING SERVICES	\$ 281,572	\$ 229,396	\$ 414,773	\$ 371,736	\$ 408,067	\$ (6,706)	-1.6%
82310 LEGAL NOTICES	\$ 37,987	\$ 47,683	\$ 49,449	\$ 41,955	\$ 49,140	\$ (309)	-0.6%
82320 CITY ELECTIONS	\$ 62,745	\$ -	\$ 65,000	\$ 65,000	\$ -	\$ (65,000)	-100.0%
82330 CITIZENS ACADEMIES	\$ 11,761	\$ 1,745	\$ 19,516	\$ -	\$ 18,840	\$ (676)	-3.5%
82340 LEADERSHIP RETREATS	\$ -	\$ -	\$ 9,150	\$ 550	\$ 9,350	\$ 200	2.2%
82350 DUES FOR MEMBERSHIPS	\$ 119,196	\$ 122,143	\$ 151,168	\$ 168,599	\$ 154,096	\$ 2,928	1.9%
82355 PROFESSIONAL STANDARDS / ACCREDITATION	\$ 16,061	\$ 13,090	\$ 25,822	\$ 20,517	\$ 24,250	\$ (1,572)	-6.1%
82360 PUBLIC RELATIONS & EDUCATION (CITY SPONSORED	\$ 86,949	\$ 87,785	\$ 149,567	\$ 134,432	\$ 158,384	\$ 8,817	5.9%
82370 PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSC	\$ 7,823	\$ 11,637	\$ 21,589	\$ 21,689	\$ 28,142	\$ 6,553	30.4%
82371 EMERGENCY RELIEF	\$ 247,268	\$ 230,911	\$ 2,000	\$ 38,100	\$ 2,370	\$ 370	18.5%
82372 UNITED WAY CAMPAIGN	\$ 63	\$ 32	\$ 675	\$ 250	\$ 700	\$ 25	3.7%
82373 RECRUITMENT	\$ 2,627	\$ 2,380	\$ 10,050	\$ 6,000	\$ 11,050	\$ 1,000	10.0%
82385 SPECIAL CENSUS	\$ (3,421)	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
82390 PUBLICATIONS, NON-TRAINING	\$ 26,347	\$ 19,386	\$ 42,371	\$ 33,500	\$ 40,402	\$ (1,969)	-4.6%
TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	\$ 615,406	\$ 536,792	\$ 546,357	\$ 530,592	\$ 496,724	\$ (49,633)	-9.1%
82410 ELECTRIC SERVICE	\$ 1,150,160	\$ 1,134,592	\$ 1,291,645	\$ 1,258,177	\$ 1,310,794	\$ 19,149	1.5%
82420 WATER & SEWER SERVICE	\$ 199,335	\$ 295,063	\$ 210,191	\$ 216,897	\$ 221,271	\$ 11,080	5.3%
82430 STORMWATER SERVICE	\$ 26,945	\$ 28,064	\$ 27,988	\$ 29,834	\$ 29,241	\$ 1,253	4.5%
82435 SOLID WASTE SERVICE	\$ 85,936	\$ 86,605	\$ 96,791	\$ 104,247	\$ 108,908	\$ 12,117	12.5%
82440 NATURAL GAS SERVICE	\$ 61,957	\$ 63,857	\$ 67,067	\$ 51,713	\$ 85,927	\$ 18,860	28.1%
82450 TELEPHONE SERVICE	\$ 50,572	\$ 54,543	\$ 61,288	\$ 59,831	\$ 67,468	\$ 6,180	10.1%
82451 800 MHZ ACCESS LINE SERVICE	\$ 2,507	\$ 2,133	\$ 55,492	\$ 9,765	\$ 42,882	\$ (12,610)	-22.7%
82455 CELLULAR TELEPHONE SERVICE	\$ 199,993	\$ 195,234	\$ 262,969	\$ 223,699	\$ 294,596	\$ 31,627	12.0%
82470 INTERNET & RELATED SERVICES	\$ 84,080	\$ 106,725	\$ 100,889	\$ 119,061	\$ 109,031	\$ 8,142	8.1%
82481 CDPD CHARGES	\$ 96,587	\$ 85,949	\$ 112,519	\$ 89,368	\$ 118,708	\$ 6,189	5.5%
82483 CONNECTION CHARGES	\$ 1,894	\$ 651	\$ 1,000	\$ 1,080	\$ 1,050	\$ 50	5.0%
TOTAL UTILITIES	\$ 1,959,966	\$ 2,053,416	\$ 2,287,839	\$ 2,163,672	\$ 2,389,876	\$ 102,037	4.5%
82510 COMPUTER SERVICES	\$ 1,639,801	\$ 1,855,651	\$ 2,368,677	\$ 2,202,889	\$ 2,895,077	\$ 526,400	22.2%
82520 LEGAL SERVICES	\$ 27,243	\$ 11,563	\$ 101,850	\$ 76,211	\$ 101,900	\$ 50	0.0%
82530 AUDIT SERVICES	\$ 24,750	\$ 22,500	\$ 23,000	\$ 23,000	\$ 23,500	\$ 500	2.2%
82540 ENGINEERING SERVICES	\$ 289,868	\$ 135,275	\$ 182,000	\$ 122,000	\$ 203,975	\$ 21,975	12.1%
82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES	\$ -	\$ 15,762	\$ -	\$ (100)	\$ 20,000	\$ 20,000	100.0%
82560 CONSULTANT SERVICES	\$ 525,879	\$ 240,026	\$ 827,300	\$ 545,050	\$ 887,215	\$ 59,915	7.2%
82570 OTHER CONSULTANT / PASS THROUGH	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
82599 OTHER CONTRACTUAL SERVICES	\$ 1,666,415	\$ 1,227,127	\$ 1,997,295	\$ 1,894,618	\$ 2,151,634	\$ 154,339	7.7%
TOTAL CONTRACTUAL SERVICES	\$ 4,173,956	\$ 3,507,904	\$ 5,500,122	\$ 4,863,668	\$ 6,283,301	\$ 783,179	14.2%
82610 VEHICLE REPAIR & MAINTENANCE SERVICES	\$ 579,605	\$ 722,476	\$ 741,238	\$ 636,013	\$ 772,760	\$ 31,522	4.3%
82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES	\$ 470,836	\$ 540,876	\$ 564,885	\$ 458,652	\$ 713,701	\$ 148,816	26.3%
82630 FIRE HYDRANT MAINTENANCE SERVICES	\$ -	\$ 438	\$ -	\$ -	\$ 66,400	\$ 66,400	100.0%
82640 PAVING & REPAIR SERVICES	\$ 28,305	\$ 51,434	\$ 49,045	\$ 52,010	\$ 32,985	\$ (16,060)	-32.7%
82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES	\$ 13,825	\$ 6,800	\$ 17,500	\$ 17,500	\$ 18,000	\$ 500	2.9%
82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES	\$ 17,768	\$ 2,573	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
82643 SIGN MAINTENANCE SERVICES	\$ -	\$ -	\$ 11,815	\$ 11,315	\$ 8,010	\$ (3,805)	-32.2%
82647 SIDEWALK REPAIR	\$ 5,579	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
82649 FIBER OPTIC SERVICE	\$ -	\$ 27,421	\$ -	\$ 5,000	\$ -	\$ -	0.0%
82650 PARK & FIELD MAINTENANCE SERVICES	\$ 48,970	\$ 125,940	\$ 68,000	\$ 54,580	\$ 56,560	\$ (11,440)	-16.8%
82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICES	\$ 4,329	\$ 14,103	\$ 22,935	\$ 22,935	\$ 24,085	\$ 1,150	5.0%
82652 LANDSCAPING SERVICES	\$ 134,169	\$ 83,279	\$ 84,790	\$ 72,400	\$ 109,960	\$ 25,170	29.7%
82653 IRRIGATION SERVICES	\$ 5,623	\$ 6,676	\$ 17,080	\$ 19,690	\$ 19,875	\$ 2,795	16.4%
82654 GROUNDS MAINTENANCE SERVICES	\$ 226,310	\$ 243,773	\$ 264,300	\$ 147,300	\$ 429,075	\$ 164,775	62.3%
82655 TREE SERVICES	\$ 2,380	\$ 19,156	\$ 29,000	\$ 31,000	\$ 32,985	\$ 3,985	13.7%
82660 BUILDING REPAIR & MAINTENANCE SERVICES	\$ 465,231	\$ 461,175	\$ 762,702	\$ 669,874	\$ 735,768	\$ (26,934)	-3.5%
82699 OTHER REPAIR & MAINTENANCE SERVICES	\$ 14,872	\$ 11,642	\$ 13,915	\$ 16,115	\$ 17,310	\$ 3,395	24.4%
TOTAL REPAIR & MAINTENANCE SERVICES	\$ 2,017,802	\$ 2,317,762	\$ 2,654,705	\$ 2,221,884	\$ 3,044,974	\$ 390,269	14.7%
82710 RETIREMENT SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
82720 TUITION ASSISTANCE PROGRAM	\$ 97,086	\$ 74,494	\$ 135,000	\$ 90,000	\$ 100,000	\$ (35,000)	-25.9%
82730 EMPLOYEE ASSISTANCE PROGRAM	\$ 18,006	\$ 17,316	\$ 25,000	\$ 18,000	\$ 25,000	\$ -	0.0%
82740 EMPLOYEE WELLNESS PROGRAM	\$ 15,167	\$ 22,261	\$ 36,850	\$ 36,850	\$ 38,350	\$ 1,500	4.1%
82750 EMPLOYEE RECOGNITION/RECEPTIONS	\$ 50,531	\$ 66,253	\$ 44,137	\$ 41,132	\$ 58,636	\$ 14,499	32.8%



City of Franklin, Tennessee
 FY 2023 Operating Budget

Appendix H: General Fund by Account

	Actual 2020	Actual 2021	Budget 2022	Estd 2022	Budget 2023	Difference '22 vs. '23	
	A	B	C	D	E	F (E/C)	G (E/C)
82760 SAFETY PROGRAMS	\$ 45,149	\$ 42,065	\$ 39,800	\$ 39,800	\$ 42,000	\$ 2,200	5.5%
82780 TRAINING, OUTSIDE	\$ 214,822	\$ 167,501	\$ 418,116	\$ 352,706	\$ 459,881	\$ 41,765	10.0%
82790 TRAINING, IN-HOUSE	\$ 42,309	\$ 43,361	\$ 109,221	\$ 93,310	\$ 109,881	\$ 660	0.6%
TOTAL EMPLOYEE PROGRAMS	\$ 483,070	\$ 433,251	\$ 808,124	\$ 671,798	\$ 833,748	\$ 25,624	3.2%
82810 REGISTRATIONS	\$ 97,546	\$ 59,776	\$ 219,370	\$ 178,798	\$ 223,620	\$ 4,250	1.9%
82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	\$ 16,688	\$ 2,611	\$ 31,900	\$ 21,795	\$ 31,345	\$ (555)	-1.7%
82830 AIR TRAVEL	\$ 31,484	\$ 3,835	\$ 85,565	\$ 62,039	\$ 93,060	\$ 7,495	8.8%
82840 LODGING	\$ 80,978	\$ 23,542	\$ 147,075	\$ 105,651	\$ 163,435	\$ 16,360	11.1%
82850 MEALS (OUTSIDE WILLIAMSON COUNTY)	\$ 20,789	\$ 2,867	\$ 49,980	\$ 39,122	\$ 51,545	\$ 1,565	3.1%
82890 OTHER TRAVEL EXPENSES	\$ 909	\$ -	\$ 2,485	\$ 825	\$ 2,435	\$ (50)	-2.0%
TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	\$ 248,394	\$ 92,631	\$ 536,375	\$ 408,230	\$ 565,440	\$ 29,065	5.4%
83110 OFFICE SUPPLIES	\$ 94,185	\$ 76,648	\$ 114,196	\$ 99,296	\$ 115,414	\$ 1,218	1.1%
83120 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	\$ 3,877	\$ 12,241	\$ 9,025	\$ 11,500	\$ 9,275	\$ 250	2.8%
83130 EMPLOYEE BENEVOLENCE ITEMS	\$ 7,912	\$ 5,728	\$ 8,371	\$ 8,776	\$ 8,685	\$ 314	3.8%
83140 MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	\$ 74,087	\$ 44,816	\$ 95,576	\$ 90,275	\$ 92,370	\$ (3,206)	-3.4%
TOTAL OFFICE SUPPLIES	\$ 180,061	\$ 139,433	\$ 227,168	\$ 209,847	\$ 225,744	\$ (1,424)	-0.6%
83210 TRAINING SUPPLIES	\$ 21,221	\$ 37,976	\$ 52,765	\$ 52,155	\$ 65,727	\$ 12,962	24.6%
83220 CHEMICALS & LAB SUPPLIES	\$ -	\$ -	\$ 500	\$ -	\$ 250	\$ (250)	-50.0%
83230 PARKS SUPPLIES	\$ 10,479	\$ (2,217)	\$ -	\$ -	\$ -	\$ -	0.0%
83240 MEDICAL SUPPLIES	\$ 30,105	\$ 64,243	\$ 49,825	\$ 50,050	\$ 44,790	\$ (5,035)	-10.1%
83250 SAFETY SUPPLIES	\$ 27,069	\$ 36,451	\$ 41,640	\$ 44,505	\$ 42,840	\$ 1,200	2.9%
83260 UNIFORMS PURCHASED	\$ 207,377	\$ 197,405	\$ 249,504	\$ 255,829	\$ 273,053	\$ 23,549	9.4%
83265 UNIFORMS, SPECIALIZED	\$ 207,019	\$ 133,806	\$ 147,381	\$ 143,481	\$ 173,613	\$ 26,232	17.8%
83270 CONSUMABLE TOOLS	\$ 25,886	\$ 21,132	\$ 27,610	\$ 25,270	\$ 27,047	\$ (563)	-2.0%
83280 FIREARMS & RELATED SUPPLIES	\$ 168,895	\$ 119,056	\$ 76,562	\$ 77,663	\$ 89,573	\$ 13,011	17.0%
83281 AMMUNITION	\$ 111,522	\$ 38,000	\$ 87,707	\$ 87,707	\$ 100,000	\$ 12,293	14.0%
83282 EVIDENCE SUPPLIES	\$ 2,901	\$ 5,288	\$ 4,297	\$ 4,297	\$ 4,506	\$ 209	4.9%
83290 SOLID WASTE CONTAINERS	\$ -	\$ -	\$ 3,000	\$ 2,700	\$ 3,000	\$ -	0.0%
83299 OTHER OPERATING SUPPLIES	\$ 104,271	\$ 122,911	\$ 123,986	\$ 144,955	\$ 116,926	\$ (7,060)	-5.7%
TOTAL OPERATING SUPPLIES	\$ 916,745	\$ 774,051	\$ 864,777	\$ 888,612	\$ 941,325	\$ 76,548	8.9%
83310 GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	\$ 426,175	\$ 443,227	\$ 463,690	\$ 633,443	\$ 563,321	\$ 99,631	21.5%
83315 FUEL HEDGING COSTS	\$ 164,846	\$ 26,497	\$ -	\$ (216,927)	\$ -	\$ -	0.0%
83320 MILEAGE (INSIDE WILLIAMSON COUNTY)	\$ 117	\$ 191	\$ 2,750	\$ 1,650	\$ 2,550	\$ (200)	-7.3%
TOTAL FUEL & MILEAGE	\$ 591,138	\$ 469,915	\$ 466,440	\$ 418,166	\$ 565,871	\$ 99,431	21.3%
83510 FURNITURE, FIXTURES (<\$25,000)	\$ 76,100	\$ 39,508	\$ 108,120	\$ 92,420	\$ 123,683	\$ 15,563	14.4%
83520 VEHICLES (<\$25,000)	\$ 49,006	\$ 26,715	\$ 21,095	\$ 34,890	\$ 22,170	\$ 1,075	5.1%
83530 MACHINERY & EQUIPMENT (<\$25,000)	\$ 491,463	\$ 668,323	\$ 610,516	\$ 644,543	\$ 747,234	\$ 136,718	22.4%
83540 COMPUTER HARDWARE (<\$25,000)	\$ 757,180	\$ 622,907	\$ 800,756	\$ 687,339	\$ 778,389	\$ (22,367)	-2.8%
83550 COMPUTER SOFTWARE (<\$25,000)	\$ 88,856	\$ 84,101	\$ 137,122	\$ 118,509	\$ 132,610	\$ (4,512)	-3.3%
TOTAL MACHINERY & EQUIPMENT (<\$25,000)	\$ 1,462,605	\$ 1,441,554	\$ 1,677,609	\$ 1,577,701	\$ 1,804,086	\$ 126,477	7.5%
83610 VEHICLE PARTS & SUPPLIES	\$ 381,304	\$ 386,242	\$ 385,250	\$ 381,064	\$ 433,665	\$ 48,415	12.6%
83611 REIMBURSEMENT FOR FLEET MAINT	\$ (911,150)	\$ (1,115,798)	\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)	\$ -	0.0%
83620 EQUIPMENT PARTS & SUPPLIES	\$ 343,104	\$ 354,222	\$ 367,878	\$ 356,985	\$ 368,962	\$ 1,084	0.3%
83630 FIRE HYDRANT SUPPLIES	\$ 3,730	\$ 1,343	\$ 5,000	\$ 3,500	\$ 5,000	\$ -	0.0%
83640 PAVING & REPAIR SUPPLIES	\$ 50,497	\$ 219,848	\$ 133,599	\$ 133,099	\$ 179,049	\$ 45,450	34.0%
83641 TRAFFIC SIGNAL PARTS & SUPPLIES	\$ 137,956	\$ 74,479	\$ 129,450	\$ 96,850	\$ 126,475	\$ (2,975)	-2.3%
83642 STREETLIGHT PARTS & SUPPLIES	\$ 101,416	\$ 20,469	\$ 51,935	\$ 37,000	\$ 42,500	\$ (9,435)	-18.2%
83643 SIGN SUPPLIES	\$ 58,732	\$ 43,397	\$ 58,625	\$ 62,455	\$ 64,080	\$ 5,455	9.3%
83644 TRAFFIC CALMING SUPPLIES	\$ (8,700)	\$ 23,088	\$ 105,000	\$ 25,000	\$ 75,000	\$ (30,000)	-28.6%
83647 SIDEWALK REPAIR SUPPLIES	\$ 9,134	\$ 12,802	\$ 18,000	\$ 15,500	\$ 18,500	\$ 500	2.8%
83649 FIBER OPTIC SUPPLIES	\$ 66,822	\$ 37,739	\$ 125,000	\$ 36,500	\$ 121,583	\$ (3,417)	-2.7%
83650 PARK & FIELD MAINTENANCE SUPPLIES	\$ 144,424	\$ 107,758	\$ 113,160	\$ 121,238	\$ 116,355	\$ 3,195	2.8%
83651 PARK & FIELD ELECTRICAL SUPPLIES	\$ 1,364	\$ 7,703	\$ 16,015	\$ 8,900	\$ 13,075	\$ (2,940)	-18.4%
83652 LANDSCAPING SUPPLIES	\$ 97,547	\$ 95,470	\$ 120,250	\$ 113,790	\$ 150,200	\$ 29,950	24.9%
83653 IRRIGATION SUPPLIES	\$ 9,504	\$ 17,413	\$ 26,415	\$ 23,465	\$ 25,860	\$ (555)	-2.1%
83654 GROUNDS MAINTENANCE SUPPLIES	\$ 7,676	\$ 11,276	\$ 14,925	\$ 14,950	\$ 15,200	\$ 275	1.8%
83655 TREE SUPPLIES	\$ 3,288	\$ 6,780	\$ 9,945	\$ 9,945	\$ 10,490	\$ 545	5.5%
83656 GRAFFITI REMOVAL SUPPLIES	\$ -	\$ 170	\$ 260	\$ 260	\$ 270	\$ 10	3.8%



City of Franklin, Tennessee
 FY 2023 Operating Budget

Appendix H: General Fund by Account

	Actual 2020	Actual 2021	Budget 2022	Estd 2022	Budget 2023	Difference '22 vs. '23	
	A	B	C	D	E	F (E-C)	G (E/C)
83660 BUILDING MAINTENANCE SUPPLIES	\$ 147,949	\$ 130,233	\$ 174,755	\$ 172,181	\$ 179,832	\$ 5,077	2.9%
83690 DOG PARK SUPPLIES	\$ 7,868	\$ 9,667	\$ 7,880	\$ 7,880	\$ 8,310	\$ 430	5.5%
83699 OTHER REPAIR & MAINTENANCE PARTS & SUPPLIES	\$ 4,894	\$ 4,715	\$ 11,620	\$ 7,725	\$ 12,439	\$ 819	7.0%
TOTAL REPAIR & MAINTENANCE SUPPLIES	\$ 657,359	\$ 449,016	\$ 874,962	\$ 628,287	\$ 966,845	\$ 91,883	10.5%
84110 K-9 OPERATIONS	\$ -	\$ 55	\$ -	\$ -	\$ -	\$ -	0.0%
84111 CID OPERATIONS	\$ 11,473	\$ 14,282	\$ 17,993	\$ 17,993	\$ 18,982	\$ 989	5.5%
84112 CID VICE OPERATIONS	\$ 273	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
84113 SRT OPERATIONS	\$ 15,429	\$ 10,849	\$ 19,716	\$ 19,716	\$ 20,800	\$ 1,084	5.5%
84117 INCIDENT COMMAND UNIT	\$ -	\$ 1,629	\$ 2,251	\$ 2,251	\$ 2,375	\$ 124	5.5%
84118 SEX OFFENDER REGISTRY COSTS	\$ 800	\$ -	\$ 459	\$ -	\$ 484	\$ 25	5.4%
84121 CENTURY COURT FIRING RANGE OPERATIONS	\$ 20,220	\$ 19,908	\$ 21,666	\$ 21,666	\$ 22,858	\$ 1,192	5.5%
84122 CIRT OPERATIONS	\$ 5,138	\$ 33,391	\$ 19,707	\$ 19,707	\$ 20,791	\$ 1,084	5.5%
84123 DIVE TEAM OPERATIONS	\$ 8,242	\$ 24,188	\$ 2,297	\$ 2,297	\$ 2,424	\$ 127	5.5%
84124 EXTRADITION EXPENSES	\$ 981	\$ 1,133	\$ 1,684	\$ 1,864	\$ 1,777	\$ 93	5.5%
84126 BIKE PATROL OPERATIONS	\$ -	\$ 5,951	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	100.0%
84127 CRISIS NEGOTIATION TEAM OPERATIONS	\$ -	\$ 2,497	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	100.0%
84210 CENTURY COURT TRAINING CENTER OPERATIONS	\$ 696	\$ 294	\$ 6,000	\$ 1,500	\$ 2,500	\$ (3,500)	-58.3%
84550 STUDIO PRODUCTION	\$ 2,779	\$ 4,446	\$ 4,795	\$ 4,795	\$ 5,060	\$ 265	5.5%
84620 TREE BANK COSTS	\$ 38,176	\$ -	\$ 25,000	\$ 2,000	\$ 25,000	\$ -	0.0%
84920 2ND AVE PARKING GARAGE OPERATIONS	\$ 226	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
84950 GRANT PROGRAMS	\$ 665,740	\$ 16,109	\$ 270,000	\$ 35,000	\$ 85,000	\$ (185,000)	-68.5%
TOTAL OPERATIONAL UNITS	\$ 770,173	\$ 134,732	\$ 391,568	\$ 138,789	\$ 218,051	\$ (173,517)	-44.3%
85110 PROPERTY INSURANCE	\$ 137,403	\$ 138,858	\$ 150,293	\$ 150,271	\$ 155,273	\$ 4,980	3.3%
85111 FRAUD INSURANCE	\$ 49,149	\$ 62,000	\$ 121,609	\$ 121,597	\$ 127,140	\$ 5,531	4.5%
85112 INLAND MARINE INSURANCE	\$ 82,616	\$ 83,198	\$ 88,002	\$ 88,283	\$ 92,612	\$ 4,610	5.2%
85113 AUTO PHYSICAL DAMAGE	\$ 28,924	\$ 27,639	\$ 32,271	\$ 57,820	\$ 60,650	\$ 28,379	87.9%
85115 LIABILITY INSURANCE	\$ 132,543	\$ 128,116	\$ 143,353	\$ 120,524	\$ 131,893	\$ (11,460)	-8.0%
85116 E&O LIABILITY INSURANCE	\$ 112,568	\$ 67,558	\$ 79,786	\$ 78,745	\$ 82,332	\$ 2,546	3.2%
85117 VEHICLE LIABILITY INSURANCE	\$ 212,296	\$ 208,996	\$ 194,129	\$ 189,648	\$ 198,110	\$ 3,981	2.1%
85118 LAW ENFORCEMENT LIABILITY INSURANCE	\$ 175,561	\$ 189,458	\$ 201,941	\$ 216,281	\$ 208,673	\$ 6,732	3.3%
85119 UMBRELLA LIABILITY	\$ 47,338	\$ 47,893	\$ 52,178	\$ 38,171	\$ 54,617	\$ 2,439	4.7%
85120 PROPERTY DAMAGE COSTS	\$ (14,407)	\$ 4,869	\$ 32,940	\$ 21,078	\$ 47,354	\$ 14,414	43.8%
85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES	\$ -	\$ -	\$ 9,322	\$ 925	\$ 9,496	\$ 174	1.9%
85125 LIABILITY CLAIMS/DEDUCTIBLES	\$ 5,110	\$ 5,015	\$ 925	\$ -	\$ 971	\$ 46	5.0%
85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLES	\$ 11,263	\$ 3,288	\$ 16,970	\$ 192	\$ 17,172	\$ 202	1.2%
85128 LAW ENFORCEMENT LIABILITY CLAIMS/DEDUCTIBLES	\$ 16,173	\$ 40,783	\$ 32,677	\$ -	\$ 28,458	\$ (4,219)	-12.9%
85140 SURETY/NOTARY BONDS	\$ 506	\$ 10,443	\$ 900	\$ 10,200	\$ 10,950	\$ 10,050	1116.7%
TOTAL PROPERTY & LIABILITY COSTS	\$ 997,043	\$ 1,018,114	\$ 1,157,296	\$ 1,093,735	\$ 1,225,701	\$ 68,405	5.9%
85210 BUILDING & OFFICE RENTAL	\$ -	\$ -	\$ -	\$ 800	\$ 2,500	\$ 2,500	100.0%
85220 PROPERTY TAX-RENTAL PROPERTY	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ -	0.0%
85240 EQUIPMENT RENTAL & LEASES	\$ 32,733	\$ 24,877	\$ 476,675	\$ 58,084	\$ 66,230	\$ (410,445)	-86.1%
85250 STORAGE RENTAL	\$ 2,538	\$ 2,557	\$ 2,572	\$ 2,572	\$ 2,713	\$ 141	5.5%
85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)	\$ 98	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
85270 POST OFFICE	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ (500)	-100.0%
TOTAL RENTALS	\$ 35,369	\$ 27,434	\$ 479,847	\$ 61,556	\$ 71,543	\$ (408,304)	-85.1%
85310 PERMITS	\$ 2,342	\$ 2,940	\$ 7,950	\$ 8,450	\$ 8,650	\$ 700	8.8%
85320 STATE FEES	\$ 12,266	\$ 10,112	\$ 16,565	\$ 15,655	\$ 21,415	\$ 4,850	29.3%
85325 FEDERAL FEES	\$ -	\$ 390	\$ 300	\$ 300	\$ 300	\$ -	0.0%
85330 UTILITY DISTRICT FEES	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 16,200	\$ 4,200	35.0%
85340 RECORDING & FILING FEES	\$ 1,497	\$ 1,567	\$ 7,020	\$ 8,920	\$ 9,176	\$ 2,156	30.7%
TOTAL PERMITS	\$ 28,105	\$ 27,009	\$ 43,835	\$ 45,325	\$ 55,741	\$ 11,906	27.2%
85510 BANKING FEES	\$ 40,580	\$ 38,546	\$ 44,000	\$ 48,225	\$ 47,500	\$ 3,500	8.0%
85520 INVESTMENT FEES	\$ 48,000	\$ 56,950	\$ 60,000	\$ 67,500	\$ 60,000	\$ -	0.0%
85525 FINANCIAL ADVISOR FEES	\$ 20,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ -	0.0%
85530 E-COMMERCE FEES	\$ 16,182	\$ 32,142	\$ 16,385	\$ 20,840	\$ 19,708	\$ 3,323	20.3%
85540 BILLING SERVICES	\$ 250,666	\$ 231,484	\$ 240,000	\$ 239,600	\$ 252,000	\$ 12,000	5.0%
85550 CASH SHORT/OVER	\$ -	\$ 35	\$ 1	\$ -	\$ 1	\$ -	0.0%
85555 PROPERTY TAX BILLING SERVICES	\$ 130,832	\$ 130,140	\$ 145,000	\$ 135,500	\$ 143,000	\$ (2,000)	-1.4%
85570 BAD DEBT EXPENSE (NET OF RECOVERIES)	\$ -	\$ -	\$ 1	\$ 1	\$ 1	\$ -	0.0%



City of Franklin, Tennessee
 FY 2023 Operating Budget

Appendix H: General Fund by Account

	Actual 2020	Actual 2021	Budget 2022	Estd 2022	Budget 2023	Difference '22 vs. '23	
	A	B	C	D	E	F (E-C)	G (E/C)
85580 LATE CHARGES	\$ 28	\$ -	\$ -	\$ 178	\$ -	\$ -	0.0%
85590 BOND COMPLIANCE	\$ 2,500	\$ 2,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
TOTAL FINANCIAL FEES	\$ 508,788	\$ 507,797	\$ 524,387	\$ 530,844	\$ 541,210	\$ 16,823	3.2%
85990 MISCELLANEOUS	\$ (368)	\$ 64	\$ 8,285	\$ 2,080	\$ 8,456	\$ 171	2.1%
85991 MISCELLANEOUS-DONATIONS	\$ -	\$ (3,543)	\$ -	\$ (200)	\$ -	\$ -	0.0%
TOTAL OTHER BUSINESS EXPENSES	\$ (368)	\$ (3,479)	\$ 8,285	\$ 1,880	\$ 8,456	\$ 171	2.1%
87110 CONTRACTED SERVICES	\$ 187,939	\$ 71,261	\$ 88,855	\$ 88,855	\$ 92,209	\$ 3,354	3.8%
87120 APPROPRIATIONS TO GOVERNMENTS	\$ 114,334	\$ 234,839	\$ 282,269	\$ 282,269	\$ 347,490	\$ 65,221	23.1%
87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS	\$ 275,309	\$ 211,409	\$ 227,650	\$ 227,650	\$ 313,538	\$ 85,888	37.7%
TOTAL APPROPRIATIONS	\$ 577,582	\$ 517,509	\$ 598,774	\$ 598,774	\$ 753,237	\$ 154,463	25.8%
87510 REIMB OF INTERFUND SERVICES	\$ (3,762,646)	\$ (4,107,966)	\$ (4,197,484)	\$ (4,197,484)	\$ (4,282,059)	\$ (84,575)	2.0%
TOTAL INTERFUND SERVICES REIMBURSEMENTS	\$ (3,762,945)	\$ (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	\$ 1,250,000	\$ 1,250,000	\$ 250,000	\$ (1,000,000)	-80.0%
88030 TRANSFER TO SANITATION	\$ -	\$ 900,000	\$ 515,680	\$ 515,680	\$ -	\$ (515,680)	-100.0%
88090 TRANSFER TO TRANSIT FUND	\$ 371,653	\$ 777,341	\$ 1,565,364	\$ 1,565,364	\$ 815,364	\$ (750,000)	-47.9%
88095 TRANSFER TO DEBT SERVICE FUND	\$ 2,500,000	\$ 94,896	\$ -	\$ -	\$ -	\$ -	0.0%
88100 TRANSFER TO CAPITAL PROJECT FUND	\$ 2,376,380	\$ 1,404,884	\$ 7,450,000	\$ 7,450,000	\$ 4,326,000	\$ (3,124,000)	-41.9%
88105 TRANSFER TO CAPITAL VEHICLE FUND	\$ -	\$ -	\$ 3,250,000	\$ 3,250,000	\$ 1,406,667	\$ (1,843,333)	-56.7%
TOTAL TRANSFERS	\$ 5,498,033	\$ 3,427,121	\$ 14,031,044	\$ 14,031,044	\$ 6,798,031	\$ (7,233,013)	-51.6%
TOTAL OPERATIONS	\$ 17,730,503	\$ 13,869,100	\$ 29,464,078	\$ 26,798,094	\$ 23,330,554	\$ (6,133,524)	-20.8%
Capital							
89210 BUILDINGS ACQUIRED							
89220 BUILDING DESIGN & CONSTRUCTION	\$ 99,503	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
89230 BUILDING IMPROVEMENTS	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ (75,000)	-100.0%
TOTAL BUILDINGS	\$ 99,503	\$ -	\$ 75,000	\$ -	\$ -	\$ (75,000)	0.0%
89310 PARKS & RECREATION FACILITIES	\$ 413,022	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
TOTAL IMPROVEMENTS	\$ 413,022	\$ -	0.0%				
89410 DRAINAGE (>\$100,000)	\$ 348,525	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
89460 SIDEWALKS	\$ 80,819	\$ 50,877	\$ -	\$ 11,355	\$ -	\$ -	0.0%
89470 TRAFFIC SIGNALS	\$ 72,703	\$ 91,318	\$ 145,000	\$ 130,000	\$ 1,597,500	\$ 1,452,500	1001.7%
TOTAL INFRASTRUCTURE	\$ 502,047	\$ 142,195	\$ 145,000	\$ 141,355	\$ 1,597,500	\$ 1,452,500	1001.7%
89500 EQUIPMENT (>\$25,000)	\$ -	\$ -	\$ 108,000	\$ -	\$ 45,250	\$ (62,750)	-58.1%
89510 FURNITURE, FIXTURE (>\$25,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
89520 VEHICLES (>\$25,000)	\$ 290,165	\$ 966,802	\$ 1,175,334	\$ 1,301,265	\$ 306,000	\$ (869,334)	-74.0%
89530 MACHINERY & EQUIPMENT (>\$25,000)	\$ 166,102	\$ 1,386,318	\$ 504,303	\$ 573,803	\$ 565,000	\$ 60,697	12.0%
89540 COMPUTER HARDWARE (>\$25,000)	\$ -	\$ 181,070	\$ 100,000	\$ 519,439	\$ 285,000	\$ 185,000	185.0%
89550 COMPUTER SOFTWARE (>\$25,000)	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	100.0%
TOTAL MACHINERY & EQUIPMENT (>\$25,000)	\$ 456,267	\$ 2,534,190	\$ 1,887,637	\$ 2,394,507	\$ 1,451,250	\$ (436,387)	-23.1%
TOTAL CAPITAL	\$ 1,470,839	\$ 2,676,385	\$ 2,107,637	\$ 2,535,862	\$ 3,048,750	\$ 941,113	44.7%
TOTAL EXPENDITURES	\$ 69,942,269	\$ 68,295,229	\$ 93,065,290	\$ 87,883,329	\$ 94,896,513	\$ 1,831,223	2.0%



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee
FY 2023 Operating Budget

Appendix I - Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded	
City Court							
1	CTRIS Replacement Program	\$ -	\$ -	\$ 287,198	\$ 287,198	\$ 287,198	
Total		\$ -	\$ -	\$ 287,198	\$ 287,198	\$ 287,198	
Administration							
1	Public Works Analyst	\$ 75,000	\$ 22,500	\$ 5,167	\$ 102,667	\$ 51,333	
Total		\$ 75,000	\$ 22,500	\$ 5,167	\$ 102,667	\$ 51,333	
		<i>FTE Add 1</i>		<i>6 mo. -></i>		<i>1</i>	
Revenue Management							
1	Lead Billing Technician	\$ 5,051	\$ 1,515	\$ -	\$ 6,566	\$ 6,566	
2	New Technical Support Specialist	\$ 45,456	\$ 13,637	\$ -	\$ 59,092	\$ -	
Total		\$ 50,507	\$ 15,152	\$ -	\$ 65,658	\$ 6,566	
		<i>FTE Add 1</i>					
Project and Facilities Management							
1	Fire Station 4 - Kitchen Remodel	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	
2	Fire Station 4 - Apparatus Bay Doors	\$ -	\$ -	\$ 39,000	\$ 39,000	\$ 39,000	
3	Fire Station 3 - Locker Rooms	\$ -	\$ -	\$ 22,500	\$ 22,500	\$ 22,500	
Total		\$ -	\$ -	\$ 106,500	\$ 106,500	\$ 61,500	
Communications							
1	New PT Public Outreach Coordinator	\$ 27,924	\$ 2,136	\$ 3,250	\$ 33,310	\$ -	
2	Reclass to Public Outreach Specialist & Special Events Supervisor	\$ 5,154	\$ 425	\$ -	\$ 5,579	\$ 5,579	
3	PT to FT Production Assistant	\$ 10,643	\$ 17,513	\$ -	\$ 28,156	\$ -	
Total		\$ 43,721	\$ 20,074	\$ 3,250	\$ 67,045	\$ 5,579	
Purchasing							
1	Procurement Requisition Approval Workflow Software	\$ -	\$ -	\$ 59,000	\$ 59,000	\$ -	
2	Electronic Access-Control Locks for Purchasing Office	\$ -	\$ -	\$ 8,887	\$ 8,887	\$ -	
3	Remote Diesel Fuel Sites Electronic Access Control Devices	\$ -	\$ -	\$ 15,200	\$ 15,200	\$ -	
Total		\$ -	\$ -	\$ 83,087	\$ 83,087	\$ -	
Information Technology							
1	IT Technician Positions	\$ 102,836	\$ 30,851	\$ -	\$ 133,687	\$ 66,843	
2	Asst. IT Director - Infrastructure	\$ 116,160	\$ 34,848	\$ -	\$ 151,008	\$ -	
3	Cyber Security Tools	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	
4	Traffic Switch Replacements	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ 55,000	
5	Battery Backup System for Public Works	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	
6	Cargo Van	\$ -	\$ -	\$ 43,915	\$ 43,915	\$ -	
Total		\$ 218,996	\$ 65,699	\$ 188,915	\$ 473,610	\$ 211,843	
		<i>FTE Add 3</i>					<i>1</i>
Law							
1	Paralegal	\$ 62,607	\$ 18,782	\$ -	\$ 81,389	\$ 81,389	
Total		\$ 62,607	\$ 18,782	\$ -	\$ 81,389	\$ 81,389	
		<i>FTE Add 1</i>					<i>1</i>



City of Franklin, Tennessee
FY 2023 Operating Budget

Appendix I - Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Finance						
1	FY23 Assistant Comptroller	\$ 91,781	\$ 27,534	\$ 2,700	\$ 122,015	
2	FY23 AP-Payroll Specialist	\$ 50,931	\$ 15,279	\$ -	\$ 66,210	
3	FY23 Payroll Software	\$ -	\$ -	\$ 92,412	\$ 92,412	\$ 92,412
	FY23 Total	\$ 142,712	\$ 42,814	\$ 95,112	\$ 280,637	\$ 92,412
		<i>FTE Add 2</i>				
Engineering						
1	Reclassification: Capital Proj. Inspector to Construction Manager	\$ 5,750	\$ 1,725	\$ -	\$ 7,475	\$ 7,475
2	New Capital Projects Inspector	\$ 45,000	\$ -	\$ 39,000	\$ 84,000	\$ 84,000
	Engineering Total	\$ 50,750	\$ 1,725	\$ 39,000	\$ 91,475	\$ 91,475
		<i>FTE Add 1</i>		<i>6 mo. -></i>		<i>1</i>
Traffic Operations Center						
1	Reclassify Existing Traffic Engineer III to City Traffic Engineer	\$ 15,000	\$ 4,500	\$ -	\$ 19,500	\$ 25,000
2	Annual Capital Budget for Small Projects Restoration	\$ -	\$ -	\$ 250,000	\$ 250,000	
	Traffic Operations Center Total	\$ 15,000	\$ 4,500	\$ 250,000	\$ 269,500	\$ 25,000
Human Resources						
1	New Benefits Generalist	\$ 60,408	\$ 18,122	\$ -	\$ 78,530	\$ 58,897
2	Reclass: Benefits Specialist to Benefits Supervisor	\$ 4,273	\$ 500	\$ -	\$ 4,773	\$ 4,773
3	Reclass: HR Generalist to Risk/Benefits Analyst	\$ -	\$ -	\$ -	\$ -	
4	New Organizational Development Specialist	\$ 60,408	\$ 18,122	\$ -	\$ 78,530	\$ 78,530
5	Supervisor Training	\$ -	\$ -	\$ 30,000	\$ 30,000	
	Total	\$ 125,088	\$ 36,745	\$ 30,000	\$ 191,833	\$ 142,200
		<i>FTE Add 2</i>		<i>1 for '9 mo., 1 for 12 mo. -></i>		<i>2</i>
Planning & Sustainability						
1	FY23 New Assistant Preservation Planner	\$ 55,000	\$ 16,500	\$ 1,100	\$ 72,600	\$ 36,300
2	Reclass: Current Planning Supervisor to Assistant Planning Director, Current Planning	\$ 98,000	\$ 29,400	\$ 3,500	\$ 130,900	\$ 20,000
3	FY23 Reclassify Existing Assistant Director	\$ 5,005	\$ 400	\$ -	\$ 5,405	
4	FY23 Envision Franklin	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 150,000
5	FY23 Reclassify Preservation Planner	\$ 4,085	\$ 350	\$ -	\$ 4,435	
	FY23 Total	\$ 162,090	\$ 46,650	\$ 154,600	\$ 363,340	\$ 206,300
		<i>FTE Add 2</i>		<i>6 mo. -></i>		<i>1</i>
Building and Neighborhood Services						
1	New Permit Technician^	\$ 40,141	\$ 12,042	\$ -	\$ 52,184	
	Total	\$ 40,141	\$ 12,042	\$ -	\$ 52,184	\$ -
		<i>FTE Add 1</i>				
Police						
1	New Police Officers (8)	\$ 421,600	\$ 126,480	\$ 336,800	\$ 884,880	\$ 442,440
2	Additional Overtime Funding	\$ 175,000	\$ 52,500	\$ -	\$ 227,500	
3	Parking Gates @ FPD	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
4	Tactical Phone System (for Crisis Negotiations)	\$ -	\$ -	\$ 32,500	\$ 32,500	
5	Copiers	\$ -	\$ -	\$ 38,667	\$ 38,667	\$ 38,667
6	Community Room Tech @ FPD	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 50,000



City of Franklin, Tennessee
FY 2023 Operating Budget

Appendix I - Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Total		\$ 596,600	\$ 178,980	\$ 532,967	\$ 1,308,547	\$ 531,107
<i>FTE Add 8</i>						4
Fire						
1	Firehouse Replacement Software			\$ 70,703	\$ 70,703	\$ 70,703
2	Add One (1) Fire Information Systems Analyst	\$ 64,722	\$ 19,417	\$ 9,350	\$ 93,489	\$ 93,489
3	Add Nine (9) Firefighter (1XCOSTSFAC)	\$ 523,119	\$ 156,936	\$ 65,576	\$ 745,631	
4	Reclass 3 Firefighters to Shift Lieutenants	\$ 38,033	\$ 11,410	\$ 2,950	\$ 52,393	
5	Replace Battalion Chief Vehicle and Equipment			\$ 64,850	\$ 64,850	
6	Replace Engine 1			\$ 925,699	\$ 925,699	\$ 925,699
7	Hydrant Painting			\$ 66,400	\$ 66,400	\$ 66,400
8	Air Light Response Vehicle (FAC)			\$ 682,176	\$ 682,176	
9	Replace Engine 6			\$ 925,699	\$ 925,699	\$ 925,699
10	Replace Tower 6			\$ 1,757,866	\$ 1,757,866	\$ 1,757,866
11	Add One (1) EMS Instructor Coordinator (1XCOSTSFAC)	\$ 58,504	\$ 17,551	\$ 9,350	\$ 85,405	
12	Replace Two Staff Vehicles			\$ 120,000	\$ 120,000	\$ 120,000
13	Ozone Sterilization Units			\$ 24,000	\$ 24,000	
14	EMS Simulation Equipment			\$ 45,000	\$ 45,000	
Total		\$ 684,378	\$ 205,314	\$ 4,769,619	\$ 5,659,311	\$ 3,959,856
<i>FTE Add 10</i>						1
Streets						
1	Single Axle Dump Truck	\$ -	\$ -	\$ 315,820	\$ 315,820	\$ 315,820
2	Trailer Mounted Leaf Vacuum	\$ -	\$ -	\$ 100,750	\$ 100,750	\$ 100,750
3	Fleet Replacement Vehicles- Gfund	\$ -	\$ -	\$ 1,225,041	\$ 1,225,041	\$ 1,225,041
4	Asset Mgt. Facilities Paving Program	\$ -	\$ -	\$ 753,864	\$ 753,864	
5	Fleet Management Software	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
6	Vehicle Barrier System	\$ -	\$ -	\$ 78,000	\$ 78,000	
7	Onboard Diagnostic Units (Telematics)	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
8	Aerated Static Pile Compost System	\$ -	\$ -	\$ 70,000	\$ 70,000	
9	Public Works Facility Building	\$ -	\$ -	\$ 350,000	\$ 350,000	
Total		\$ -	\$ -	\$ 3,143,475	\$ 3,143,475	\$ 1,891,611
Parks						
1	New: Assistant Athletic Field Turf Supevisor	\$ 55,651	\$ 16,695	\$ 3,350	\$ 75,696	\$ 75,696
2	Reclassification: Facilities & Maintenance Supervisor	\$ 3,359	\$ 1,008	\$ 1,950	\$ 6,317	\$ 6,317
3	Reclassification: Executive Assistant	\$ 6,751	\$ 519	\$ 1,700	\$ 8,970	\$ -
4	New: Mini Excavator	\$ -	\$ -	\$ 52,415	\$ 52,415	\$ 52,415
5	New: Self-Propelled Stump Grinder	\$ -	\$ -	\$ 31,575	\$ 31,575	
6	Replacement: Trimming Reel Mower	\$ -	\$ -	\$ 45,250	\$ 45,250	\$ 45,250
7	New: Vehicle w/Tow Package for Rec. Supervisor.	\$ -	\$ -	\$ 33,428	\$ 33,428	
Total		\$ 65,761	\$ 18,222	\$ 169,668	\$ 253,651	\$ 179,678
<i>FTE Add 1</i>						1
Economic Development						
1	CVB - Tourism Efforts	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Total		\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Appropriations to Outside Agencies						
1	Additional Funding Requests	\$ -	\$ -	\$ 138,313	\$ 138,313	\$ 97,505
Total		\$ -	\$ -	\$ 138,313	\$ 138,313	\$ 97,505



City of Franklin, Tennessee
FY 2023 Operating Budget

Appendix I - Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Restorations						
	Building Inspector II		\$ 74,169	\$ -	\$ 74,169	\$ 74,169
Total Restorations		\$ -	\$ 74,169	\$ -	\$ 74,169	\$ 74,169
		<i>FTE Add</i>	1			1

General Fund Summary - Program Enhancement Requests

	Compensation	Benefits	Expenses	Total	
Total G/F Requests	\$ 2,333,350	\$ 763,368	\$ 10,006,871	\$ 13,103,588	\$ 7,996,723
	<i>FTE Add Total</i>	33			13
	<i>FTE Add Total</i>	1			1

Funding Sources

- General Fund (FY 2023)	\$ 2,895,002
- General Fund (FY 2022)	\$ 15,000
- Capital Projects Fund	\$ 45,000
- Capital Vehicle Fund	\$ 1,380,041
- City Facilities	\$ 52,415
- Bond Proceeds	\$ 3,609,264
Total Funding Sources	\$ 7,996,723

FranklinForward Allocations - General Fund

 A Safe, Clean, Livable City	\$ 2,210,950
 An Effective and Fiscally Sound City Government Providing High Quality Service	\$ 8,433,964
 Quality Life Experiences	\$ 329,769
 Sustainable Growth & Economic Prosperity	\$ 2,128,905
Totals	\$ 13,103,588

Traditional Allocations - GF

 Personnel	\$ 3,242,410
 Operations	\$ 2,177,578
 Equipment	\$ 6,579,736
 Capital	\$ 1,103,864
Total	\$ 13,103,588



City of Franklin, Tennessee
FY 2023 Operating Budget

Appendix I - Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
----------	---------	--------------	----------	----------	-------	--------

Other Funds

Sanitation and Environmental Services

1	Resurface/Repair Transfer Station Tipping Floor	\$ -	\$ -	\$ 515,000	\$ 515,000	\$ 515,000
2	Reclass SES Collections Mgr. to SES Operations Mgr.	\$ 4,000	\$ 400	\$ -	\$ 4,400	\$ 4,400
3	Reclass Transfer Station Mgr. to Crew Supervisor	\$ -	\$ -	\$ -	\$ -	
4	Automated Side Loader, Replacement #1	\$ -	\$ -	\$ 351,520	\$ 351,520	\$ 351,520
5	Automated Side Loader, Replacement #2	\$ -	\$ -	\$ 351,520	\$ 351,520	\$ 351,520
6	Automated Side Loader, Replacement #3	\$ -	\$ -	\$ 351,520	\$ 351,520	\$ 351,520
7	Automated Side Loader, New #1 (FAC)	\$ -	\$ -	\$ 354,020	\$ 354,020	\$ 354,020
8	Automated Side Loader, New #2 (FAC)	\$ -	\$ -	\$ 354,020	\$ 354,020	\$ 354,020
9	SES Equipment Operator, New #1	\$ 39,457	\$ 11,837	\$ 1,750	\$ 53,044	\$ 53,044
10	SES Equipment Operator, New #2	\$ 39,457	\$ 11,837	\$ 1,750	\$ 53,044	\$ 53,044
11	Compact 4x4 Pickup Truck, New	\$ -	\$ -	\$ 35,720	\$ 35,720	
12	Compact 4x4 Pickup Truck, Replacement	\$ -	\$ -	\$ 35,720	\$ 35,720	
Total		\$ 82,914	\$ 24,074	\$ 2,352,540	\$ 2,459,528	\$ 2,388,088

FTE Add 2

	Compensation	Benefits	Expenses	Total	Funded
Total Sanitation Fund Requests	\$ 82,914	\$ 24,074	\$ 2,352,540	\$ 2,459,528	\$ 2,388,088

Sanitation Funding Sources

- Sanitation Fund	\$ 1,165,048
- City Facilities Fund	\$ 708,040
- FY 2022 Budget	\$ 515,000
Total	\$ 2,388,088

Stormwater - Streets Division

1	Storm Drain Lining Project	\$ -	\$ -	\$ 49,000	\$ 49,000	\$ 49,000
2	Consumer Replacement Vehicles	\$ -	\$ -	\$ 170,344	\$ 170,344	\$ 170,344
Total		\$ -	\$ -	\$ 219,344	\$ 219,344	\$ 219,344

	Compensation	Benefits	Expenses	Total	Funded
Total Stormwater Requests	\$ -	\$ -	\$ 219,344	\$ 219,344	\$ 219,344

Water Management

1	Consumer Replacement Vehicles	\$ -	\$ -	\$ 446,000	\$ 446,000	\$ 446,000
2	Reclass SR WWO to WWO	\$ -	\$ -	\$ -	\$ -	
3	Biosolids Dump Truck	\$ -	\$ -	\$ 170,510	\$ 170,510	\$ 170,510
4	Tandem-axle Dump Truck	\$ -	\$ -	\$ 180,510	\$ 180,510	\$ 180,510
5	Skidsteer	\$ -	\$ -	\$ 100,000	\$ 100,000	
6	Scissor Lift	\$ -	\$ -	\$ 30,000	\$ 30,000	
Total		\$ -	\$ -	\$ 927,020	\$ 927,020	\$ 797,020

Restorations

Equipment Operator	\$ 42,998	\$ 22,488	\$ -	\$ 65,486	\$ 65,486
Utility Service Worker		\$ 60,110	\$ -	\$ 60,110	\$ 60,110
Total Restorations	\$ 42,998	\$ 82,598	\$ -	\$ 125,596	\$ 125,596

FTE Add 2

	Compensation	Benefits	Expenses	Total	Funded
Total Water Management Requests	\$ 42,998	\$ 82,598	\$ 927,020	\$ 1,052,616	\$ 922,616



City of Franklin, Tennessee
FY 2023 Operating Budget

Appendix I - Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
----------	---------	--------------	----------	----------	-------	--------

Overall Summary - FY 2023 Program Enhancement Requests + Restorations

<u>Dollar Requests</u>	<u>Compensation</u>	<u>Benefits</u>	<u>Expenses</u>	<u>Total</u>	
General Fund	\$ 2,333,350	\$ 763,368	\$ 10,006,871	\$ 13,103,589	\$ 7,996,723
Sanitation Fund	\$ 82,914	\$ 24,074	\$ 2,352,540	\$ 2,459,528	\$ 2,388,088
Stormwater Fund	\$ -	\$ -	\$ 219,344	\$ 219,344	\$ 219,344
Water Management Fund	\$ 42,998	\$ 82,598	\$ 927,020	\$ 1,052,616	\$ 922,616
Total - All Funds Dollars	\$ 2,459,262	\$ 870,040	\$ 13,505,775	\$ 16,835,077	\$ 11,526,771

<u>Personnel Requests</u>	<u>FTE Adds</u>	<u>Reclasses</u>	<u>Restorations</u>
General Fund	33	13	1
Sanitation Fund	2	2	0
Stormwater Fund	0	0	0
Water Management Fund	0	1	2
Total - All Funds Personnel	35	16	3

FranklinForward Allocations - All Funds

	A Safe, Clean, Livable City	\$ 4,918,570
	An Effective and Fiscally Sound City Government Providing High Quality Service	\$ 9,287,489
	Quality Life Experiences	\$ 329,769
	Sustainable Growth & Economic Prosperity	\$ 2,299,249
Totals		\$ 16,835,077

Traditional Allocations - All

	Personnel	\$ 3,352,898
	Operations	\$ 2,226,579
	Equipment	\$ 9,636,736
	Capital	\$ 1,618,864
Total		\$ 16,835,077



City of Franklin, Tennessee **FY 2023 Operating Budget**

Appendix J – Pay Scales

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.

Created in 2013, the Classification and Compensation Study (a joint project between the City of Franklin and Burris, Thompson and Associates) reviews every position throughout the organization and compared to market data in both public sector (including specific pay information from 20+ other cities) and private sector (where applicable). This project reviews all of the positions and makes recommendations for any necessary changes to pay grades. This study has been revised three times since 2013: 2015, 2018 and 2022.

The result of this study is a pay scale which will be placed here with the Approved Budget. The revised pay scales and grade will be presented to the BOMA concurrent with this document.



City of Franklin, Tennessee
FY 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 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.franklintn.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 2023 Operating Budget**

Appendix K – Franklin*Forward*: 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 2023 Operating Budget

Appendix K – *Franklin Forward*: 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 2023 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

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

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
 - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a “Smarter City” by the Natural Resources Defense Council for sustainability (the first in Tennessee).
 - Baseline: To review the criteria for becoming a “Smarter City” and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>
- Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.
 - Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
 - Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).
- Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.
 - Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Franklin will be a leader in residential recycling efforts.

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



City of Franklin, Tennessee
FY 2023 Operating Budget

Appendix K – FranklinForward: Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.



An Effective and Fiscally Sound City Government Providing High Quality Service

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

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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

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

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



City of Franklin, Tennessee **FY 2023 Operating Budget**

Appendix K – Franklin*Forward*: 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 2023 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 2023 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 2023 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 2023 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 2023 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 2023 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 2023 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 2023 Operating Budget

This page intentionally left blank.



City of Franklin, Tennessee

FY 2023 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 2023 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 2023 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 2023 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 2023 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 2021 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		Total Local Sales Tax Collected	Less: County Portion (1/2 of tax)		Less: County Admin Fee (1/2 of tax)		Local Sales Tax Received by City	Percent of General Fund Revenue
	Local Sales Tax	Williamson County	Rate (City & County)	Williamson County		Portion (1/2 of tax)	County	City's 1/2 of tax)	County		
	Local Sales Tax	County	Rate (City & County)	Williamson County		Portion (1/2 of tax)	County	City's 1/2 of tax)	County		
2021	\$ 3,771,019,289		2.75%	\$ 84,847,934	\$ (42,423,967)	\$ (424,240)	\$ 41,999,727			52.1%	
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	(26,258,316)	(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%	

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 received 1/2 of the 2.25% rate collected within the City through March 2021. With the expiration of the intergovernmental agreement in April 2021, the City began to receive 1/2 of the 2.75% 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 2023 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	Industrial & Commercial Property	In tangible Property	State Assessment	Local Assessment	Intangible Property	State Assessment				
2021	\$ 2,457,984,895	\$ 2,721,802,980	\$ 212,141,723	\$ 2,400,000	\$ 64,423,153	\$ -	\$ 5,458,752,751	\$ 21,190,144,675	\$ 21,190,144,675	25.76%	0.4176		
2020	2,383,570,565	2,611,168,485	195,053,443	106,128	64,804,129	-	5,254,702,750	18,920,390,435	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	-	5,048,158,858	18,208,229,470	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	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	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	11,591,451,146	30.86%	0.4065		
2015	1,628,904,915	1,586,857,868	163,708,520	53,322	60,066,953	471,130	3,440,062,708	11,413,859,405	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	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	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	10,298,785,436	30.86%	0.3765		

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 2023 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>2012</u>		<u>2021</u>	
	<u>Assessed</u> <u>Valuation</u>	<u>Percent of</u> <u>Assessed</u> <u>Valuation</u>	<u>Assessed</u> <u>Valuation</u>	<u>Percent of</u> <u>Assessed</u> <u>Valuation</u>
<u>Real and Personal Property Tax</u>				
Boyle Investments			\$ 147,768,000	2.71%
Highwood Properties			146,159,000	2.68%
IMT			128,743,000	2.36%
Galleria Associates (CBL Assoc.)	59,953,120	1.89%	97,377,000	1.78%
Northwood Investors			93,713,000	1.72%
Stock Bridge Capital			69,263,000	1.27%
Chartwell Hospitality			56,979,000	1.04%
Nuveen Real Estate			54,952,000	1.01%
Steadfast Apt REIT			54,200,000	0.99%
Public Sect Pension Inv Brd			50,317,000	0.92%
HRLP Cool Springs LLC	37,678,400	1.19%		
Carothers Office ACQ LLC	29,792,480	0.94%		
Landings F C LP	24,381,720	0.77%		
Wyndchase, LLC	24,208,600	0.76%		
Lightman Cool Springs	20,763,520	0.65%		
Williamson Farmers Co-Op	19,126,880	0.60%		
Boyle Cool Springs Joint Venture	18,766,560	0.59%		
Franklin Realco LLC	16,834,200	0.53%		
Alara Franklin Corp	15,710,680	0.49%		
Franklin Cool Springs Corp	15,659,635	0.49%		
AGL/SLC McEwen No 1 LLC	15,176,080	0.48%		
United Dominion Realty LP	14,436,670	0.45%		
Weeks Realty	13,912,760	0.44%		
AGL/SLC McEwen No 2 LLC	13,177,520	0.41%		
Totals	\$ 339,578,825	10.68%	\$ 899,471,000	16.48%

* Total assessed valuation in 2012 (tax year 2011) was \$3,178,038,662

** Total assessed valuation in 2021 (tax year 2020) is \$5,458,752,751.



City of Franklin, Tennessee

FY 2023 Operating Budget

Appendix M – Additional Demographic & Economic Information

Employer	2012				2021 (b)			
	Employees (a)		Percentage of Total County Employment		Employees (b)		Percentage of Total City Employment	
	Rank	Employees (a)	Rank	Percentage of Total County Employment	Rank	Employees (b)	Rank	Percentage of Total City Employment
Fresenius Medical Care						2,020	1	4.29%
HCA Healthcare, Inc.						2,002	2	4.33%
Community Health Systems	2	2,153	2	3.66%		2,000	3	4.29%
Williamson Medical Center	3	1,397	3	2.38%		1,896	4	4.07%
Optum						1,600	5	3.43%
Nissan North America	5	1,200	5	2.04%		1,550	6	3.32%
Cigna						1,500	7	3.22%
Paralon Business Solutions, LLC						1,100	8	2.36%
Mars Petcare	8	742	8	1.26%		1,000	9	2.14%
Ramsey Solutions						902	10	1.93%
Lee Company	9	625	9	1.06%				
Cool Spring Galleria	1	3,500	1	5.95%				
Verizon Wireless	4	1,300	4	2.21%				
Healthways	6	900	6	1.53%				
Primus/Ford Credit	7	800	7	1.36%				
Medsolutions	10	550	10	0.94%				
Total		13,167		22.39%		15,570		33.38%

(a) City's 2012 Comprehensive Annual Financial Report. Prior to 2013, the ACFR represented Franklin employers by county statistics.
 (b) 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 2023 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	\$ 818,770,000	40.18% (a)	\$ 328,981,786
Franklin Special School District	71,506,941	100.00% (b)	71,506,941
Subtotal, overlapping debt			400,488,727
City of Franklin direct debt of governmental			150,034,179 (c)
Total direct and overlapping debt			\$ 550,522,906

(a) Based upon Assessed Value of Property

in:

County	\$ 13,585,683,435
City	\$ 5,458,752,751

(b) All of the Special School District is located within the City of Franklin. Amount shown includes a bond total of \$70,825,000 and a Note Payable total of \$681,941.

(c) This amount includes total governmental debt of \$131,720,000 and governmental unamortized premiums of \$18,314,179.



City of Franklin, Tennessee

FY 2023 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, 2021, 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
Williamson Medical (Hospital)	29,760	1.96%	\$ 209,747	1.84%
Carrington Hills (Residential)	15,204	1.00%	\$ 112,904	0.99%
Franklin Housing Authority (Residential)	14,262	0.93%	\$ 73,910	0.65%
Prescott Place (Residential)	11,427	0.75%	\$ 79,412	0.70%
Apcom Inc. (Mfg)	11,227	0.74%	\$ 78,952	0.69%
Franklin Estates (Residential)	10,559	0.69%	\$ 93,682	0.82%
IMI Tennessee Inc (Mfg)	9,567	0.63%	\$ 67,198	0.59%
River Oaks Apartments (Residential)	8,801	0.58%	\$ 65,411	0.57%
Viera Holdings LLC (Residential)	8,302	0.54%	\$ 58,179	0.52%
Williamson County Jail	8,083	0.53%	\$ 56,798	0.50%
TOTAL	127,192	8.35%	\$ 896,193	7.87%

Customer	TOP TEN WASTEWATER CUSTOMERS			
	Gallons Billed (1,000)	% of Total Gallons Billed	Revenue	% of Total Sewer Revenues
IMT Capital REIT IV LLC (Residential)	42,082	1.62%	\$ 249,559	1.15%
Star Brentwood LLC (Residential)	33,510	1.28%	\$ 185,734	0.86%
100 Gillespie Drive LLC (Residential)	31,147	1.19%	\$ 184,302	0.85%
Williamson Medical Center (Hospital)	29,760	1.14%	\$ 176,223	0.82%
Gateway Village (Residential)	18,534	0.71%	\$ 110,217	0.51%
PB One Aspen Grove LLC (Residential)	15,251	0.58%	\$ 90,286	0.42%
Carrington Hills (Residential)	15,204	0.58%	\$ 139,433	0.64%
Franklin Housing Authority (Residential)	14,262	0.55%	\$ 104,646	0.47%
Mid America Apartments LP (Residential)	13,738	0.53%	\$ 81,575	0.38%
Franklin Estates (Residential)	10,559	0.40%	\$ 125,239	0.58%
TOTAL	224,047	8.58%	\$ 1,447,214	6.68%

Customer	TOP TEN RECLAIMED WATER CUSTOMERS			
	Gallons of Water Purchased (1,000)	% of Total Water Consumed	Revenue	% of Total Water Revenues
City of Franklin Parks	38,084	30.66%	\$ 36,941	23.80%
Rural Plains Partnership (Business)	23,882	19.23%	\$ 24,602	15.86%
Boyle Investment (Business/Res)	9,932	8.00%	\$ 9,427	6.07%
John Deere Landscape (Business)	6,411	5.16%	\$ 6,221	4.01%
Harpeth Community Church	5,225	4.21%	\$ 4,318	2.78%
Ramsey Solutions (Business)	4,148	3.34%	\$ 17,581	11.33%
Carlisle HOA (Residential)	3,662	2.95%	\$ 3,564	2.30%
Battle Ground Academy (School)	3,486	2.80%	\$ 3,253	2.10%
Berry Farms (Business/Residential)	3,102	2.50%	\$ 5,072	3.26%
RFA Building LLC (Business)	2,730	2.20%	\$ 415	0.27%
TOTAL	100,662	81.05%	\$ 111,394	71.78%

Note 1: For some customers with multiple meters, gallons purchased and revenue from all meters has been included in the lists shown above.

Note 2: For reclaimed water customer RFA Building LLC, the consumption and billed amount are not in alignment and are currently being addressed. Customer is in the top 10 based on consumption.



City of Franklin, Tennessee

FY 2023 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 2023 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 2023 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 2023 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 2023 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 2023 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.