



FY2024

**APPROVED
BUDGET**



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Integrity Action-Oriented*



City of Franklin, Tennessee
FY 2024 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

**Annual Operating &
Capital Equipment Budget
July 1, 2023 - June 30, 2024**

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

Angie Johnson, 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

Kevin Townsel, Human Resources Director

Court Clerk

Jack Tucker, Sanitation & Environmental Services Director

Deborah Faulkner, Police Chief

Michael Walters Young, Budget & Strategic Innovation
Manager

Glenn Johnson, Fire Chief

Brian Wilcox, Purchasing Manager

Steve Grubb, Streets Director

Scott Williar, Emergency Management Coordinator

Chris Franklin, Management Fellow

Brad Wilson, Project & Facilities Manager

Michelle Hatcher, Water Management Director

Emily Wright, Planning & Sustainability Director

Paul Holzen, Engineering Director/City Engineer

Mike Lowe, Comptroller



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The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the City of Franklin, Tennessee its annual budget for the fiscal year beginning July 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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



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May 5, 2023

Mayor Moore, Aldermen, and Citizens of Franklin,

Each year, the budget process provides the opportunity to consider where we are as a community and the opportunities that lie ahead. Franklin remains one of the most desirable places to live in America. Publications such as *Money*, *Southern Living*, *USA Today*, and *Livability* consistently recognize Franklin among the best places to live in America. Investment and job growth also reflect Franklin's remarkable economic vitality and competitive position. During calendar year 2022, private investment reached the highest level in Franklin's history with \$874 million in direct construction investment. Over the past two years, six corporate headquarters announced their move to Franklin which is projected to create over 2,000 new jobs. Franklin's unemployment rate continues to be among the lowest 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 *All America 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."

Beyond these statistics and ratings, our City of Franklin team values the opinions and perceptions of residents. In late 2022, the City surveyed a wide range of Franklin citizens through a national survey used by more than 600 communities across the United States. The City used this same survey instrument in 2016 and 2019. Our goal in conducting the survey was to ask Franklin citizens the simple but important question: "How are we doing?" The results were encouraging, with 97% of survey respondents rating Franklin's quality of life as excellent or good (ranking 7th nationally; 1st among cities of a similar size) and 96% rated Franklin as an excellent or good place to raise children (ranking 7th nationally; 1st among cities of similar size). The overall quality of City of Franklin services was rated excellent or good by 89% of respondents with especially high marks for the feeling of neighborhood and downtown safety at 99% excellent or good. Employment opportunities and the vibrancy of our downtown and commercial areas ranked second nationally. While we are encouraged by this positive feedback, citizens did express concerns regarding the impact of growth affecting Franklin's quality of life—specifically traffic/congestion and housing affordability.

Significant infrastructure work continues through the City's Invest Franklin initiative that supports our 10-year, \$380 million Capital Investment Plan. Recent highlights include the completion of the 96 West Multi-Use Trail, the opening of renovated ballfields in partnership with Franklin Special School District, and completion of an award-winning bridge to connect the community to the site of our future park in southeast Franklin. Later this year, we will see the

completion of the City's expanded and upgraded Water Reclamation Facility and the opening of the Franklin Road improvements.

Despite these successes, significant challenges remain. The City of Franklin continues to be bolstered 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 has crafted a budget and action plan that is both fiscally prudent and consistent in maintaining our commitment to high-quality community service.

Budget Overview

The 2023-24 (FY24) General Fund budget is \$102,534,136, which represents an increase of 3.4% compared to the current \$99,187,604 budget for 2022-23 (FY23). The FY24 budget for all funds is \$218,138,422, which represents an increase of 0.5% compared to FY23.

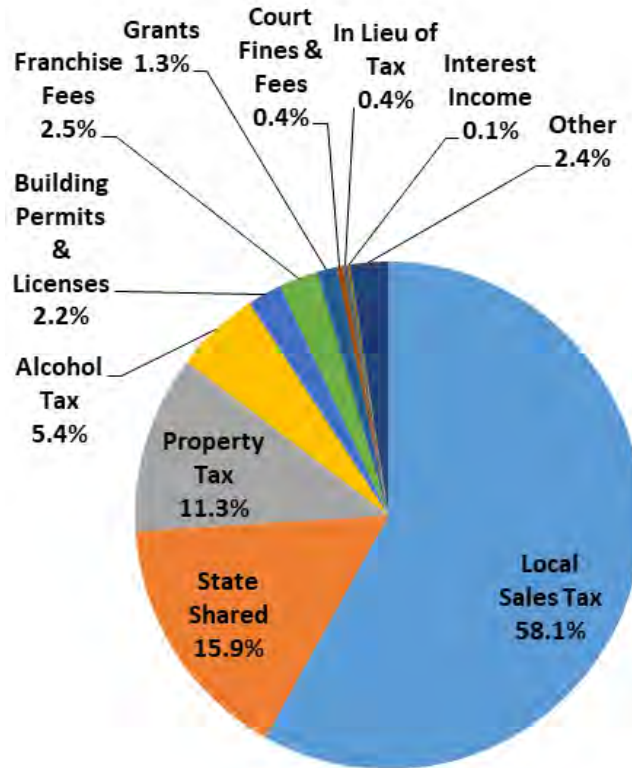
Highlights of the 2023-24 Budget

- The budget is balanced.
- The budget fully complies with the City's debt and fund reserve policies.
- Essential service levels are maintained.
- The City property tax rate 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 has the lowest property tax rate of any city in Tennessee with a population over 50,000, and its rate is among the lowest of comparable cities nationally.
- A pay increase for City team members will be effective the first pay period of July 2023. The approved budget includes a general pay increase of 3% plus an additional performance-based pay increase of up to 2.5%.
- The budget includes three new positions in the General Fund. The new positions are three new firefighters, one per shift. Several position reclassifications are included in the areas of Communications, Engineering, Streets, Police, and Fire. There is one additional position in the City's Water Management utility, although the total number of funded positions remains the same.
- Health insurance premiums for City team members are projected to remain unchanged for FY24.
- The FY24 budget includes a \$1 per month increase for residential trash and recycling collection (from \$22/month to \$23/month). Consistent with our five-year utility rate plan, water rate increases of 3% for both calendar year 2024 and 2025 are expected. Sewer rates are expected to increase 2.5% in 2024 and 2% in 2025.
- 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 FY24 are projected at \$102.5 million, an increase of 3.4% over the current FY23 budget of \$99.2 million. The following is a summary of revenue by category.

General Fund Revenue by Category – FY24



Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 58.1% of total General Fund revenue. The FY24 sales tax budget of \$59.5 million represents a projected increase of 2% compared to the FY23 budget. Over the past two years, there has been substantial growth in the sales tax due to inflationary pressures, economic growth in the community, and strong on-line sales tax collection by the state of Tennessee. In 2018, Williamson County voters approved an additional 0.5% Local Option Sales Tax. After dedicating the first three years of this additional sales tax to public education and consistent with the original plan, half of the City's portion of the additional 0.5% Local Option Sales Tax increase is 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 2% growth in sales tax in FY24. 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 15.9% of total General Fund revenue and is projected to be \$16.3 million, an increase of 2% compared to the FY23 budget of \$16 million. This increase is also a relatively conservative projection compared to the recent strength of State sales tax collections.

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 11.3% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY24 is \$11.6 million, compared to \$10.7 million budgeted in FY23. The General Fund portion of property tax revenue (\$11.6 million) is the result of the total property tax of \$24.2 million minus \$11.5 million in transfer to the Debt Service Fund for General Fund debt obligations and \$1.1 million transferred to the Street Aid Fund. In December 2021, the City retired the Industrial Development Board debt associated with the Tax Increment Financing District in the McEwen-I-65 area (sometimes referred to as the Nissan TIF). FY24 marks the first year where all of the property tax attributable to the former McEwen TIF District flows to the General Fund.

In the FY24 budget, The City property tax rate 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 has the lowest property tax rate of any city in Tennessee with a population over 50,000, and its rate is among the lowest of comparable cities nationally.

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 FY24 budget year, these various alcohol taxes are projected to generate \$5.5 million, accounting for 5.4% of General Fund revenue. The projected FY24 revenue is an increase of 3.5% compared to the FY23 budget.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 2.5% of General Fund revenue. For FY24, \$2.55 million is projected in franchise fees, a modest 1% increase compared to FY23.

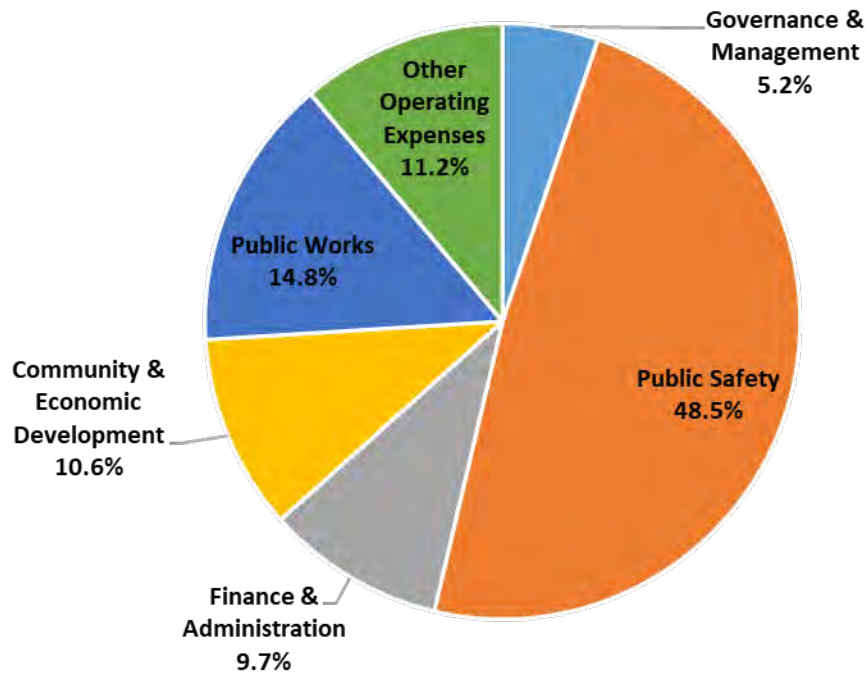
Building Permits and Licenses. The budget incorporates an assumption that the pace of development will remain relatively steady with a slight decrease in activity in the coming year. The budget for building permit and license fees revenue is projected at \$2.3 million for FY24, a decrease of 14% compared to FY23, that is similar to the revenue generated in FY22. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 2.2% of the General Fund revenue.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant revenue is projected at \$1.3 million in FY24, an increase of \$560,500 compared to FY23. Court fines/fees are projected at \$381,677 in FY24. Interest income is projected to grow to \$116,600 in the FY24 budget, an increase from the \$100,000 in revenue expected in FY23. 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 \$102.5 million for FY24. 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 48.5% of the total budget.

General Fund Expenditures by Major Service Area – FY24



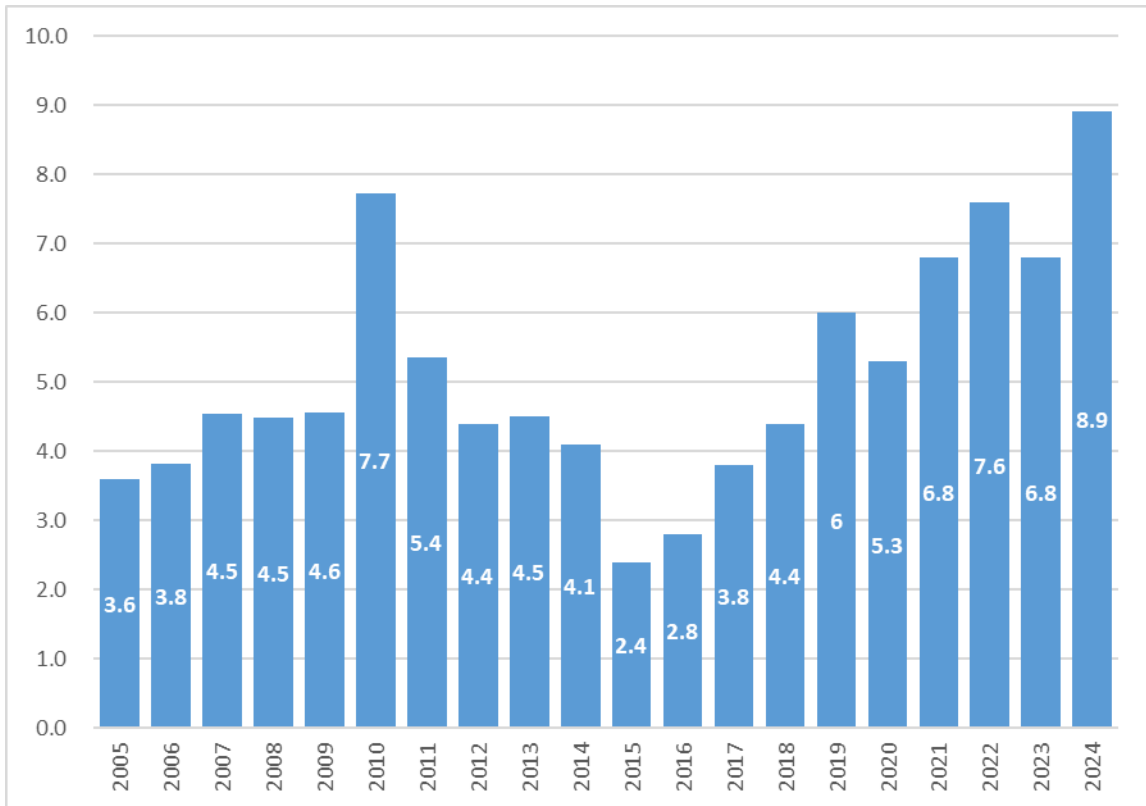
Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 72% of the City’s General Fund budget. Overall, employment-related costs are projected at \$73.8 million, a 3.5% increase compared to the current budget of \$71.3 million. Health insurance premiums for City team members are projected to remain unchanged for FY24.

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. The City’s single employer Defined Benefit Pension Plan (the “Closed Plan”) was closed to new participants effective December 31, 2016. Beginning January 1, 2017, and thereafter, new hires are members of the Tennessee Consolidated Retirement System (“TCRS”) Legacy Defined Benefit Pension Plan (the “Open Plan”), a multi-employer pension plan administered by the State of Tennessee Department of Treasury. While TCRS has agreed to manage certain aspects of the Closed Plan, primarily investment of assets and payroll services, the City continues to oversee the remaining functions in accordance with terms of the plan and the State of Tennessee Public Employee Defined Benefit Financial Security Act of 2014. For FY24, the City will

appropriate the actuarially required contribution of \$7,019,360 to the Closed Plan. City contribution to the Open Plan for FY24 is 7.35% of salary.

Pension and Retirement Contributions – FY 2005-2024



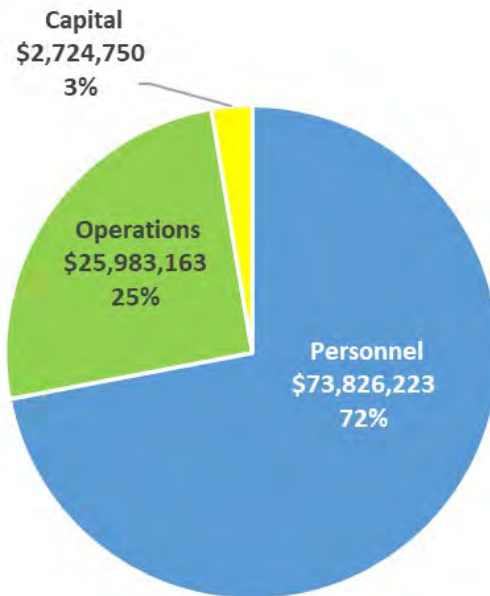
Employee Benefits. For several years, the City has adopted a specific approach to sharing health insurance costs with employees. Using this policy, the City pays 85% of the premium for single coverage and 80% of the premium for employee family coverage for active employees. The City’s premiums for health, vision, and dental insurance are projected to remain flat for FY24. 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 remain flat in FY24.

Operations. The operations expenditure category is a broadly defined category that encompasses non-personnel and non-capital activities. It includes utilities, supplies, contractual services, repairs and maintenance, and vehicle fuel. In total, operational expenses account for 25.3% of General Fund expenditures. The FY24 budget amount for operational expenses (inclusive of interfund transfers) is \$26 million, an increase of 0.9% compared to FY23.

Transfers to Other Funds. The General Fund budget includes transfers from the General Fund to other funds to support operations and capital projects. The FY24 budget includes \$7.3 million of transfers to other funds, a decrease of \$2.3 million compared to FY23. Transfers fall into two categories. The first are ongoing transfers - \$500,000 from the General Fund to the Street Aid and Transportation Fund in FY24 which funds the

“sidewalk gap” projects approved as a part of the Invest Franklin initiative and a new asset paving initiative for City owned trails, parking lots, driveway aprons, etc., \$771,473 from the General Fund to the Transit Fund (a reduction of 5.8% compared to FY23), and \$312,810 for the new Capital Vehicle and Equipment Replacement Fund for the annual replacement of Police vehicles. The second category of transfers include \$5.75 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.

General Fund Expenditures by Major Category – FY24



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 \$50,000. 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 FY24 General Fund budget, capital expenditures are projected at \$2.7 million, an increase of 29.6%. The FY24 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 Finance and Risk Management. In FY23, the City created a Capital Vehicle and Equipment Replacement Fund. This fund will be “seeded” with \$1.5 million at the end of FY23 and an additional \$312,810 in FY24. 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 FY24 budget funds these organizations at \$685,758, an increase of \$24,730 compared to the FY23 budget. The City’s contract with Williamson County Animal Center is increasing by

\$9,041 for city-wide animal control services. The FY24 budget provides a 5% increase to all agencies as a recognition of the inflationary pressures being experienced by all agencies.

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 (FY23) with a General Fund reserve of \$77.1 million. With no draw from General Fund reserves planned, this same fund balance is projected for FY24. The reserve level of \$77.1 million represents 75% of annual revenue and expenditures at the end of FY24. 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 \$31 million from reserves could be available for funding capital projects.

Despite the challenges and uncertainty of recent 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 FY24 budget for this fund is \$6.6 million, an increase of 25.7% compared to FY23. The City was able to transfer an additional \$750,000 from the General Fund in FY23 to assist with pavement preservation efforts in FY24. 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. Beginning in FY24, the City has added a \$250,000 transfer from the General Fund to support the new Asset Management Paving program, which will provide annual funding for the pavement management and resurfacing of non-roadway City assets such as trails and parking lots.

Sanitation and Environmental Services Fund. The FY24 budget for the City's Sanitation and Environmental Services Fund is \$14.7 million, an increase of 13% compared to FY23. The FY24 budget includes the addition of a second air curtain burner for wood waste (funded by the City Facilities Fund), the replacement of a rear loader and knuckle boom loaders. Over the past year, the City negotiated long term agreement for landfill capacity and recycling processing. These

new intergovernmental agreements provide both capacity and certainty regarding rates for at least the next 10 years. The FY24 budget includes a \$1 increase in the monthly customer fee from \$22 per month to \$23 per month. For three out of the past five fiscal years (FY19-FY23) there has not been a General Fund subsidy budgeted for the Sanitation Fund. In FY 23, the general fund provided \$500,000 to meet additional operating cost and maintain the State-mandated fund balance. There is no General Fund subsidy to the Sanitation Fund anticipated in the FY24 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 FY24, an increase of 49.6% compared to FY23 projections. The FY24 budget includes \$10.7 million in expenditures. The budget anticipates \$2.8 million in expenditures as 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 has recently begun and will likely conclude in FY24 with recommendations to update the Road Impact fee structure.

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 FY24 budget includes \$194,525 for purchase of a new equipment in the Sanitation and Environment Services Department and \$68,437 for a new equipment in the Parks Department. This new equipment will support expanded services to new homes built in Franklin in recent years and support expanded Parks operations. In total, the City Facilities tax includes \$3.8 million in appropriation for capital investments and new equipment needs driven by growth. The Facilities Fund also includes capital project funding support of \$3.5 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. The FY22 and FY23 budgets have included support for a portion of the recently completed 96 West multi-use trail project that connects the Freedom Middle School-Poplar Grove School campus with the Freedom Intermediate-Johnson Elementary School campus. The FY23 budget included \$600,000 of funding for the trail project. At this time there is not an appropriation from the County Facilities Tax Fund included in the FY24 budget.

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The Stormwater Fund budget is \$3.6 million for FY24, an increase of 3.2% compared to 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 FY24 budget includes expenditures of \$152,004, an increase of 1.2% compared to FY23.

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 strong, steady recovery and now is consistently surpassing pre-COVID activity levels in terms of occupancy and average daily room rate. The FY24 Hotel/Motel Tax Fund budget is \$3.6 million, a decrease of 31% compared to FY23. These expenditures include support for the Convention and Visitors Bureau (\$1,308,025), debt service for tourism related projects (\$1,154,543), and direct funding for tourism-related parks projects (approximately \$1.0 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 \$7.5 million. In recent years, the Board of Mayor and Aldermen has made amendments to the Parkland Dedication Ordinance with goals to create incentives for developers of residential property to incorporate amenities within their developments and to better align the fee-in-lieu-of structure with the true cost of purchasing and developing new parks. Capacity within the Parkland Dedication Fund has been identified to fund priority initiatives within the Invest Franklin Capital Investment Program. In the FY24 budget, the Parkland Dedication Fund includes \$3.8 million as a transfer to the Capital Project Fund to support three approved capital investment plan projects: \$1.1 million for Liberty Park, \$2.5 million for Southeast Park and \$110,000 for design work of a greenway from Pinkerton Park to Franklin Road.

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 FY24 is \$771,473, a decrease in funding from the FY23 budget of 5.8%. In total, the Transit Fund budget for FY24 is \$4.4 million, a decrease of 0.8% compared to FY23.

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 FY24, funding is recommended to be \$375,000, a decrease of \$322,000 compared to the FY23 budget. This reduction is reflective of the spend down in recent years of the targeted, additional COVID-related funding that came from the Federal government through the CDBG structure. 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 FY24 budget for the Debt Service Fund is \$16.3 million, which is an increase of 3.7% compared to FY23. Overall, the debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY24 budget includes \$11.6 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. In FY23 budget, the City created a Capital Vehicle Replacement Fund. This fund will be "seeded" with another \$1.5 million at the end of FY23. Annually, the City's operating funds will contribute to this fund, which will support the systematic replacement of capital equipment and vehicles. The FY24 budget includes a contribution of \$312,810 transferred from the City's General Fund. The expenditure budget from the Capital Vehicle and Equipment Replacement Fund for FY24 will be \$3.2 million for the purchase of approximately 43 commercial fleet vehicles/equipment and an additional 11 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 FY24 budget consists of \$17.1 million for water, \$30.4 million for water reclamation (sanitary sewer), and \$370,124 for reclaimed water. In total, the combined FY24 Water Management budget is \$47.9 million, an increase of 12.3% compared to FY23. This increase is largely driven by increase debt service associated with City's upgrade and expansion of the Water Reclamation Facility.

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. Consistent with the five-year rate plan, the FY24 budget includes rate adjustments of 3% for water and 2.5% for wastewater, which would go into effect on January 1, 2024. The Board will also be asked to consider adopting a 3% rate increase for water and 2% increase in wastewater effective January 1, 2025.

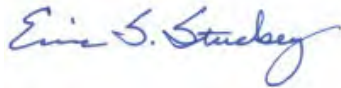
Summary

Despite the challenges and uncertainty facing communities across the country, 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 America. Continued strong financial management and strategic investment will position the City of Franklin to succeed and thrive now and in the future.

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 Norma Lockney; Management Fellow Chris Franklin, Comptroller Mike Lowe; Human Resources Director Kevin Townsel and Human Resources Manager 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,

A handwritten signature in blue ink that reads "Eric S. Stuckey". The signature is written in a cursive style with a large, looping "S" and "E".

Eric S. Stuckey
City Administrator

ORDINANCE NO. 2023-18

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ADOPTING A BUDGET FOR THE FISCAL YEAR 2023-2024; 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, 2023, 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 2023-2024 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, 2023 – June 30, 2024"


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.

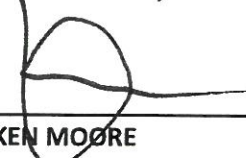
SECTION IV: That the City Administrator is authorized to execute the non-profit funding agreements in accordance to the funding approved as part of this budget.

SECTION V: That this Ordinance shall take effect on July 1, 2023, 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.

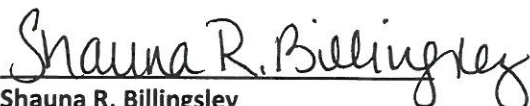
ATTEST:

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:

May 23, 2023 - 8-0
June 13, 2023
June 13, 2023 - 6-0
June 27, 2023 - 8-0

ORDINANCE NO. 2023-19

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2023-2024; 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 2023-2024 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
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:
BY: DR. KEN MOORE
DR. KEN MOORE
Mayor

Approved as to Form:

Shauna R. Billingsley
Shauna R. Billingsley, City Attorney

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

May 23, 2023 - 8-0
June 13, 2023 -
June 13, 2023 - 6-0
June 27, 2023 - 8-0

ORDINANCE 2023-20

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, 2023 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

Collection Service Fees	
Residential	
First MSW rollout container	\$23.00 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, 2023, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

By: Eric G. Stuckey
Eric Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: Dr. Ken Moore
Dr. Ken Moore
Mayor

Approved as to form by:

Shauna R. Billingsley
Shauna R. Billingsley
City Attorney

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

May 23, 2023 · 8-0
June 13, 2023
June 13, 2023 · 5-1
June 27, 2023 · 7-1

**ORDINANCE 2023-21
AS AMENDED**

**AN ORDINANCE AMENDING THE CITY OF FRANKLIN MUNICIPAL CODE, APPENDIX A -
COMPREHENSIVE FEES AND PENALTIES, CHAPTER 18 – WATER & SEWERS FOR THE PURPOSE
OF UPDATING WATER, SANITARY SEWER, AND RECLAIMED WATER USER RATES**

WHEREAS, the City of Franklin, Tennessee, has completed an independent third-party cost of service study that recommended increases in water, sanitary sewer rates and fees; and

WHEREAS, the Board of Mayor and Aldermen (the Board) determined that rate planning should be conducted on a regular basis to ensure rate sufficiency; and

WHEREAS, the State of Tennessee requires that rates and fees be charged adequately in order to cover costs of such service; and

WHEREAS, the Board of Mayor and Aldermen find this action to be in the best interest of the City.

WATER

- Increase the Monthly Customer Charge for each Rate Class in year one and two by \$1.72.

SEWER

- Increase the monthly Customer Charge for Residential – in, Residential – Out and Commercial – In year one by \$1.76 and in year two by \$1.41.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF FRANKLIN, TENNESSEE, AS FOLLOWS:

SECTION I: Appendix A, Comprehensive Fees and Penalties, Chapter 18 – Water & Sewers of the Franklin Municipal Code be amended by changing the following tables and fees to read as follows:

Water Rate Table (January 1, 2024) – OPTION A					
		First 1k gallons (customer charge)	Next 9k (gallons)	Next 15k (gallons)	All Additional Usage (per 1,000 gallons)
Residential	Inside	\$19.76	\$5.29	\$6.22	\$7.15
Residential	Outside	\$22.20	\$8.01	\$8.59	\$9.17
Commercial	Inside	\$26.39	\$5.27	\$6.20	\$7.13
Commercial	Outside	\$30.11	\$7.93	\$8.51	\$9.09

Water Rate Table (January 1, 2025) – OPTION A					
		First 1k gallons (customer charge)	Next 9k (gallons)	Next 15k (gallons)	All Additional Usage (per 1,000 gallons)
Residential	Inside	\$21.48	\$5.29	\$6.22	\$7.15

Residential	Outside	\$23.92	\$8.01	\$8.59	\$9.17
Commercial	Inside	\$28.11	\$5.27	\$6.20	\$7.13
Commercial	Outside	\$31.83	\$7.93	\$8.51	\$9.09

SECTION II: Appendix A, Comprehensive Fees and Penalties, Chapter 18 – Water & Sewers of the Franklin Municipal Code be amended by changing the following tables and fees to read as follows:

Sewer Rate Table (January 1, 2024) – OPTION A				
		First 1k gallons (customer charge)	Next 14k (gallons)	Over 15k (gallons)
Residential	Inside	\$25.60	\$6.41	\$5.62
Residential	Outside	\$30.68	\$9.80	\$8.65
Commercial	Inside	\$51.03	\$6.96	\$5.97
Commercial	Outside	\$48.94	\$10.63	\$8.74

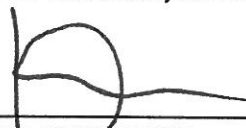
Sewer Rate Table (January 1, 2025) – OPTION A				
		First 1k gallons (customer charge)	Next 14k (gallons)	Over 15k (gallons)
Residential	Inside	\$27.01	\$6.41	\$5.62
Residential	Outside	\$32.09	\$9.80	\$8.65
Commercial	Inside	\$52.44	\$6.96	\$5.97
Commercial	Outside	\$48.94	\$10.63	\$8.74

SECTION IV: BE IT FURTHER ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that this ordinance shall take effect on January 1, 2024.

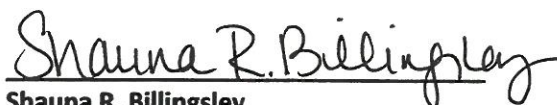
ATTEST:

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:

May 23, 2023 · 8-0

PUBLIC HEARING HELD:

June 13, 2023

PASSED SECOND READING:

June 13, 2023 · 6-0

PASSED THIRD READING:

June 27, 2023 · 8-0

RESOLUTION NO. 2023-38

**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 2023-2024; 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 2023-2024, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2023 – June 30, 2024" which is found on pages 257-282 hereto as if set forth herein and is approved and adopted.

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

IT IS SO RESOLVED THIS 13th **DAY OF** June **2023.**

ATTEST:

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

CITY OF FRANKLIN, TENNESSEE:

By: Dr. Ken Moore
Dr. Ken Moore
Mayor

Approved as to Form:

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

Law Dept approved 06.05.23



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Budget Summary

City of Franklin Information & Organization

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



City of Franklin, Tennessee

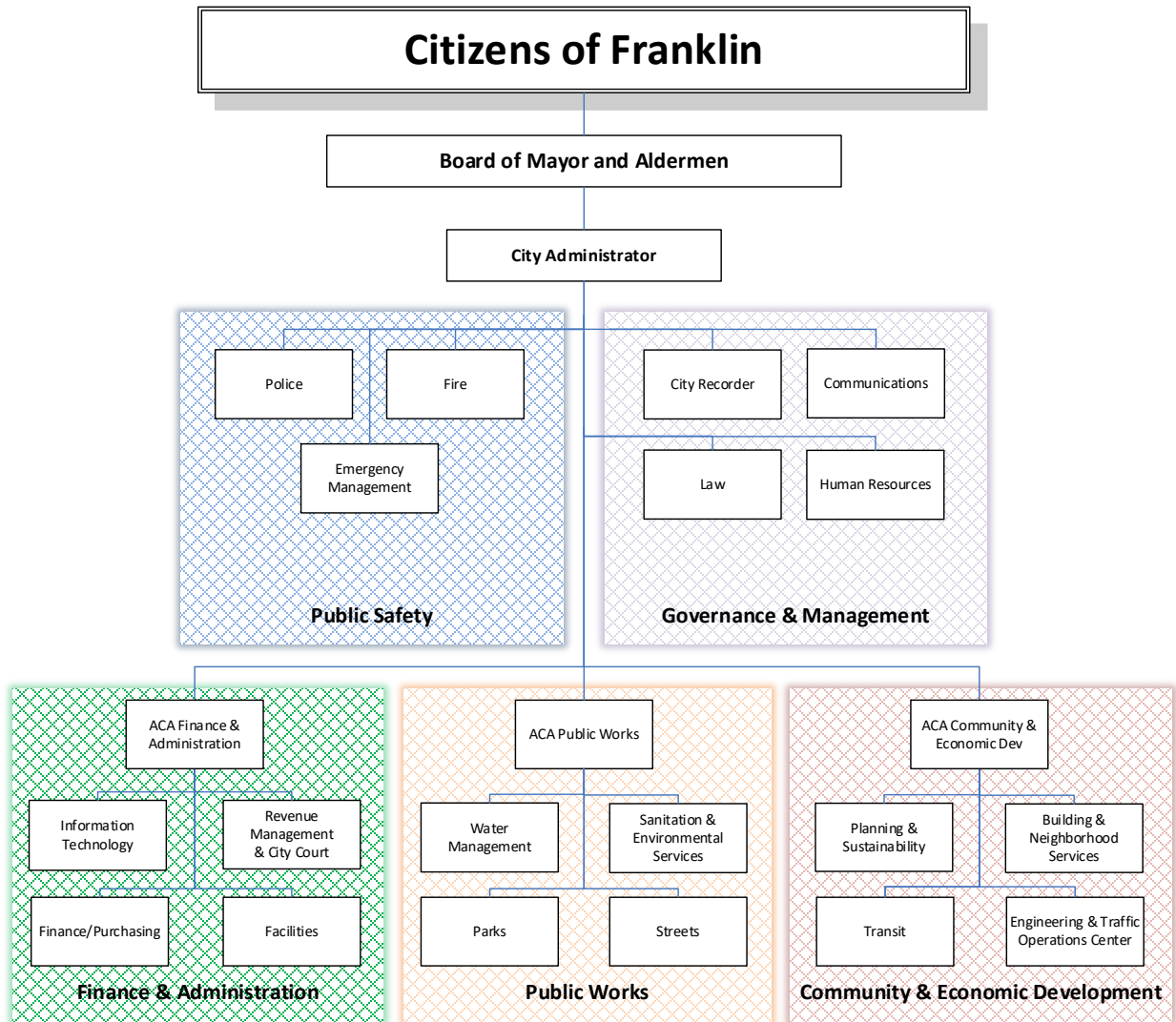
FY 2024 Operating Budget

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

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.





City of Franklin, Tennessee

FY 2024 Operating Budget

City of Franklin Information & Organization

Structure of City Government

The City government is organized under five primary program areas. Each program area is presented in this budget with its various departments, divisions, and funds.

1. Governance & Management

- a. Elected Officials (General Fund)
- b. Administration Department (General Fund)
- c. Human Resources (General Fund)
- d. Law (General Fund)
- e. Communications (General Fund)

2. Public Safety

- a. Police (General Fund/Drug Fund)
- b. Fire (General Fund)
- c. Emergency Management (General Fund)

3. 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)

4. 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)

5. Public Works

- a. Streets (General, Stormwater, Capital Vehicle and Street Aid Funds)
- b. Parks (General Fund)
- c. Sanitation & Environmental Services (Sanitation & Environmental Services Fund)
- d. Water Management (Water/Wastewater/Reclaimed Fund)



City of Franklin, Tennessee

FY 2024 Operating Budget

City of Franklin Information & Organization

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 45 square miles and serves a population of 83,454 according to the 2020 Census. The City of Franklin was 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.



Statue of USCT Soldier Outside of Williamson County Courthouse, Downtown Franklin

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.



City of Franklin, Tennessee

FY 2024 Operating Budget

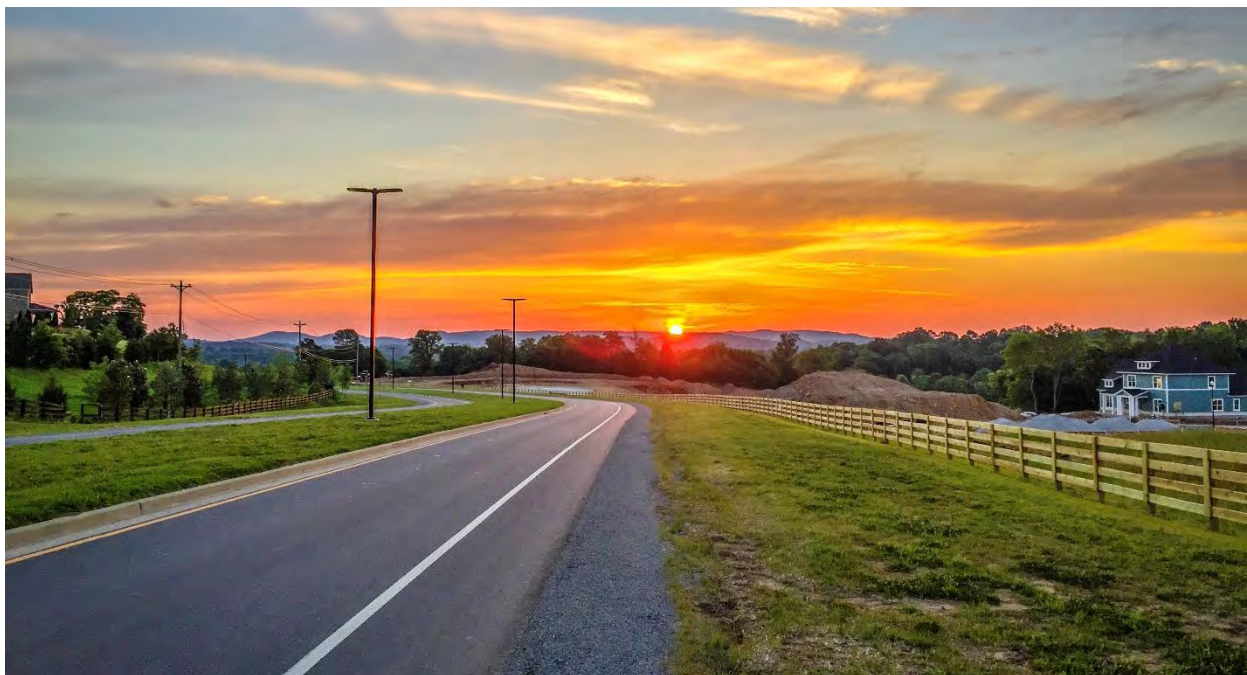
City of Franklin Information & Organization

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

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



Raising of U.S. Flag in advance of Veteran's Day Parade Downtown Franklin



Sunset along Carothers Parkway, Franklin.



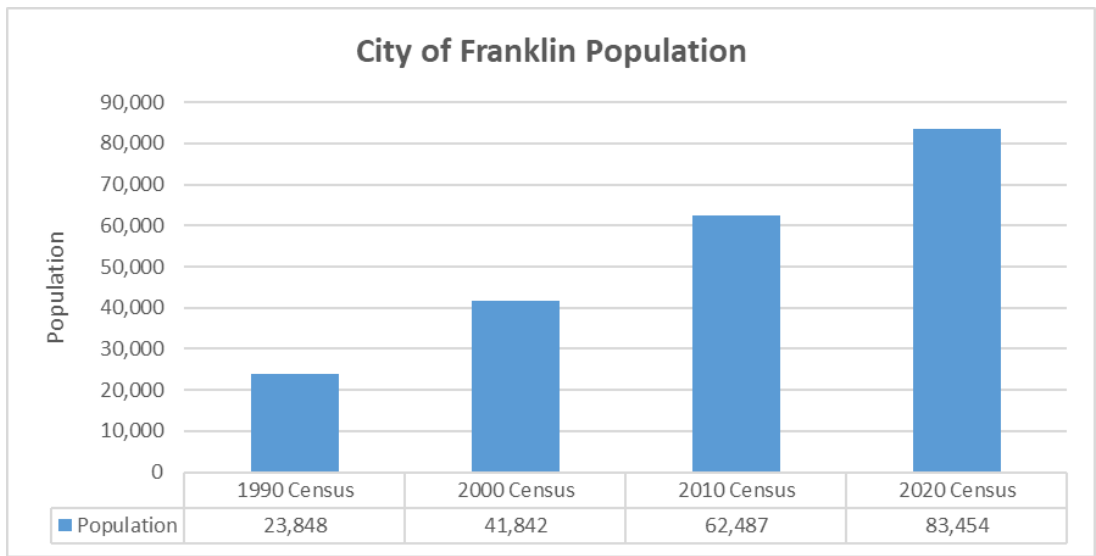
City of Franklin, Tennessee
FY 2024 Operating Budget

City of Franklin Information & Organization

Demographics

Additional Demographic information can be found in the Appendices.

<u>Income</u>	<u>Franklin</u>	<u>Williamson County</u>
Median Household Income	\$104,515	\$117,927
Per Capita Income	\$ 41,806	\$ 43,676



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,416	4.5%	6,688	4.2%
High School	13,599	24.8%	43,146	27.3%
Associate’s Degree	3,537	6.4%	10,432	6.6%
Bachelor’s Degree	21,577	39.3%	60,968	38.5%
Graduate Degree	13,712	25.0%	37,128	23.4%
Total	54,841		158,362	

Source: United States Census Bureau, American Community Survey 1-year Estimates – 2021.



City of Franklin, Tennessee FY 2024 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

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

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

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

**National Savvy Award – Communications
Division**

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

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

...Just to name a few!!!



City of Franklin, Tennessee
FY 2024 Operating Budget

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Budget Summary

Budget Planning

-
- **Budget Preparation & Philosophy**
 - **Budgetary Planning Processes**
 - **2023-2024 Budget Goals**
 - **Basis of Budgeting & Accounting**
 - **Budget Calendar**
 - **Economic Outlook**



City of Franklin, Tennessee

FY 2024 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 are conducted by the Budget and Finance Committee with departments. Normally budget goals are discussed with the Board's Budget and Finance Committee and departmental staff.

After reviewing the current fiscal year 2022-23 budget, requests for the new fiscal year budgets are submitted by the various departments to the City Administrator and Assistant City Administrators. Departments are asked to present two budgets. The first, a base or 'level-service' budget, demonstrates how much it will cost the City to provide the same level of service in FY 2024 that it does in the current fiscal year. The second budget identifies program enhancements which can be any new or additional staff, major expenses or small capital equipment, or new programs. For each enhancement, departments fill out a one-page form which documents the basic information of program enhancements, both in a numeric and narrative format, in priority order. The goal of this method of budgeting is to easily demonstrate: a) the ongoing costs of operations, and b) additional needs of departments. Program enhancements are added to the budgets and incorporated 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 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 in 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 2024 Operating Budget

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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/County Management 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, developmental 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. As a result multiple plans exist and guide daily operations and long-term strategic thinking. These include but are not limited to:

- Franklin Forward - The City’s Strategic Plan (see Appendix K for more Information)
- Envision Franklin - The City’s Land Use Plan
- Integrated Water Resource Plan - The City’s Water & Wastewater Management Plan
- Capital Investment Program – The City’s Ten-Year plan for large-scale capital investment (See Appendices A-C for more information)

The chart on the following page summarizes those plans which have a direct and an indirect impact upon the Fiscal Year 2024 Operating and Capital Budget.

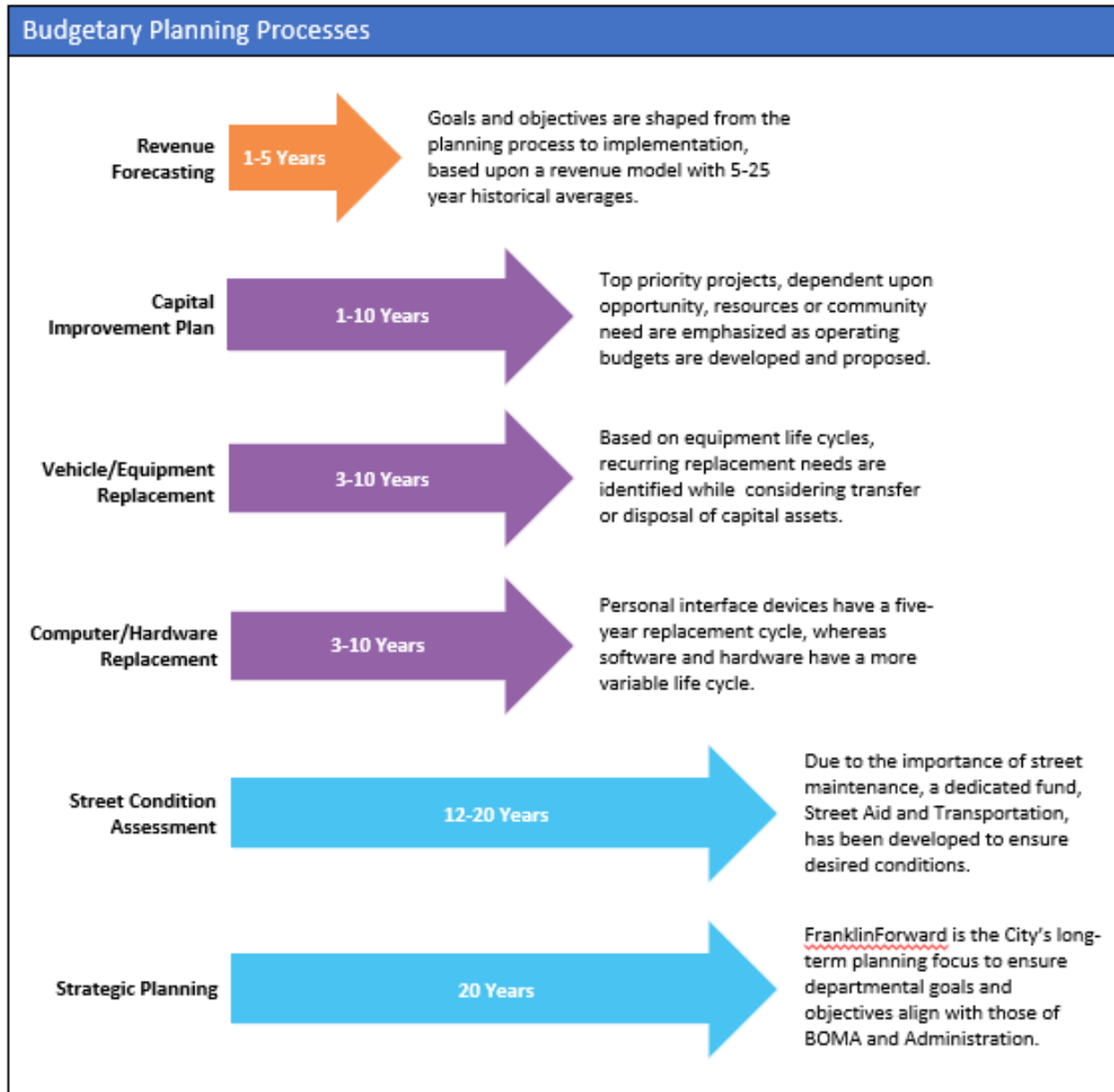


City of Franklin, Tennessee

FY 2024 Operating Budget

Budget Planning

Budgetary Planning Processes



Budget Goals

On the next several pages are budget goals for the FY 2024 Operating and Capital Budget for the City of Franklin, Tennessee, as adopted by the Board of Mayor and Alderman via resolution 2022-75 on December 13, 2022.



City of Franklin, Tennessee








FY 2024 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 2024 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 2024 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 2024 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"> Update the City of Franklin's land use plan, Envision Franklin, to reflect community aspirations, lessons learned through the first five years of plan implementation, and effective stewardship of the community's built and natural environment.



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget Planning

	<ul style="list-style-type: none">Continue efforts to recruit qualified employees including efforts to diversify the workforce. Review the City's compensation plan to maintain the City's position as a highly competitive employer in the region.
	<ul style="list-style-type: none">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 2024 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 2024 budget.

Budget Materials Distributed	Late Fall 2022
Department Requests Due	January 20, 2023
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	Finance Committee meetings in January, February, March, and April
Proposed Budget Distributed to Board of Mayor and Aldermen	Friday, May 5, 2023
Budget Presentations to Finance Committee	Thursday, May 11, 2023
Budget Notice	No later than 10 days before 2nd Reading
First Reading of Budget & Tax Rate Ordinances (Water Rates Ordinances, if necessary)	Tuesday, May 23, 2023
Second Reading (Public Hearing)	Tuesday, June 13, 2023
Third & Final Reading	Tuesday, June 27, 2023
New Fiscal Year	Monday, July 1, 2023



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget Planning

Economic Outlook

Economic Outlook for FY 2024 Budget

National Economy in 2023

The national headline and popular topic for discussion in spring 2023 is the continuance of the highest inflationary economy in in 40 years. Using the Consumer Price Index as the reference, inflation, excluding food and fuel, was 5.9% year over year for the month of March 2023. While lower than last year's rate of 8.5% at the March time period, the 2023 increase continues to impact the spending patterns of consumers. (Source: U.S. Bureau of Labor Statistics).

On March 23, 2023, the Federal Reserve approved a 25 basis point rate increase of the federal funds rate from 4.75% to 5%, a significant move of their part to reduce the rate of inflation. The last time the Federal Reserve set a rate of 5% or higher was 2006. (The highest federal funds rate in history was 20% in 1980, as the Federal Reserve was combatting double digit inflation.) A Wall Street Journal article on March 22, 2023, predicts one more increase in calendar year 2023.

The rising federal funds rate impacts the housing market as borrowing rates increase. In April 2023, new 30 year fixed rate residential mortgages were in the range of 6.95%, which was an 85 basis points increase from April 2022 (6.1%) and a 375 basis points increase from April 2021 (3.2%). A 2% increase in interest rates adds approximately \$115 to the monthly payment for every \$100,000 borrowed. Increasing interest rates may lead to more consumers renting as they are priced out of the mortgage market.

The national unemployment rate (not seasonally adjusted) in February 2023 was 3.9%, a small decline from 4.1% in February 2021. (Source: TN Department of Labor & Workforce Development).

Tennessee Economy in 2023

In their January 2023 [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 2022 Tennessee real Gross Domestic Product (GDP) growth of 2.4%, due in large part to reduced demand from high inflation rates. Their 2023 prediction is statewide GDP growth of only 0.7%, with a prediction of a recession occurring in late calendar year 2023. The Boyd Center report anticipates an increase in Tennessee jobs in 2023 of 1.0% versus no change for the United States as the state continues to attract employers and expansion of existing businesses. Examples of new manufacturing in Tennessee include the Ford Motor Company's Blue Oval City in West Tennessee (groundbreaking in September 2022



City of Franklin, Tennessee

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and opening in 2025), Thermo Fisher's biopharmaceutical plant in Wilson County (opened August 2022) and Smith and Wesson's move from Massachusetts to Maryville (HQ opens late 2023).

Personal income in Tennessee grew by 3.8% in 2022. The Boyd Center predicts personal income will grow by 4.9% in 2023, due in part to increases in interest income. The state's unemployment rate (not seasonally adjusted) in February 2023 was 3.6%, a small increase from 3.5% in February 2022. (Source: TN Department of Labor & Workforce Development).

Local Economy in 2023

The City of Franklin continues to experience a high level of population growth, from 46,949 residents in 2000 to 89,065 in 2022, an increase of 89.7%. (Source: City of Franklin Development Services).

The City's unemployment rate (not seasonally adjusted) in February 2023 was 2.6%, an increase from 2.3% in February 2022. Similarly, Williamson County experienced a February 2023 unemployment rate of 2.6%. (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). Tourism is a significant component of Franklin's economy. In 2021, Williamson County ranked 6 of 95 Tennessee counties in visitor spending. On an average day in 2021, visitors to Williamson County spent \$2.8 million. (State of TN Department of Tourist Development)

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 2023 sales (received by the City in April 2023) was \$4,465,280 compared to \$4,267,860 for the same month in 2022, an increase year over year of \$197,420 or 4.63%. The State of Tennessee has reported an increase of 7.27% for the same month year over year. February sales are the 8th month of the 2023 fiscal year for



City of Franklin, Tennessee

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both the City of Franklin and the State of Tennessee. For the City, total sales tax collections fiscal year to date have increased by \$2,125,266 or 5.68%. The City's FY 2023 collections year to date are \$39,555,312 versus \$37,514,148 for FY 2022. In comparison, sales tax collections for the State of Tennessee have increased 8.92% for the same period. (Source: City of Franklin).

Franklin continues to benefit from the announcement of new corporate headquarters and growth of existing employers. In January 2023, In-N-Out Burger corporation announced their plan to invest \$125.5 million in Franklin to establish an Eastern US territory office. The company will create 277 new jobs in Williamson County. Groundbreaking is planned for 2024 with completion in 2026. In October 2022, Franklin-based Landmark Recovery announced plans for a \$7.5 million expansion to their Cool Springs headquarters and an addition of 1,300 new jobs.

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 for 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 how Franklin and the rest of metro Nashville are impacted by predictions of a recession and the residual effects of the 2022-2023 inflationary period. Franklin in particular is well positioned to continue as a location of choice for employers and residents with its high quality of life, safe neighborhoods and low taxes.



City of Franklin, Tennessee
FY 2024 Operating Budget

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Budget Summary

All Funds Summary

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



City of Franklin, Tennessee

FY 2024 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.



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FY 2024 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.



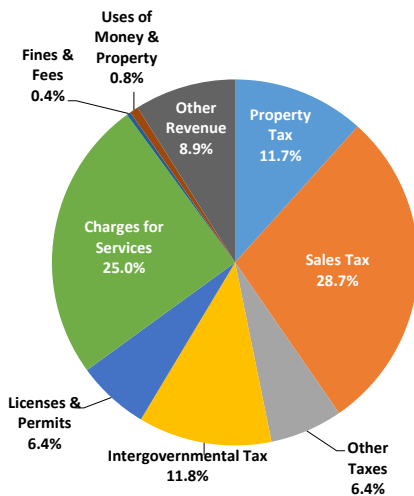
City of Franklin, Tennessee FY 2024 Operating Budget

Fund Summary: Budget Summary - All Funds

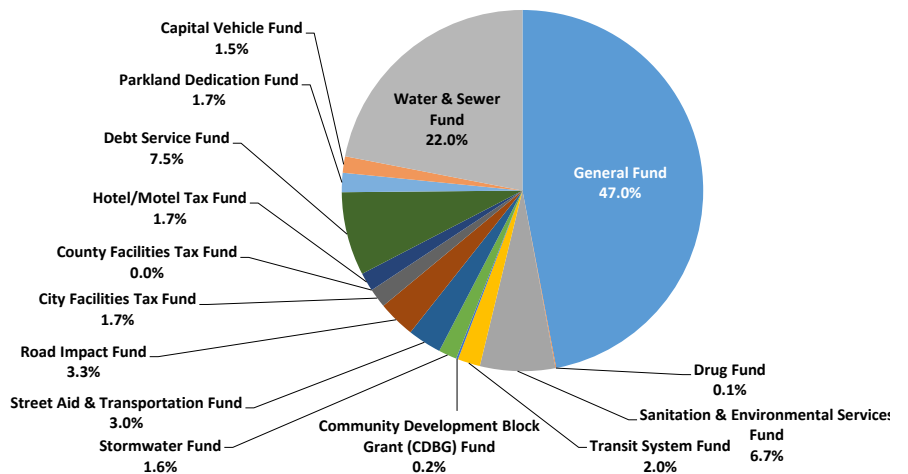
The following page presents a comprehensive picture of all 15 budgeted funds for the City of Franklin, Tennessee.

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Estd 2023</u>	<u>Budget 2024</u>	<u>Difference '23 vs. '24</u>	
	<u>B</u>	<u>D</u>	<u>E</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Revenues							
Property Tax	\$ 20,477,639	\$ 20,774,844	\$ 22,547,224	\$ 22,881,296	\$ 24,206,433	\$ 1,659,209	7.4%
Sales Tax	\$ 41,999,727	\$ 57,745,532	\$ 58,352,000	\$ 58,385,855	\$ 59,547,555	\$ 1,195,555	2.0%
Other Taxes	\$ 11,944,746	\$ 14,998,764	\$ 14,049,267	\$ 13,067,418	\$ 13,311,250	\$ (738,017)	-5.3%
Intergovernmental Tax	\$ 23,281,789	\$ 24,966,759	\$ 24,837,302	\$ 25,139,281	\$ 24,456,202	\$ (381,101)	-1.5%
Licenses & Permits	\$ 12,768,738	\$ 17,026,469	\$ 13,236,449	\$ 13,145,214	\$ 13,248,555	\$ 12,106	0.1%
Charges for Services	\$ 47,575,054	\$ 52,030,762	\$ 52,560,045	\$ 51,799,100	\$ 51,765,507	\$ (794,538)	-1.5%
Fines & Fees	\$ 630,445	\$ 4,164,828	\$ 465,877	\$ 618,877	\$ 731,144	\$ 265,267	56.9%
Uses of Money & Property	\$ 848,968	\$ (1,697,993)	\$ 2,177,800	\$ 966,933	\$ 1,579,670	\$ (598,130)	-27.5%
Other Revenue	\$ 7,695,031	\$ 10,392,815	\$ 14,611,508	\$ 14,479,108	\$ 18,529,020	\$ 3,917,512	26.8%
Total - All Funds Revenues	\$ 167,222,135	\$ 200,402,778	\$ 202,837,470	\$ 200,483,080	\$ 207,375,335	\$ 4,537,865	2.2%
Expenses							
General Fund	\$ 68,295,229	\$ 86,636,289	\$ 99,187,604	\$ 96,091,538	\$ 102,534,136	\$ 3,346,531	3.4%
Drug Fund	\$ 91,336	\$ 234,283	\$ 150,100	\$ 150,100	\$ 152,004	\$ 1,904	1.3%
Sanitation & Environmental Services Fund	\$ 10,212,418	\$ 10,957,449	\$ 12,981,394	\$ 11,529,642	\$ 14,667,083	\$ 1,685,689	13.0%
Transit System Fund	\$ 2,898,813	\$ 2,781,702	\$ 4,426,245	\$ 3,472,635	\$ 4,391,067	\$ (35,178)	-0.8%
Community Development Block Grant (CDBG)	\$ 330,407	\$ 307,305	\$ 697,000	\$ 697,000	\$ 375,000	\$ (322,000)	-46.2%
Stormwater Fund	\$ 2,480,619	\$ 2,737,654	\$ 3,459,745	\$ 3,082,007	\$ 3,569,532	\$ 109,787	3.2%
Street Aid & Transportation Fund	\$ 3,597,697	\$ 3,261,157	\$ 5,252,400	\$ 3,510,624	\$ 6,601,742	\$ 1,349,342	25.7%
Road Impact Fund	\$ 3,763,448	\$ 3,285,816	\$ 14,007,059	\$ 14,007,059	\$ 7,293,446	\$ (6,713,613)	-47.9%
City Facilities Tax Fund	\$ 3,030,699	\$ 403,300	\$ 4,842,975	\$ 4,679,975	\$ 3,762,962	\$ (1,080,013)	-22.3%
County Facilities Tax Fund	\$ 125,000	\$ 1,000,000	\$ 600,000	\$ 600,000	\$ -	\$ (600,000)	-100.0%
Hotel/Motel Tax Fund	\$ 4,305,322	\$ 3,624,973	\$ 5,756,875	\$ 5,721,875	\$ 3,633,018	\$ (2,123,857)	-36.9%
Debt Service Fund	\$ 15,319,808	\$ 15,737,448	\$ 15,719,469	\$ 15,719,469	\$ 16,308,628	\$ 589,158	3.7%
Parkland Dedication Fund	\$ 1,511,850	\$ 375,000	\$ 4,500,000	\$ 4,500,000	\$ 3,757,800	\$ (742,200)	-16.5%
Capital Vehicle Fund	\$ -	\$ -	\$ 2,781,708	\$ 1,917,469	\$ 3,203,489	\$ 421,781	15.2%
Water & Sewer Fund	\$ 33,262,126	\$ 31,620,002	\$ 42,659,238	\$ 38,939,951	\$ 47,888,517	\$ 5,229,279	12.3%
Total - All Funds	\$ 149,224,773	\$ 162,962,378	\$ 217,021,814	\$ 204,619,346	\$ 218,138,422	\$ 1,116,608	0.5%
Personnel	\$ 64,438,115	\$ 73,133,089	\$ 87,597,476	\$ 84,341,343	\$ 90,632,553	\$ 3,035,077	3.46%
Operations	\$ 78,124,744	\$ 87,258,003	\$ 115,565,694	\$ 112,355,344	\$ 107,612,590	\$ (7,953,104)	-6.88%
Capital	\$ 6,661,913	\$ 2,571,286	\$ 13,858,643	\$ 7,922,660	\$ 19,893,279	\$ 6,034,636	43.54%
Total - All Funds Expenses	\$ 149,224,773	\$ 162,962,378	\$ 217,021,813	\$ 204,619,347	\$ 218,138,422	\$ 1,116,609	0.5%
Surplus / (Deficit) All Funds	\$ 17,997,362	\$ 37,440,400	\$ (14,184,343)	\$ (4,136,267)	\$ (10,763,087)		

FY 2024 Revenues



FY 2024 Expenses

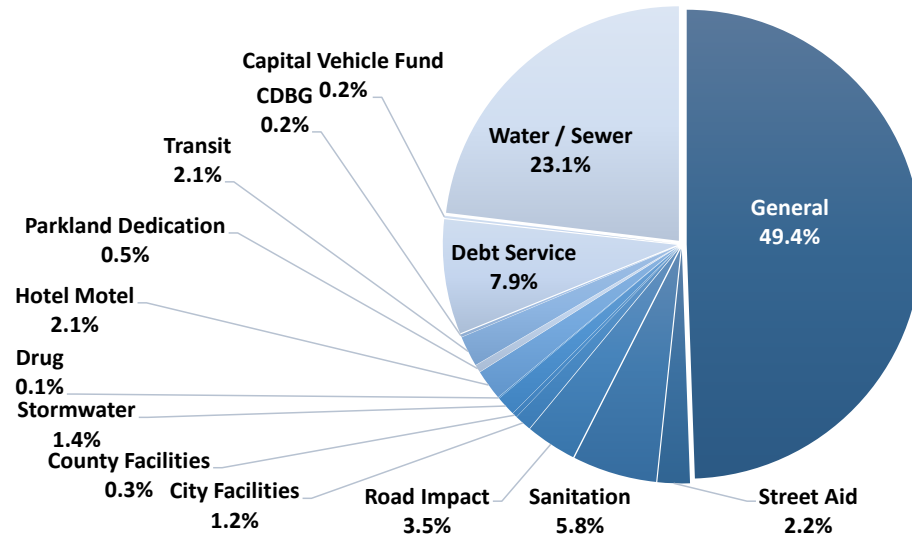




Summary (All Funds)

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 2024.

Overall we are projecting **all funds revenues of \$207.4, \$4.5 Million (2.2%)** more than the FY 2023 Budget. Revenues for the largest fund, the **General Fund, are forecast to increase by \$3.35 Million (3.4%)** more than the FY 2023 Budget.



Fund	Actual					Budget	FY 2024 Forecast			FY 2024
	A FY 2018	B FY 2019	C FY 2020	D FY 2021	E FY 2022	E FY 2023	G Low	H Medium	I High	
General	\$ 69,100,055	\$ 72,704,419	\$ 69,956,580	\$ 80,560,453	\$ 95,587,985	\$ 99,178,291	\$ 100,917,602	\$ 102,534,136	\$ 104,888,876	49.4%
Street Aid	\$ 3,250,164	\$ 3,637,421	\$ 3,739,948	\$ 3,767,280	\$ 5,359,934	\$ 5,031,661	\$ 4,292,537	\$ 4,614,204	\$ 4,935,871	2.2%
Sanitation	\$ 8,861,406	\$ 9,357,230	\$ 9,732,925	\$ 11,197,465	\$ 11,610,527	\$ 13,012,642	\$ 11,937,481	\$ 12,058,062	\$ 12,178,642	5.8%
Road Impact	\$ 11,706,536	\$ 8,411,765	\$ 12,953,558	\$ 7,061,745	\$ 9,746,863	\$ 6,834,315	\$ 7,140,955	\$ 7,286,688	\$ 7,432,422	3.5%
City Facilities	\$ 4,885,177	\$ 3,123,798	\$ 3,485,487	\$ 3,358,803	\$ 2,551,918	\$ 3,449,262	\$ 2,177,740	\$ 2,419,711	\$ 2,661,682	1.2%
County Facilities	\$ 1,616,445	\$ 904,441	\$ 1,000,026	\$ 949,847	\$ 878,300	\$ 913,002	\$ 664,066	\$ 699,017	\$ 733,968	0.3%
Stormwater	\$ 2,559,489	\$ 2,710,760	\$ 2,661,807	\$ 2,736,221	\$ 2,738,385	\$ 2,812,451	\$ 2,660,503	\$ 2,813,758	\$ 3,003,196	1.4%
Drug	\$ 226,100	\$ 129,156	\$ 181,384	\$ 173,266	\$ 170,648	\$ 156,805	\$ 147,697	\$ 155,470	\$ 163,244	0.1%
Hotel Motel	\$ 4,136,321	\$ 4,317,949	\$ 3,390,805	\$ 2,728,865	\$ 5,704,248	\$ 4,550,851	\$ 3,921,983	\$ 4,357,759	\$ 4,793,535	2.1%
Parkland Dedication	\$ 2,062,394	\$ 1,864,748	\$ 1,757,183	\$ 825,958	\$ 1,275,410	\$ 1,139,574	\$ 803,742	\$ 1,071,657	\$ 1,339,571	0.5%
Transit	\$ 2,528,988	\$ 2,407,337	\$ 2,611,686	\$ 2,888,155	\$ 2,781,701	\$ 4,426,245	\$ 4,243,671	\$ 4,374,919	\$ 4,506,167	2.1%
CDBG	\$ 261,235	\$ 384,606	\$ 282,395	\$ 332,086	\$ 311,036	\$ 697,000	\$ 342,000	\$ 380,000	\$ 418,000	0.2%
Debt Service	\$ 13,657,071	\$ 40,568,211	\$ 56,701,953	\$ 15,452,370	\$ 15,962,257	\$ 15,069,469	\$ 16,318,626	\$ 16,408,628	\$ 16,408,626	7.9%
Capital Vehicle Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,906,667	\$ 312,810	\$ 312,810	\$ 312,810	0.2%
Water / Sewer	\$ 35,785,395	\$ 34,975,928	\$ 37,483,277	\$ 38,697,557	\$ 42,511,291	\$ 42,659,238	\$ 46,960,747	\$ 47,888,516	\$ 48,866,297	23.1%
All Revenues	\$ 160,636,777	\$ 185,497,770	\$ 205,939,013	\$ 170,730,072	\$ 197,190,502	\$ 202,837,470	\$ 202,842,160	\$ 207,375,335	\$ 212,642,907	100.0%
	<u>(A-FY 2017)</u>	<u>(B-A)</u>	<u>(C-B)</u>	<u>(D-C)</u>	<u>(E-D)</u>	<u>Budget - E</u>	<u>(G-F)</u>	<u>(H-F)</u>	<u>(I-F)</u>	
Change Year-over-Year	\$ 17,533,667 12.3%	\$ 24,860,992 29.6%	\$ 20,441,244 28.2%	\$ (35,208,941) -8.0%	\$ 26,460,430 15.5%	\$ 5,646,968 2.9%	\$ 4,690 0.0%	\$ 4,537,865 2.2%	\$ 9,805,437 4.8%	



City of Franklin, Tennessee
FY 2024 Operating Budget

All Funds Expense Summary

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Estd 2023</u>	<u>Budget 2024</u>	<u>Difference '23 s. '24</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	\$ 520,472	\$ 602,402	\$ 538,767	\$ 538,767	\$ 545,472	\$ 6,705	1.2%
Revenues	\$ 173,266	\$ 170,649	\$ 156,805	\$ 156,805	\$ 155,470	\$ (1,335)	-0.9%
Expenses							
Operations	\$ 91,336	\$ 234,283	\$ 150,100	\$ 150,100	\$ 152,004	\$ 1,904	1.3%
Ending Balance	\$ 602,402	\$ 538,767	\$ 545,472	\$ 545,472	\$ 548,938	\$ 3,466	0.6%
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	\$ 113,066	\$ 114,745	\$ 118,476	\$ 118,476	\$ 120,976	\$ 2,500	2.1%
Revenues	\$ 332,086	\$ 311,036	\$ 697,000	\$ 699,500	\$ 380,000	\$ (317,000)	-45.5%
Expenses							
Operations	\$ 330,407	\$ 307,305	\$ 697,000	\$ 697,000	\$ 375,000	\$ (322,000)	-46.2%
Ending Balance	\$ 114,745	\$ 118,476	\$ 118,476	\$ 120,976	\$ 125,976	\$ 7,500	6.3%
Transit System Fund							
Opening Balance	\$ 817,912	\$ 807,254	\$ 807,253	\$ 807,253	\$ 1,787,017	\$ 979,764	121.4%
Revenues	\$ 2,888,155	\$ 2,781,701	\$ 4,426,245	\$ 4,452,399	\$ 4,374,919	\$ (51,326)	-1.2%
Expenses							
Personnel		\$ -	\$ -	\$ 4,299	\$ 16,148	\$ 16,148	100.0%
Operations	\$ 2,693,184	\$ 2,781,702	\$ 3,856,245	\$ 3,468,336	\$ 3,934,919	\$ 78,674	2.0%
Capital	\$ 205,629	\$ -	\$ 570,000	\$ -	\$ 440,000	\$ (130,000)	-22.8%
Ending Balance	\$ 807,254	\$ 807,253	\$ 807,253	\$ 1,787,017	\$ 1,770,869	\$ 963,616	119.4%
Public Works							
Stormwater Fund							
Opening Balance	\$ 2,695,401	\$ 2,951,003	\$ 2,914,021	\$ 2,914,021	\$ 2,648,764	\$ (265,257)	-9.1%
Revenues	\$ 2,736,221	\$ 2,700,672	\$ 2,812,451	\$ 2,816,750	\$ 2,813,758	\$ 1,307	0.0%
Expenses							
Personnel	\$ 1,688,289	\$ 1,915,288	\$ 2,240,513	\$ 2,031,333	\$ 2,321,386	\$ 80,873	3.6%
Operations	\$ 720,085	\$ 822,365	\$ 1,074,179	\$ 1,050,674	\$ 1,103,093	\$ 28,914	2.7%
Capital	\$ 72,245	\$ -	\$ 145,052	\$ -	\$ 145,052	\$ -	0.0%
Ending Balance	\$ 2,951,003	\$ 2,914,021	\$ 2,266,727	\$ 2,648,764	\$ 1,892,990	\$ (373,737)	-16.5%
Street Aid & Transportation Fund							
Opening Balance	\$ 601,819	\$ 771,402	\$ 2,870,168	\$ 2,870,168	\$ 4,553,622	\$ 1,683,454	58.7%
Revenues	\$ 3,767,280	\$ 5,359,923	\$ 5,031,661	\$ 5,194,078	\$ 4,614,204	\$ (417,457)	-8.3%
Expenses							
Operations	\$ 3,597,697	\$ 3,261,157	\$ 5,252,400	\$ 3,510,624	\$ 6,601,742	\$ 1,349,342	25.7%
Ending Balance	\$ 771,402	\$ 2,870,168	\$ 2,649,429	\$ 4,553,622	\$ 2,566,084	\$ (83,345)	-3.1%
Road Impact Fund							
Opening Balance	\$ 22,442,977	\$ 25,741,274	\$ 32,202,321	\$ 32,202,321	\$ 24,010,223	\$ (8,192,098)	-25.4%
Revenues	\$ 7,061,745	\$ 9,746,863	\$ 6,834,314	\$ 5,814,961	\$ 7,286,688	\$ 452,374	6.6%
Expenses							
Operations	\$ 3,763,448	\$ 3,285,816	\$ 14,007,059	\$ 14,007,059	\$ 7,293,446	\$ (6,713,613)	-47.9%
Ending Balance	\$ 25,741,274	\$ 32,202,321	\$ 25,029,576	\$ 24,010,223	\$ 24,003,465	\$ (1,026,111)	-4.1%
Public Works							
Capital Vehicle Fund							
Opening Balance	\$ -	\$ -	\$ 3,250,000	\$ 3,250,000	\$ 4,239,198	\$ 989,198	30.4%
Revenues	\$ -	\$ 3,250,000	\$ 2,906,667	\$ 2,906,667	\$ 312,810	\$ (2,593,857)	-89.2%
Expenses							
Operations	\$ -	\$ -	\$ 2,781,708	\$ 1,917,469	\$ 3,203,489	\$ 421,781	15.2%
Ending Balance	\$ -	\$ 3,250,000	\$ 3,374,959	\$ 4,239,198	\$ 1,348,519	\$ (2,026,440)	-60.0%



City of Franklin, Tennessee

FY 2024 Operating Budget

All Funds Expense Summary

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Estd 2023</u>	<u>Budget 2024</u>	<u>Difference '23 s. '24</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	\$ 1,066,081	\$ 2,051,127	\$ 2,624,783	\$ 2,624,783	\$ 3,716,392	\$ 1,091,609	41.6%
Revenues	\$ 11,197,465	\$ 11,531,104	\$ 13,012,642	\$ 12,621,251	\$ 12,058,062	\$ (954,580)	-7.3%
Expenses							
Personnel	\$ 3,352,325	\$ 3,506,162	\$ 4,472,253	\$ 4,389,090	\$ 4,529,744	\$ 57,491	1.3%
Operations	\$ 6,224,928	\$ 6,556,860	\$ 6,922,885	\$ 7,140,552	\$ 8,148,312	\$ 1,225,427	17.7%
Capital	\$ 635,165	\$ 894,427	\$ 1,586,256	\$ -	\$ 1,989,027	\$ 402,771	25.4%
Ending Balance	\$ 2,051,127	\$ 2,624,783	\$ 2,656,031	\$ 3,716,392	\$ 1,107,371	\$ (1,548,660)	-58.3%
Water & Sewer Fund							
Opening Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	\$ 35,189,622	\$ 34,896,041	\$ 38,664,059	\$ 41,970,211	\$ 47,888,516	\$ 9,224,457	23.9%
Use of F/B			\$ 3,995,179		\$ -		
Expenses							
Personnel	\$ 7,677,757	\$ 7,845,136	\$ 9,547,643	\$ 8,458,445	\$ 9,939,052	\$ 391,410	4.1%
Operations	\$ 25,584,369	\$ 23,774,866	\$ 24,124,795	\$ 24,536,881	\$ 25,043,264	\$ 918,469	3.8%
Capital	\$ -	\$ -	\$ 8,986,800	\$ 5,944,625	\$ 12,906,200	\$ 3,919,400	43.6%
Surplus/Deficit	\$ 1,927,497	\$ 3,276,039	\$ 0	\$ 3,030,260	\$ 0		

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

Special Funds

City Facilities Tax Fund							
Opening Balance	\$ 10,694,849	\$ 11,022,953	\$ 13,171,571	\$ 13,171,571	\$ 11,154,972	\$ (2,016,599)	-15.3%
Revenues	\$ 3,358,803	\$ 2,551,918	\$ 3,449,262	\$ 2,663,376	\$ 2,419,711	\$ (1,029,551)	-29.8%
Expenses							
Operations	\$ 297,496	\$ 403,300	\$ 4,842,975	\$ 4,679,975	\$ 3,762,962	\$ (1,080,013)	-22.3%
Capital	\$ 2,733,203	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 11,022,953	\$ 13,171,571	\$ 11,777,858	\$ 11,154,972	\$ 9,811,721	\$ (1,966,137)	-16.7%
County Facilities Tax Fund							
Opening Balance	\$ 3,673,984	\$ 4,498,831	\$ 4,377,131	\$ 4,377,131	\$ 4,529,780	\$ 152,649	3.5%
Revenues	\$ 949,847	\$ 878,300	\$ 913,002	\$ 752,649	\$ 699,017	\$ (213,985)	-23.4%
Expenses							
Operations		\$ 1,000,000	\$ 600,000	\$ 600,000	\$ -	\$ (600,000)	-100.0%
Capital	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 4,498,831	\$ 4,377,131	\$ 4,690,133	\$ 4,529,780	\$ 5,228,797	\$ 538,664	11.5%
Hotel/Motel Tax Fund							
Opening Balance	\$ 7,503,829	\$ 5,927,371	\$ 8,006,647	\$ 8,006,647	\$ 7,163,958	\$ (842,689)	-10.5%
Revenues	\$ 2,728,865	\$ 5,704,248	\$ 4,550,851	\$ 4,879,186	\$ 4,357,759	\$ (193,092)	-4.2%
Expenses							
Operations	\$ 4,091,036	\$ 2,952,629	\$ 5,288,030	\$ 5,253,030	\$ 1,944,768	\$ (3,343,262)	-63.2%
Capital	\$ 214,286	\$ 672,344	\$ 468,845	\$ 468,845	\$ 1,688,250	\$ 1,219,405	260.1%
Ending Balance	\$ 5,927,371	\$ 8,006,647	\$ 6,800,623	\$ 7,163,958	\$ 7,888,699	\$ 1,088,076	16.0%
Debt Service Fund							
Opening Balance	\$ 804,607	\$ 937,169	\$ 1,161,978	\$ 1,161,978	\$ 511,978	\$ (650,000)	-55.9%
Revenues	\$ 15,452,370	\$ 15,962,257	\$ 15,069,469	\$ 15,069,469	\$ 16,408,628	\$ 1,339,158	8.9%
Expenses							
Operations	\$ 15,319,808	\$ 15,737,448	\$ 15,719,469	\$ 15,719,469	\$ 16,308,628	\$ 589,158	3.7%
Capital		\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 937,169	\$ 1,161,978	\$ 511,978	\$ 511,978	\$ 611,978	\$ 100,000	19.5%
Parkland Dedication Fund							
Opening Balance	\$ 8,236,553	\$ 7,550,661	\$ 8,451,071	\$ 8,451,071	\$ 6,020,202	\$ (2,430,869)	-28.8%
Revenues	\$ 825,958	\$ 1,275,410	\$ 1,139,574	\$ 2,069,131	\$ 1,071,657	\$ (67,917)	-6.0%
Expenses							
Operations	\$ 1,511,850	\$ 375,000	\$ 4,500,000	\$ 4,500,000	\$ 3,757,800	\$ (742,200)	-16.5%
Capital		\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 7,550,661	\$ 8,451,071	\$ 5,090,645	\$ 6,020,202	\$ 3,334,059	\$ (1,756,586)	-34.5%



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							
Emergency Management	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															
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															x
Water Distribution															x
Water Plant															x
Water General															x
Utility Administration															x
Wastewater Collection															x
Wastewater Plant															x
Wastewater General															x
Reclaimed															x
Other General Fund Expenditures															
General Expenses	x														
Appropriations	x														
Interfund Transfers	x														
Other Special Funds															
Facilities Tax Fund															
County Facilities Tax Fund															
Hotel/Motel Tax Fund															
Debt Service Fund															
Parkland Dedication Fund															



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 2023-2024, this reserve would be \$33,836,265 based on budgeted expenditures of \$102,534,136.

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 2024 Operating Budget

Fund Summary

Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for the amended FY 2023 budget, and the proposed FY 2024 budget. *

Reserve Breakdown - General Fund - Fund Balance

Fund Name	Required Percentage	Target %	Actual FY 21\$	Actual FY 22\$	Budget FY23\$	Estimated FY 23\$	Budget FY24\$
Reserve (mandated by law)	0%		\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated/Unreserved fund	0%		\$ -	\$ -	\$ -	\$ -	\$ -
Financial Stabilization Account	33%		\$ 25,397,447	\$ 31,544,035	\$ 32,728,836	\$ 32,597,119	\$ 33,836,265
Contingency Subaccount		5%	\$ 3,848,098	\$ 4,779,399	\$ 4,958,915	\$ 4,938,957	\$ 5,126,707
Emergency Subaccount		5%	\$ 3,848,098	\$ 4,779,399	\$ 4,958,915	\$ 4,938,957	\$ 5,126,707
Cash Flow Stabilization Subaccount		14%	\$ 10,774,675	\$ 13,382,318	\$ 13,884,961	\$ 13,829,081	\$ 14,354,779
Debt Service Subaccount		3%	\$ 2,308,859	\$ 2,867,640	\$ 2,975,349	\$ 2,963,374	\$ 3,076,024
Insurance Reserve Subaccount		4%	\$ 3,078,478	\$ 3,823,519	\$ 3,967,132	\$ 3,951,166	\$ 4,101,365
OPEB* Subaccount		2%	\$ 1,539,239	\$ 1,911,760	\$ 1,983,566	\$ 1,975,583	\$ 2,050,683
Supplemental Reserve Account							
variance between 33% & 45% =	12%		\$ 9,235,435	\$ 11,470,558	\$ 11,901,395	\$ 11,853,498	\$ 12,304,096
Capital Funding Account	>45%		\$ 29,364,324	\$ 29,920,840	\$ 28,305,202	\$ 28,484,816	\$ 29,305,496
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			\$ 23,205,248	\$ 23,761,763	\$ 22,146,125	\$ 22,325,740	\$ 23,146,419

General Fund Budget Amount = \$ 76,961,962 \$ 95,587,985 \$ 99,178,291 \$ 98,779,148 \$ 102,534,136
 Net Fund Balance Amount to start year = \$ 63,997,207 \$ 72,935,433 \$ 72,935,433 \$ 72,935,433 \$ 75,445,857

Actual Calculation for Net Fund Balance Amount:	FY 2021	FY 2022	FY 2023*
Gross:	\$ 65,481,510	\$ 74,233,206	\$ 77,145,857
Less: Non-spendable (inventory and prepaids)	\$ (1,484,303)	\$ (1,297,773)	\$ (1,700,000)
	\$ 63,997,207	\$ 72,935,433	\$ 75,445,857

*Note: Capital Funding Account balance and Fund Balance Amounts for Estimated FY 2023 and Budget FY 2024 numbers are inclusive of full amount of year-end close. Ending fund balance will likely change from this forecast.



Budget Summary

General Fund Summary

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



City of Franklin, Tennessee

FY 2024 Operating Budget

General Fund Summary

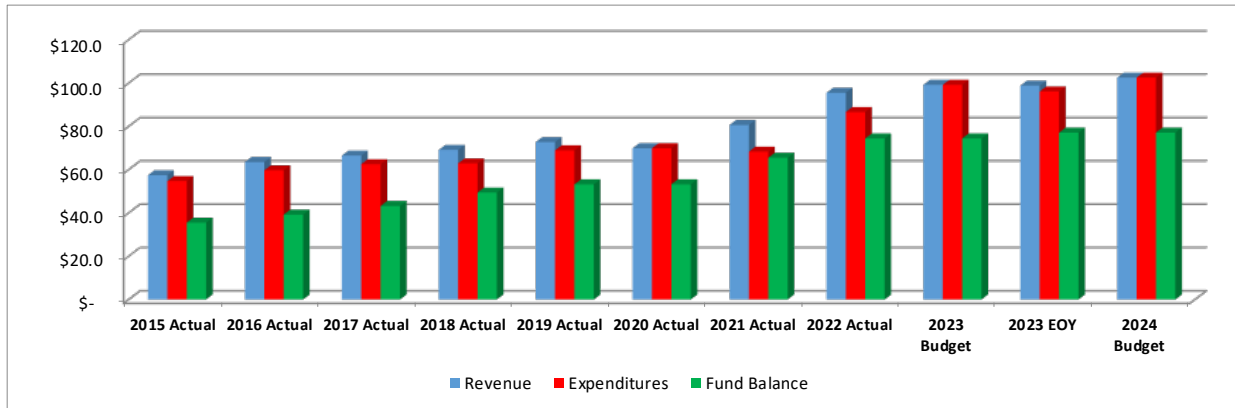
Introduction

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 75.2% of annual expenditures is maintained at fiscal year-end 2023-24. This is in compliance with the Board’s adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2020-2024						
	Actual 2020	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024
Beginning Fund Balance	\$ 53,201,974	\$ 53,216,286	\$ 65,481,510	\$ 74,433,206	\$ 74,433,206	\$ 77,145,857
+ Total GF Revenue	\$ 69,956,580	\$ 80,560,453	\$ 95,587,985	\$ 99,178,291	\$ 98,779,148	\$102,534,136
- Total GF Expenditures	\$ 69,942,266	\$ 68,295,229	\$ 86,636,289	\$ 99,178,290	\$ 96,066,496	\$102,534,136
Ending Fund Balance	\$ 53,216,286	\$ 65,481,510	\$ 74,433,206	\$ 74,433,206	\$ 77,145,857	\$ 77,145,857
***Percent of Total Annual Revenues	76.1%	81.3%	77.9%	75.0%	78.1%	75.2%
***Percent of Total Annual Expenditures	76.1%	95.9%	85.9%	75.0%	80.3%	75.2%

General Fund Performance – Ten Year Trend



	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 EOY	2024 Budget
Revenue	\$ 57.4	\$ 63.5	\$ 66.5	\$ 69.1	\$ 72.7	\$ 69.9	\$ 80.6	\$ 95.5	\$ 99.2	\$ 98.8	\$ 102.5
Expenditures	\$ 54.7	\$ 59.7	\$ 62.5	\$ 62.9	\$ 68.9	\$ 69.9	\$ 68.3	\$ 86.6	\$ 99.2	\$ 96.1	\$ 102.5
Fund Balance	\$ 35.5	\$ 39.2	\$ 43.2	\$ 49.4	\$ 53.2	\$ 53.2	\$ 65.5	\$ 74.4	\$ 74.4	\$ 77.1	\$ 77.1

Note: Amounts above are in millions of dollars.



City of Franklin, Tennessee

FY 2024 Operating Budget

General Fund Summary

Introduction

The 2023-2024 General Fund budget has total estimated revenue available of \$102,534,136. In comparison to 2022-2023 budget, estimated annual revenues for fiscal year 2023-24 are up 3.4%. The local option sales tax continues to be the single largest source of revenue for the City, at 58.1% of the General Fund total. For FY 2024 we project a modest increase of 2% for this major revenue stream, lower than in years past but built on a base which has grown 18.5%, 31.4% and on pace to be 5% respectively in FY 2021 (over FY 2020), FY 2022 (over FY 2021) and FY 2023 (over FY 2022).

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, which is shared on a point of collection basis. These state shared taxes represent 15.9% 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 11.3% of the General Fund total. No change in the property tax rate is being proposed in this budget. This source has grown over the last year as a result of fully retiring debt for the TIF district in Cool Springs, resulting in all Property Tax generated in the former district coming to the General Fund.

Expenditures

Total estimated General Fund expenditures are \$102,534,136. Total expenditures for fiscal year 2023-24 are also increasing 3.4% compared to the 2022-23 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.



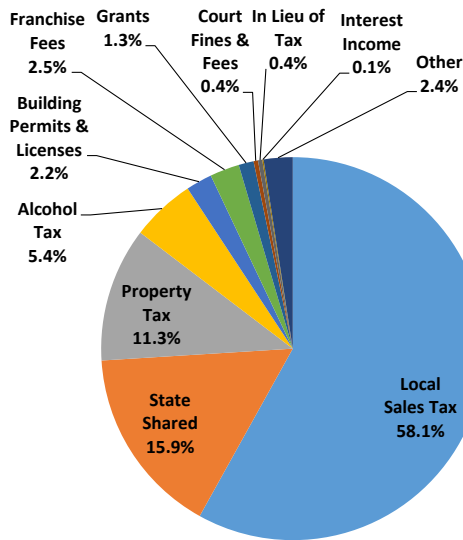
City of Franklin, Tennessee

FY 2024 Operating Budget

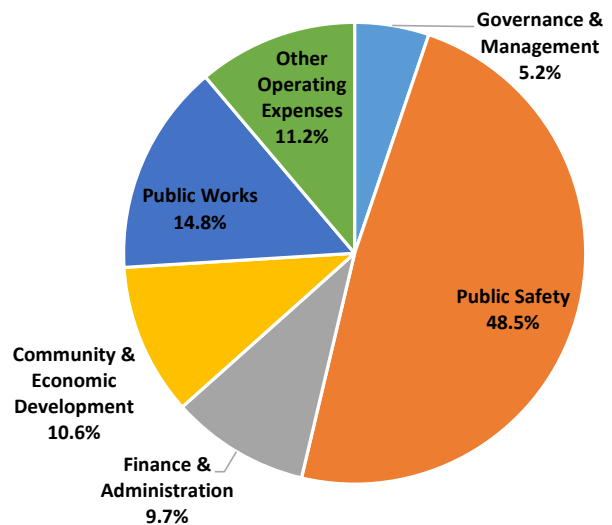
General Fund - Departmental Summary

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>EOY 2023</u>	<u>Budget 2024</u>	<u>Difference '23 vs. '24</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	\$ 41,999,727	\$ 57,745,532	\$ 58,352,000	\$ 58,385,855	\$ 59,547,555	\$ 1,195,555	2.0%
State Shared	\$ 14,505,232	\$ 16,245,091	\$ 16,021,467	\$ 16,212,497	\$ 16,341,387	\$ 319,920	2.0%
Property Tax	\$ 8,499,957	\$ 8,085,664	\$ 10,711,070	\$ 10,044,160	\$ 11,632,486	\$ 921,416	8.6%
Alcohol Tax	\$ 5,262,169	\$ 5,844,876	\$ 5,346,175	\$ 5,389,057	\$ 5,535,512	\$ 189,337	3.5%
Building Permits & Licenses	\$ 2,495,634	\$ 2,363,110	\$ 2,641,846	\$ 2,641,846	\$ 2,260,609	\$ (381,237)	-14.4%
Franchise Fees	\$ 2,497,407	\$ 2,506,169	\$ 2,526,090	\$ 2,526,090	\$ 2,551,351	\$ 25,261	1.0%
Grants	\$ 3,659,217	\$ 2,262,151	\$ 737,000	\$ 737,000	\$ 1,297,500	\$ 560,500	76.1%
Court Fines & Fees	\$ 304,139	\$ 398,877	\$ 282,072	\$ 282,072	\$ 381,677	\$ 99,605	35.3%
In Lieu of Tax	\$ 353,969	\$ 282,068	\$ 365,595	\$ 365,595	\$ 369,251	\$ 3,656	1.0%
Interest Income	\$ 93,916	\$ (1,096,123)	\$ 100,000	\$ 100,000	\$ 116,604	\$ 16,604	16.6%
Other	\$ 889,086	\$ 950,569	\$ 2,104,289	\$ 2,104,289	\$ 2,500,206	\$ 395,917	18.8%
Total - General Fund Revenues	\$ 80,560,453	\$ 95,587,985	\$ 99,187,604	\$ 98,788,461	\$ 102,534,136	\$ 3,346,532	3.4%
Expenses							
Governance & Management	\$ 3,598,339	\$ 4,469,418	\$ 5,162,428	\$ 4,844,477	\$ 5,338,148	\$ 175,720	3.4%
Public Safety	\$ 36,717,815	\$ 41,187,245	\$ 47,568,789	\$ 47,011,113	\$ 49,715,139	\$ 2,146,349	4.5%
Finance & Administration	\$ 6,552,489	\$ 7,944,481	\$ 9,436,723	\$ 9,030,823	\$ 9,955,846	\$ 519,123	5.5%
Community & Economic Development	\$ 7,493,403	\$ 7,482,075	\$ 9,673,110	\$ 8,379,102	\$ 10,887,274	\$ 1,214,164	12.6%
Public Works	\$ 10,811,388	\$ 11,718,337	\$ 15,607,919	\$ 15,093,957	\$ 15,183,492	\$ (424,427)	-2.7%
Other Operating Expenses	\$ 3,121,796	\$ 13,834,734	\$ 11,738,636	\$ 11,732,068	\$ 11,454,238	\$ (284,398)	-2.4%
Total - General Fund Expenses	\$ 68,295,229	\$ 86,636,289	\$ 99,187,604	\$ 96,091,538	\$ 102,534,136	\$ 3,346,532	3.4%
General Fund Expenditures (by major category)							
Personnel	\$ 51,719,745	\$ 59,866,502	\$ 71,337,067	\$ 69,458,176	\$ 73,826,223	\$ 2,489,156	3.5%
Operations	\$ 13,899,100	\$ 25,765,273	\$ 25,748,848	\$ 25,124,174	\$ 25,983,163	\$ 234,315	0.9%
Capital	\$ 2,676,385	\$ 1,004,515	\$ 2,101,690	\$ 1,509,190	\$ 2,724,750	\$ 623,060	29.6%
Total - General Fund Expenses	\$ 68,295,229	\$ 86,636,289	\$ 99,187,604	\$ 96,091,538	\$ 102,534,136	\$ 3,346,532	3.4%
Surplus / (Deficit)	\$ 12,265,224	\$ 8,951,696	\$ 0	\$ 2,696,921	\$ 0		

FY 2024 General Fund - Major Revenues



FY 2024 General Fund - Major Revenues





City of Franklin

Revenue Model

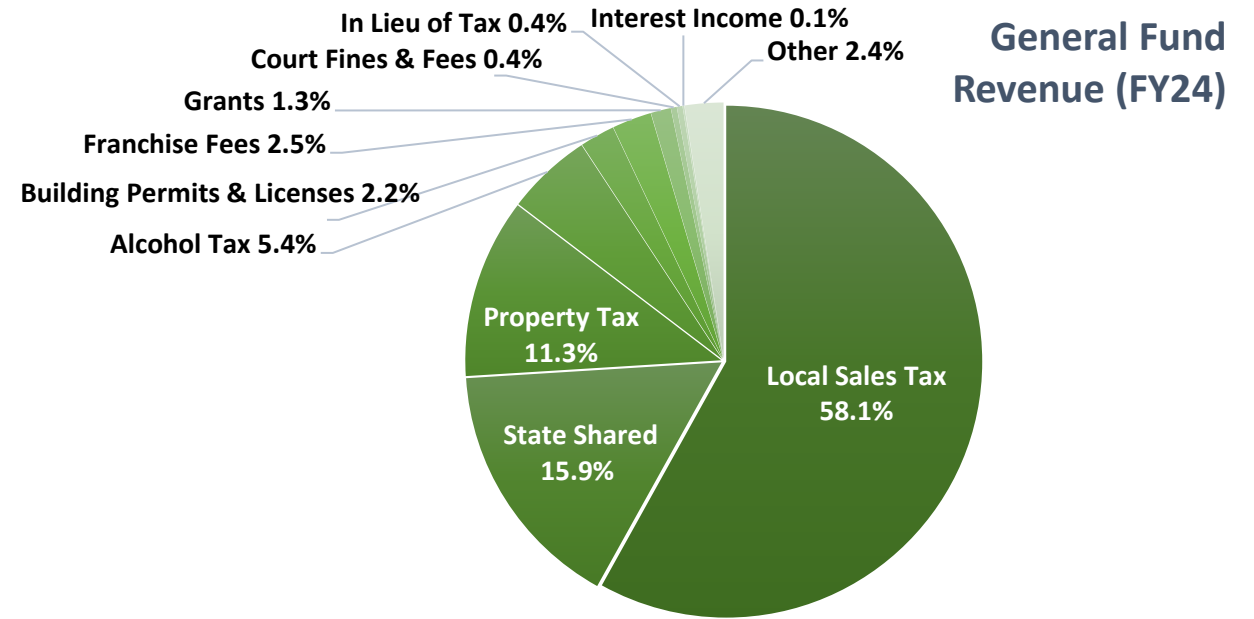
Summary (General Fund)

Percent of All Revenues

49.4%

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 2024.

For FY 2024, General Fund revenue forecast is an increase of 3.4% over the FY 2023 budget.



Top Ten Revenue Categories

	Actual					Budget	FY 2024 Forecast		
	<u>A</u> FY 2018	<u>B</u> FY 2019	<u>C</u> FY 2020	<u>D</u> FY 2021	<u>E</u> FY 2022	<u>F</u> FY 2023	<u>G</u> Low	<u>H</u> Medium	<u>I</u> High
Local Sales Tax	\$ 34,151,972	\$ 36,168,175	\$ 35,453,379	\$ 41,999,727	\$ 57,745,532	\$ 58,352,000	\$ 58,385,885	\$ 59,547,555	\$ 60,721,321
State Shared	\$ 13,966,275	\$ 14,648,230	\$ 13,497,987	\$ 14,505,232	\$ 16,245,091	\$ 16,021,467	\$ 16,065,757	\$ 16,341,387	\$ 16,627,072
Property Tax	\$ 9,091,852	\$ 9,318,972	\$ 7,901,599	\$ 8,499,957	\$ 8,085,664	\$ 10,711,070	\$ 11,632,486	\$ 11,632,486	\$ 12,330,435
Alcohol Tax	\$ 4,200,284	\$ 4,390,575	\$ 4,599,511	\$ 5,262,169	\$ 5,844,876	\$ 5,346,175	\$ 5,480,156	\$ 5,535,512	\$ 5,590,867
Building Permits & Licenses	\$ 3,085,808	\$ 2,279,334	\$ 2,405,139	\$ 2,495,634	\$ 2,363,110	\$ 2,641,846	\$ 2,238,198	\$ 2,260,609	\$ 2,283,021
Franchise Fees	\$ 2,586,092	\$ 2,566,246	\$ 2,489,287	\$ 2,497,407	\$ 2,506,169	\$ 2,526,090	\$ 2,526,090	\$ 2,551,351	\$ 2,601,872
Grants	\$ 464,319	\$ 387,640	\$ 836,319	\$ 3,659,217	\$ 2,262,151	\$ 737,000	\$ 1,297,500	\$ 1,297,500	\$ 1,297,500
Court Fines & Fees	\$ 371,300	\$ 370,159	\$ 388,668	\$ 304,139	\$ 398,877	\$ 282,072	\$ 362,449	\$ 381,677	\$ 400,906
In Lieu of Tax	\$ 260,607	\$ 259,875	\$ 398,936	\$ 353,969	\$ 282,068	\$ 365,595	\$ 365,595	\$ 369,251	\$ 365,595
Interest Income	\$ 198,953	\$ 1,229,262	\$ 1,208,681	\$ 93,916	\$ (1,096,123)	\$ 100,000	\$ 93,283	\$ 116,604	\$ 139,925
Top Ten Revenue Sources	\$ 68,377,461	\$ 71,618,469	\$ 69,179,505	\$ 79,671,367	\$ 94,637,415	\$ 97,083,316	\$ 98,447,400	\$ 100,033,931	\$ 102,358,513
Other	\$ 722,593	\$ 1,085,952	\$ 777,075	\$ 889,086	\$ 950,569	\$ 2,104,289	\$ 2,470,202	\$ 2,500,206	\$ 2,530,363
Total General Fund Revenues	\$ 69,100,055	\$ 72,704,419	\$ 69,956,580	\$ 80,560,453	\$ 95,587,985	\$ 99,187,604	\$100,917,602	\$102,534,136	\$104,888,876

	<u>(A-FY 2017)</u>	<u>(B-A)</u>	<u>(C-B)</u>	<u>(D-C)</u>	<u>(E-D)</u>	<u>(F-E)</u>	<u>(G-F)</u>	<u>(H-F)</u>	<u>(I-F)</u>
Change Year-over-Year	\$ 2,610,638	\$ 3,604,364	\$ (2,747,839)	\$ 10,603,873	\$ 84,984,111	\$ 3,599,619	\$ 1,729,998	\$ 3,346,533	\$ 5,701,272
	3.9%	5.2%	-3.8%	15.2%	18.7%	3.8%	1.7%	3.4%	5.7%



City of Franklin

Revenue Model

Summary (General Fund)

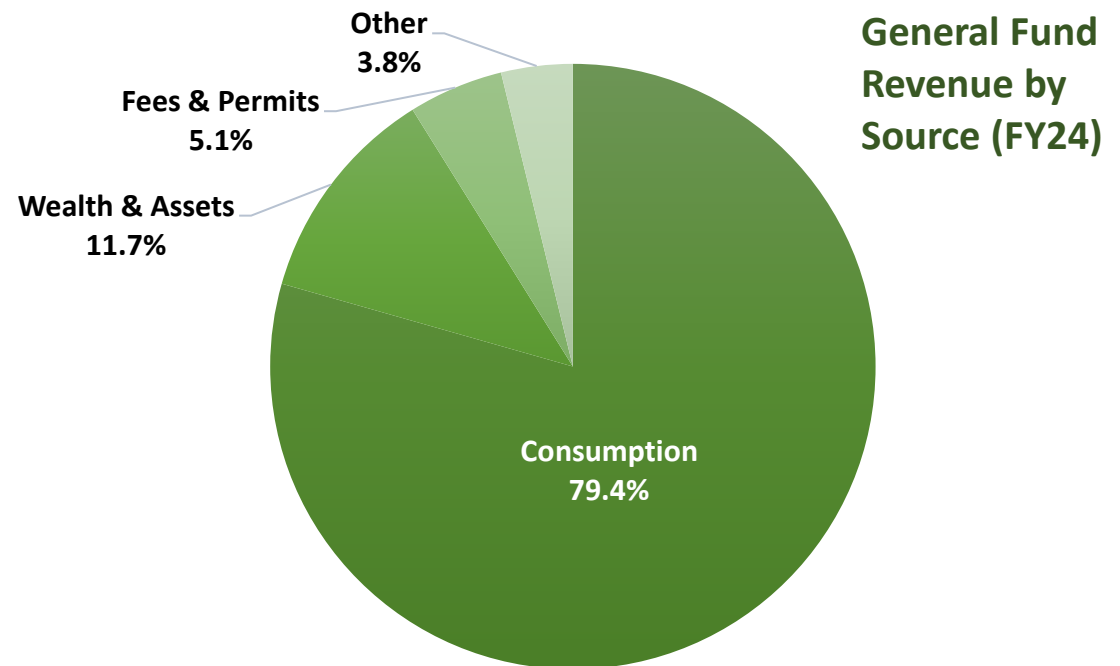
Percent of All Revenues

49.4%

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

The largest category 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.



Top Ten Revenue Categories

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Budget 2023	FY 2024 Forecast		
							Low	Medium	High
Consumption	\$ 50,672,408	\$ 53,001,293	\$ 52,914,589	\$ 61,023,282	\$ 79,758,291	\$ 79,719,642	\$ 79,931,799	\$ 81,424,453	\$ 82,939,260
Local Sales Tax	\$ 34,151,972	\$ 36,168,175	\$ 35,453,379	\$ 41,999,727	\$ 57,745,532	\$ 58,352,000	\$ 58,385,885	\$ 59,547,555	\$ 60,721,321
State Shared	\$ 12,320,152	\$ 12,442,543	\$ 12,861,699	\$ 13,761,386	\$ 16,167,883	\$ 16,021,467	\$ 16,065,757	\$ 16,341,387	\$ 16,627,072
Alcohol Tax	\$ 4,200,284	\$ 4,390,575	\$ 4,599,511	\$ 5,262,169	\$ 5,844,876	\$ 5,346,175	\$ 5,480,156	\$ 5,535,512	\$ 5,590,867
Wealth & Assets	\$ 10,998,583	\$ 11,784,534	\$ 8,936,823	\$ 9,597,772	\$ 8,444,940	\$ 11,076,665	\$ 11,998,081	\$ 12,001,737	\$ 12,696,030
Property Tax	\$ 9,091,852	\$ 9,318,972	\$ 7,901,599	\$ 8,499,957	\$ 8,085,664	\$ 10,711,070	\$ 11,632,486	\$ 11,632,486	\$ 12,330,435
Hall Income Tax	\$ 1,646,124	\$ 2,205,687	\$ 636,288	\$ 743,846	\$ 77,208	\$ -	\$ -	\$ -	\$ -
In Lieu of Taxes	\$ 260,607	\$ 259,875	\$ 398,936	\$ 353,969	\$ 282,068	\$ 365,595	\$ 365,595	\$ 369,251	\$ 365,595
Fees & Permits	\$ 6,043,200	\$ 5,215,739	\$ 5,283,094	\$ 5,297,180	\$ 5,268,156	\$ 5,450,008	\$ 5,126,737	\$ 5,193,637	\$ 5,285,799
Franchise Fees	\$ 2,586,092	\$ 2,566,246	\$ 2,489,287	\$ 2,497,407	\$ 2,506,169	\$ 2,526,090	\$ 2,526,090	\$ 2,551,351	\$ 2,601,872
Building Permits & Licenses	\$ 3,085,808	\$ 2,279,334	\$ 2,405,139	\$ 2,495,634	\$ 2,363,110	\$ 2,641,846	\$ 2,238,198	\$ 2,260,609	\$ 2,283,021
Court Fines & Fees	\$ 371,300	\$ 370,159	\$ 388,668	\$ 304,139	\$ 398,877	\$ 282,072	\$ 362,449	\$ 381,677	\$ 400,906
Other	\$ 1,385,865	\$ 2,702,854	\$ 2,822,075	\$ 4,642,219	\$ 2,116,597	\$ 2,941,289	\$ 3,860,985	\$ 3,914,310	\$ 3,967,788
Grants	\$ 464,319	\$ 387,640	\$ 836,319	\$ 3,659,217	\$ 2,262,151	\$ 737,000	\$ 1,297,500	\$ 1,297,500	\$ 1,297,500
Interest Income	\$ 198,953	\$ 1,229,262	\$ 1,208,681	\$ 93,916	\$ (1,096,123)	\$ 100,000	\$ 93,283	\$ 116,604	\$ 139,925
Other	\$ 722,593	\$ 1,085,952	\$ 777,075	\$ 889,086	\$ 950,569	\$ 2,104,289	\$ 2,470,202	\$ 2,500,206	\$ 2,530,363
Total General Fund Revenues	\$ 69,100,055	\$ 72,704,419	\$ 69,956,580	\$ 80,560,453	\$ 95,587,985	\$ 99,187,604	\$ 100,917,602	\$ 102,534,136	\$ 104,888,876



City of Franklin

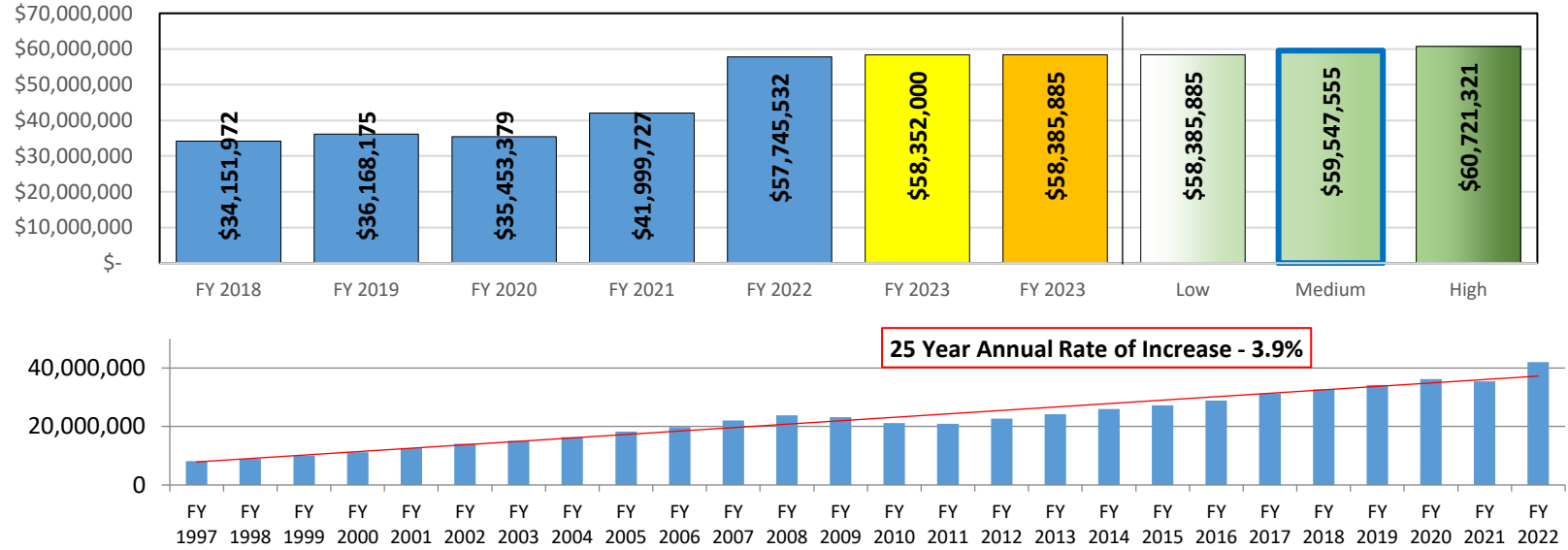
Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	58.1%
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Local Sales Tax is the City's primary revenue source. Roughly half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.75% local sales tax, which is at the maximum allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District.

At this time, we are forecasting a base increase of 2% higher than FY 2023. This is designed to be prudently conservative given ongoing concerns in the global economy.

Local Sales Tax Revenue FY 2018-2024 & 25-Year History



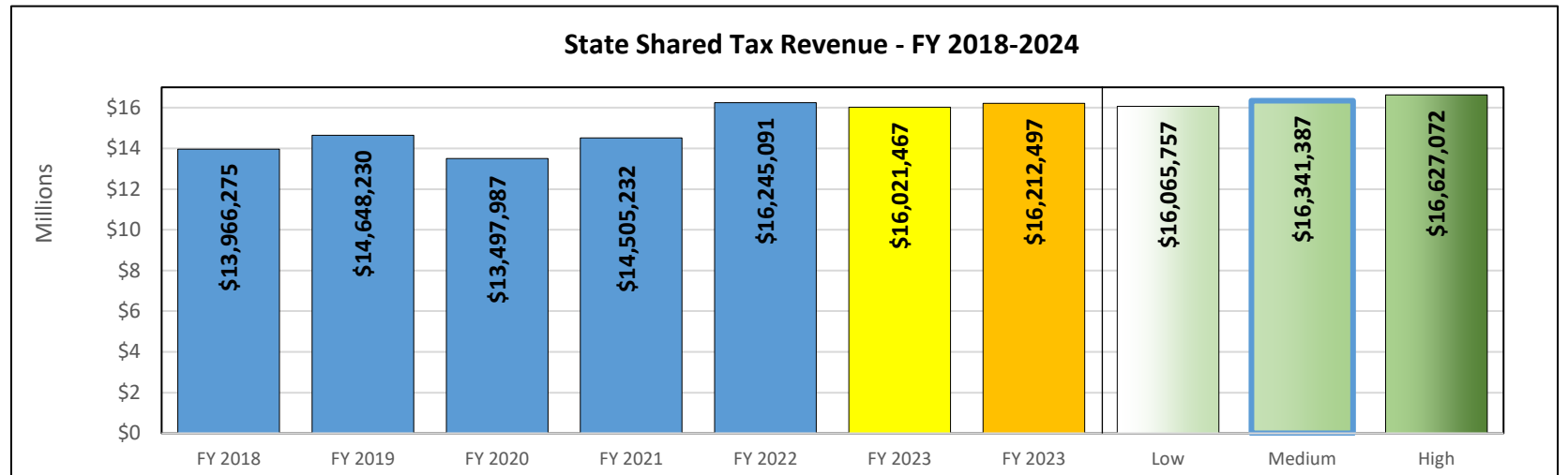
	Actuals					Budget	Estimated	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023	Low	Medium	High	
% yr/yr.	4.5%	5.9%	-2.0%	18.5%	37.5%	1.05%	1.11%	0.00%	1.99%	4.00%	
July	2,735,435	2,811,663	3,011,846	3,000,773	4,616,865	4,940,854	4,940,854	4,940,854	5,039,671	5,138,488	3-yr Average
August	2,739,864	2,848,326	2,938,112	2,915,576	4,357,269	4,650,080	4,650,080	4,650,080	4,743,082	4,836,083	\$ 45,066,212
September	2,748,694	2,933,410	2,947,162	3,022,499	4,794,161	5,022,821	5,022,821	5,022,821	5,123,277	5,223,734	9.8%
October	2,699,861	3,068,712	3,002,662	3,186,150	4,655,427	4,761,957	4,761,957	4,761,957	4,857,196	4,952,435	5-Yr Average
November	2,934,718	3,026,420	3,109,876	3,085,542	4,829,484	4,984,512	4,984,512	4,984,512	5,084,202	5,183,892	\$ 41,103,757
December	3,902,304	3,865,896	4,115,721	4,372,682	5,790,986	6,139,766	6,139,766	6,139,766	6,262,561	6,385,357	8.4%
January	2,503,594	2,682,263	2,822,778	3,007,164	4,188,974	4,590,038	4,590,038	4,590,038	4,681,839	4,773,640	10-Yr Average
February	2,315,764	2,622,735	2,605,704	2,550,960	4,267,860	4,465,281	4,465,281	4,465,281	4,554,586	4,643,892	\$ 36,191,240
March	2,938,636	3,060,153	2,744,230	3,595,329	5,012,805	4,582,174	4,593,783	4,593,783	4,685,658	4,777,534	6.1%
April	2,804,121	3,034,501	2,257,522	4,323,776	4,993,938	4,618,466	4,601,889	4,601,889	4,693,927	4,785,964	20-Yr Average
May	2,864,887	3,064,704	2,781,549	4,446,675	5,121,518	4,847,972	4,852,871	4,852,871	4,949,928	5,046,986	\$ 28,215,860
June	2,964,094	3,149,391	3,116,217	4,492,601	5,116,245	4,748,079	4,782,034	4,782,034	4,871,627	4,973,316	5.3%
Totals	\$ 34,151,972	\$ 36,168,175	\$ 35,453,379	\$ 41,999,727	\$ 57,745,532	\$ 58,352,000	\$ 58,385,885	\$ 58,385,885	\$ 59,547,555	\$ 60,721,321	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.

Fund: General Fund	Category: State Shared	Percent of Total General Fund Revenues 15.9%
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State Shared Taxes: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, and TVA in Lieu Of Tax. These are sent to us monthly or quarterly around the 20th except for the Income tax (annual) and the Excise Tax which are semi-annual remittances.

The forecast for 2024 assumes a 2.74% increase over *estimated* FY 2023. This is key, state sales taxes function just like local sales taxes - year-to-date collections have greatly exceeded the FY 2023 budget and inflation adds to collection totals. Most 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	Estimated	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023	Low	Medium	High	
% yr/yr.	7.5%	4.9%	-7.9%	7.5%	12.0%	-1.4%	-0.2%	-0.91%	0.80%	2.56%	
Sales Tax (State)	6,066,018	6,308,464	6,480,703	7,553,994	9,427,976	9,509,000	9,661,382	9,657,518	9,854,610	10,051,702	3-yr Average
Beer Tax (State)	33,080	47,859	33,215	18,536	38,120	37,292	38,106	37,755	38,525	39,296	\$ 14,749,437
State Excise Tax - BANK - January	213,295	254,236	281,061	316,397	247,314	238,345	396,895	240,586	245,495	250,405	3.4%
In Lieu of Tax (TVA)	804,202	839,835	872,269	810,661	866,622	869,303	1,003,528	993,493	1,003,528	1,023,599	5-Yr Average
Business License (Local Share)	12,840	11,585	11,685	9,805	9,135	9,932	9,853	9,854	9,932	10,032	\$ 14,572,563
Transient/Peddler Bus. License	5,952	7,242	4,478	5,399	3,492	1,765	5,000	4,900	5,000	5,100	2.3%
Business Tax (State)	4,739,599	4,515,866	4,703,004	4,536,119	4,983,975	4,833,588	4,530,032	4,614,168	4,660,776	4,707,384	10-Yr Average
Income Tax (State)	1,646,124	2,205,687	636,288	743,846	77,208	-	-	-	-	-	\$ 13,421,528
Business Tax Record Fee - State	445,166	457,457	475,283	467,994	506,044	452,239	447,701	399,485	403,520	407,555	2.1%
Sports Gaming Revenues				41,063	83,921	70,000	120,000	108,000	120,000	132,000	20-Yr Average
Cemetery Excise Tax				1,418	1,285						\$ 9,390,688
											3.6%
Totals	\$ 13,966,275	\$ 14,648,230	\$ 13,497,987	\$ 14,505,232	\$ 16,245,091	\$ 16,021,467	\$ 16,212,497	\$ 16,065,757	\$ 16,341,387	\$ 16,627,072	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



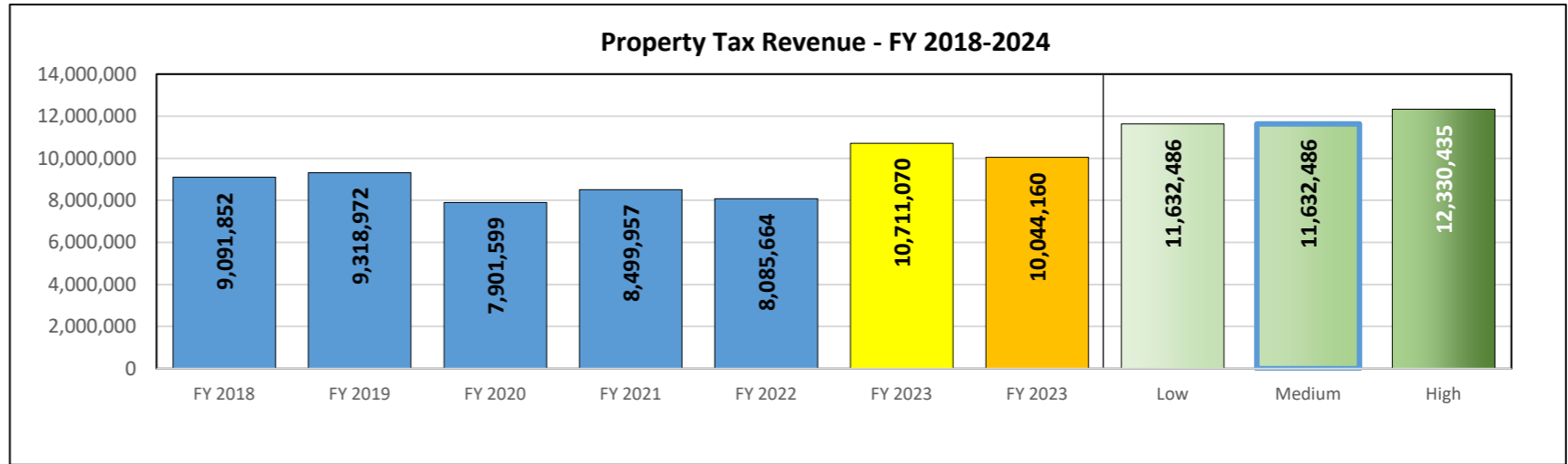
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Property Tax	Percent of Total General Fund Revenues	11.3%
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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 2024 Forecast assumes healthy 8.6% growth in net property tax available to the general fund for two main reasons - 1) a modest (3%) growth in the levy over 2022 due to growth, and 2) now that the IDB bonds have been retired and the loan to the City repaid, 100% of the property tax generated in the former TIF area comes fully to the City as General Fund Revenue.



	Actuals					Budget	Estimated	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023	Low	Medium	High	
% yr/yr.	-5.7%	2.5%	-15.2%	7.6%	-4.9%	32.5%	24.2%	15.81%	8.60%	22.76%	
Property Taxes	20,126,690	20,834,771	21,688,376	22,527,250	23,026,943	23,509,570	23,094,832	24,263,430	24,263,430	25,719,236	3-yr Average
Less: Due to IDB/City Loan for IDB**	(2,003,609)	(2,111,720)	(2,320,380)	(2,521,183)	(2,498,769)	(1,209,143)	(1,209,143)	-	-	-	\$ 8,162,407
Less: Debt Service Fund	(8,505,949)	(8,661,198)	(10,958,447)	(10,918,504)	(11,629,983)	(10,658,665)	(10,658,665)	(11,457,506)	(11,457,506)	(12,144,956)	1.4%
Less: Unavailable Revenue (uncollected at year-end)	(231,247)	(249,928)	(160,821)	(198,781)	(208,754)	(204,000)	(456,172)	(406,998)	(406,998)	(431,418)	
Less: Street Aid Set-Aside	(722,941)	(748,375)	(779,036)	(809,178)	(1,059,197)	(1,094,550)	(1,094,550)	(1,116,441)	(1,116,441)	(1,183,427)	5-Yr Average
Pickups (primarily RR and Public Utility)	428,908	255,422	272,251	196,102	281,998	267,858	267,858	250,000	250,000	265,000	\$ 8,891,368
Plus: Prior Year Collections			159,656	224,251	173,426	100,000	100,000	100,000	100,000	106,000	-0.9%
											10-Yr Average
											\$ 7,412,627
											2.9%
Totals	9,091,852	9,318,972	7,901,599	8,499,957	8,085,664	10,711,070	10,044,160	11,632,486	11,632,486	12,330,435	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.

**** Note on amount due IDB/City:** As of October 2022, the IDB Loan is paid in full and the property taxes in the TIF Loan are repaying the General Fund the \$1.2 million advanced in prior years for repayment of debt service. In FY 2024, all available taxes shown on this line will be available for general purposes - whether that be operating or capital.



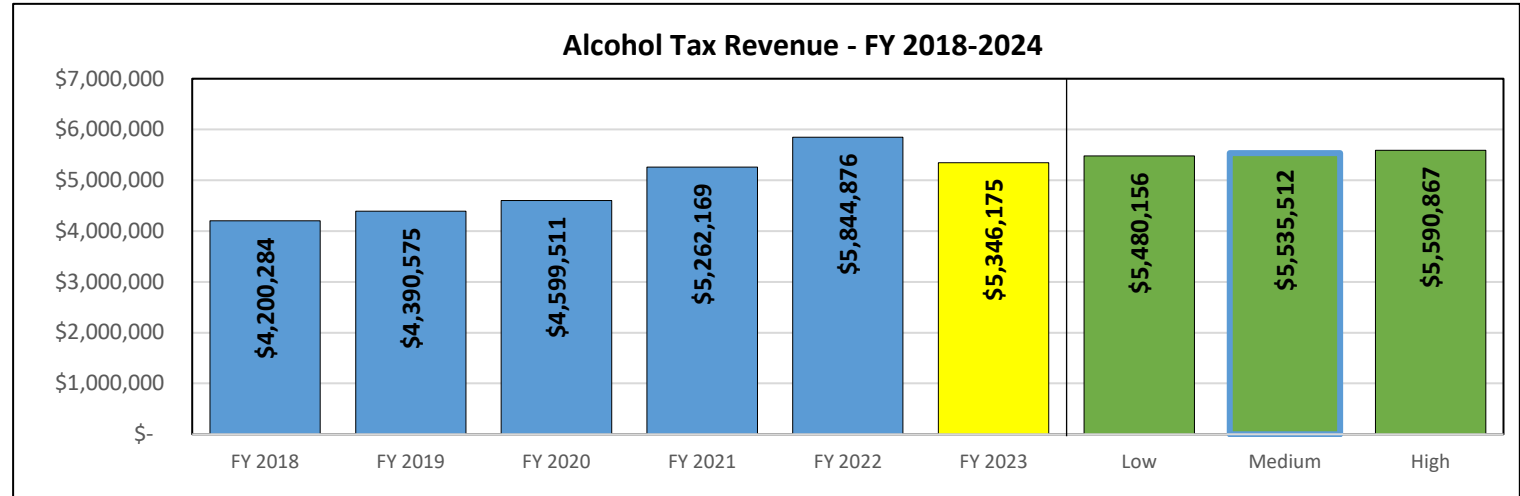
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Alcohol Tax	Percent of Total General Fund Revenues	5.4%
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Alcohol Taxes (local): We receive wholesale beer/liquor revenue from distributors (these are not located locally) and privilege taxes from local businesses each month. This revenue comes in about the 20th of each month and is fairly consistent across the Fiscal Year, with a slight falloff during the winter months.

Alcohol taxes are projected to increase, on average, by 3.5% over FY 2023 budgeted estimates. Wholesale taxes are set to increase nominally, by 0.5%. Privilege taxes are set to increase by 0.5% (Beer) and 2.5% for (Liquor) and Mixed Drink Taxes are set to increase 4%. All increases are based on composite averages presented from the State Finance Board (11/2021).



	Actuals					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	4.5%	4.5%	4.8%	14.4%	11.1%	-8.5%	2.5%	3.5%	4.6%	
Beer Tax - Wholesale	1,691,204	1,556,121	1,905,377	1,956,504	2,046,920	1,775,248	1,766,283	1,784,124	1,801,965	3-yr Average
Beer Privilege Tax (Renewal)	23,049	107,282	21,740	21,394	27,675	24,836	27,535	27,813	28,092	\$ 5,235,519
Liquor Tax - Wholesale	1,400,552	1,487,062	1,761,915	1,868,262	1,953,827	1,997,753	2,027,220	2,047,697	2,068,174	3.9%
Liquor Privilege Tax	92,541	91,759	84,371	84,107	139,140	123,560	141,192	142,619	144,045	5-Yr Average
Mixed Drink Tax	992,939	1,148,352	826,109	1,331,902	1,677,314	1,424,779	1,517,926	1,533,259	1,548,591	\$ 4,859,483
										4.1%
										10-Yr Average
										\$ 4,257,170
										3.7%
										20-Yr Average
										\$ 3,360,611
										3.7%
Totals	\$ 4,200,284	\$ 4,390,575	\$ 4,599,511	\$ 5,262,169	\$ 5,844,876	\$ 5,346,175	\$ 5,480,156	\$ 5,535,512	\$ 5,590,867	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



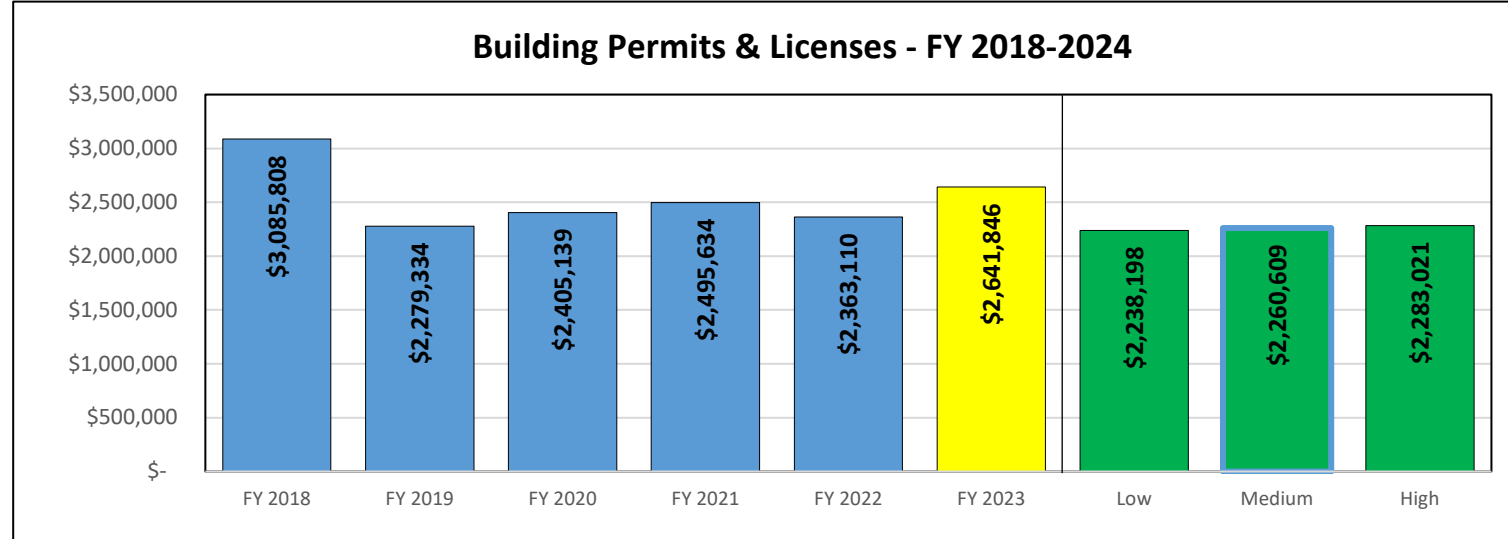
City of Franklin

Revenue Model

Fund: General Fund	Category: Building Permits & Licenses	Percent of Total General Fund Revenues 2.2%
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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 decrease of 14.4% in licenses & permits off of FY 2023 budgeted amounts.



	Actuals					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	5.2%	-26.1%	5.5%	3.8%	-5.3%	11.8%	-15.3%	-14.4%	-13.6%	
Mechanical License	5,400	6,087	4,475	5,075	3,300	3,228	2,938	2,967	2,996	3-yr Average
Mechanical Permits	112,051	122,624	107,589	113,732	105,740	125,549	141,653	143,041	144,430	\$ 2,421,294
Building Permits	2,339,364	1,548,109	1,714,700	1,796,730	1,661,426	1,845,207	1,501,373	1,516,538	1,531,703	-0.8%
Technology Fee	69,230	63,510	61,730	65,714	61,900	86,409	61,200	61,800	62,400	
Appeal Admin					1,000					5-Yr Average
Plumbing License	475	-	-	-	-	-	-	-	-	\$ 2,525,805
Plumbing Permits	73,884	87,336	76,747	74,574	80,303	76,143	77,666	78,427	79,188	-1.3%
Electrical Inspections	276,013	249,847	232,907	247,267	263,042	280,306	268,303	270,933	273,564	10-Yr Average
Planning Fees (Plans Review)	38,323	78,136	138,499	76,540	83,453	83,929	85,607	86,446	87,286	\$ 2,430,339
Reinspection Fees	14,300	17,200	17,625	17,900	12,300	16,636	12,546	12,669	12,792	-0.3%
Sign Permits	9,759	11,246	11,442	13,419	9,986	9,651	9,844	9,941	10,037	20-Yr Average
Café Fees	-	-	-	-	-	-	-	-	-	\$ 2,015,618
Mobile Food Vendor Permit Fee			1,800	5,010	5,655	530	541	546	551	0.9%
Video, Film, Photo Permit Fee			100	4,400	5,050	2,122	2,164	2,186	2,207	
Short-Term Rental Permit Fee						10,815	-	-	-	
Streets As-built Drawings Review Fee						5,150	-	-	-	
Tree Cutting Permits	120	25	110	-	-	-	-	-	-	
Grading Permits	114,327	-	-	-	100	115	-	-	-	
ROW Permit/Inspect	-	420	-	-	-	-	-	-	-	
Roadway Inspections	32,562	94,794	37,414	74,671	69,555	96,057	74,364	75,115	75,867	
Small Cell ROW Application	-			600	300	-	-	-	-	
Totals	\$ 3,085,808	\$ 2,279,334	\$ 2,405,139	\$ 2,495,634	\$ 2,363,110	\$ 2,641,846	\$ 2,238,198	\$ 2,260,609	\$ 2,283,021	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.

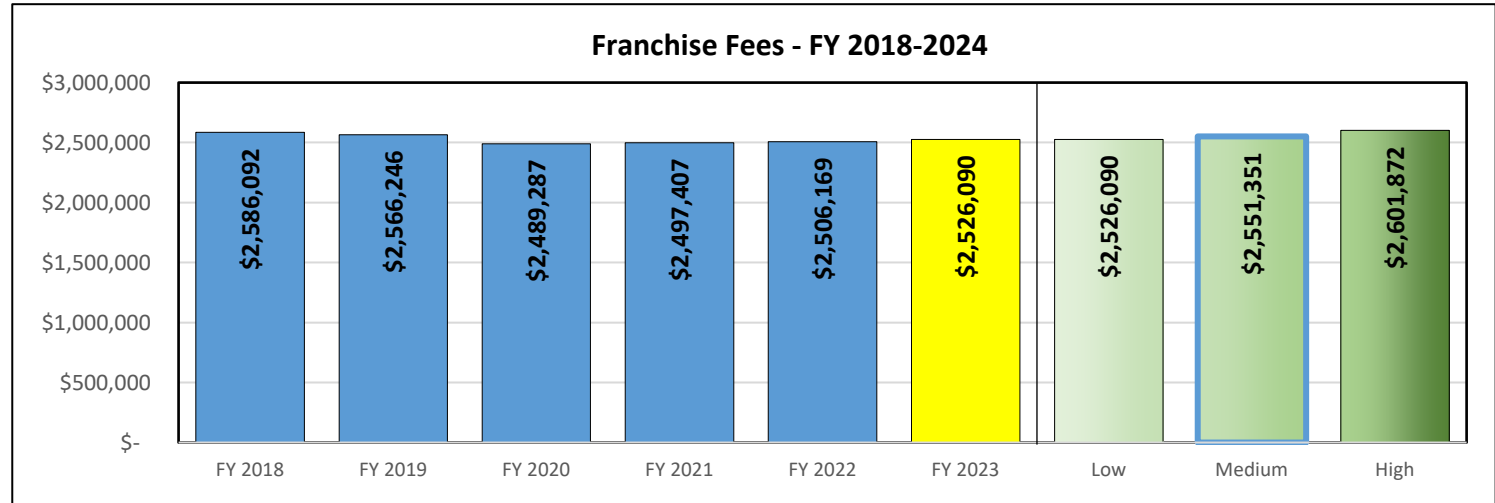


City of Franklin

Revenue Model

Fund:	General Fund	Category:	Franchise Fees			Percent of Total General Fund Revenues	2.5%
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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 over budget is forecast for FY 2024.

	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	15.9%	-0.8%	-3.0%	0.3%	0.4%	1%	0%	1%	3%	
ATMOS	1,314,420	1,323,578	1,282,993	1,367,141	1,332,994	1,155,791	1,155,791	1,167,349	1,190,465	3-yr Average
Comcast	976,578	938,466	920,276	883,330	728,941	1,037,534	1,037,534	1,047,909	1,068,660	\$ 2,497,621
Piedmont	48,066	52,619	48,125	48,665	158,622	127,741	127,741	129,019	131,574	0.1%
AT&T	247,028	251,583	237,893	198,271	285,612	205,023	205,023	207,073	211,174	5-Yr Average
										\$ 2,529,040
										-0.2%
										10-Yr Average
										\$ 2,421,898
										0.3%
										20-Yr Average
										\$ 1,946,502
										1.4%
Totals	\$ 2,586,092	\$ 2,566,246	\$ 2,489,287	\$ 2,497,407	\$ 2,506,169	\$ 2,526,090	\$ 2,526,090	\$ 2,551,351	\$ 2,601,872	

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2022* & Estimates from Finance & Revenue Management Departments.



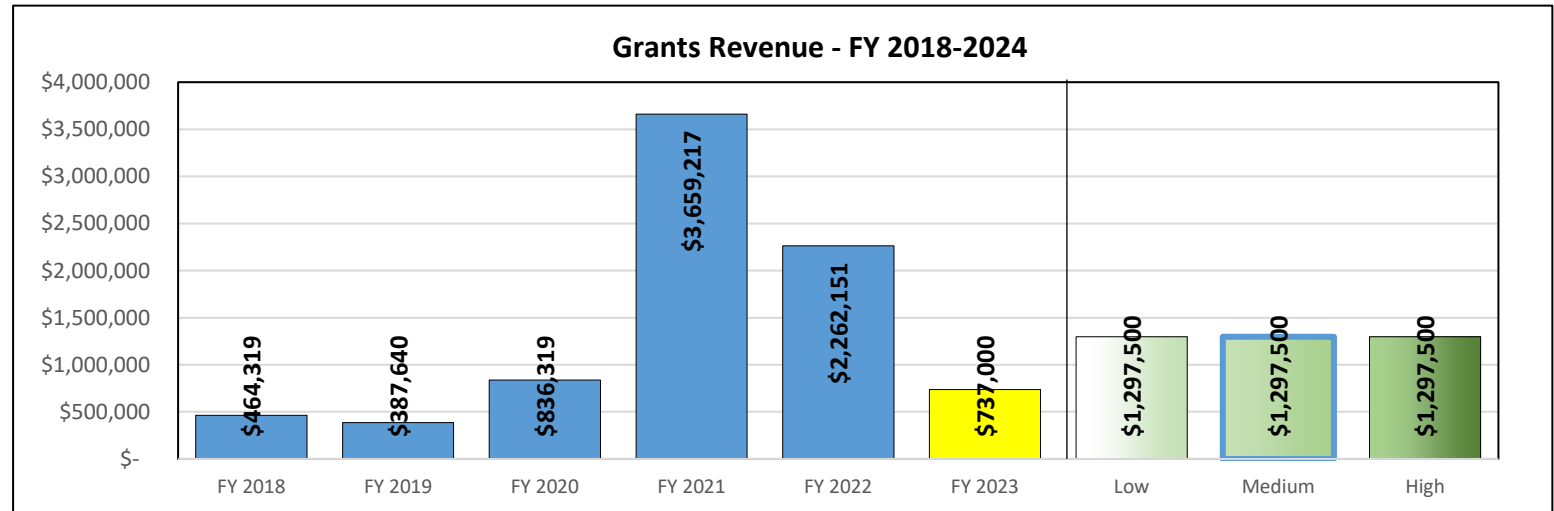
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Grants	Percent of Total General Fund Revenues	1.3%
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Grants (Federal/State): In FY 2021, standard grants consisted primarily of federal transportation grants for the Traffic Operations Center function (\$1,680,000), a nominal amount for Parks (\$100,000) and Public Safety (\$50,000). The City also received sizeable one-time grants from the State of Tennessee (\$1,815,648) and federal aid (over \$1.2 million) due to the COVID-19 pandemic. The latter grants did not renew in FY 2023.

FY 2024 assumes base grants for Public Safety and several grants for Transportation related projects.

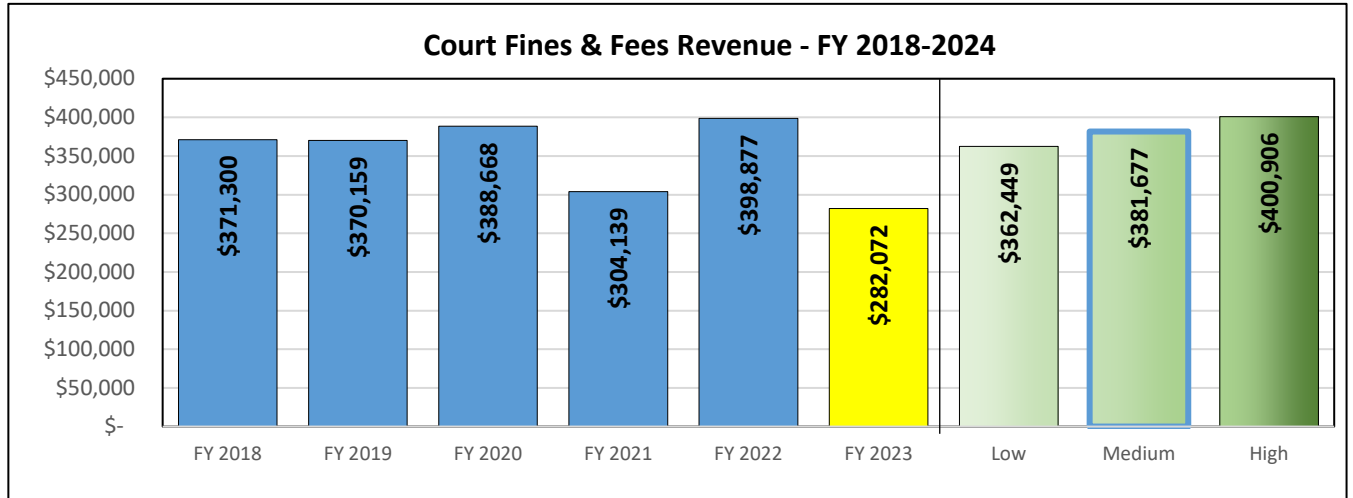


	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	76.4%	-16.5%	115.7%	337.5%	-38.2%	-67.4%	76.1%	76.1%	76.1%	
Federal Grant - Ballistic Vests	14,711	-	3,518	-	-	-	-	-	-	3-yr Average
Federal Grant - TOC	295,768	329,719	143,565	-	-	340,000	1,000,000	1,000,000	1,000,000	\$ 2,252,562
Homeland Security Grant (42200)	60,384	52,473	13,802	14,018	140,279	50,000	50,000	50,000	50,000	0.1%
Dept of Justice (Federal)					20,642					5-Yr Average
Dept of Interior (Federal)					14,700					\$ 1,521,929
Dept of House & Urban Dev (Federal)	36,280	-	-	-	-	-	-	-	-	9.7%
Dept of Transportation (Federal)	295,768	-	-	329,719	-	-	-	-	-	10-Yr Average
Dept of Treasury (Federal)	-	-	-	1,131,180	509,925	-	-	-	-	\$ 1,164,959
Dept of Transportation (Federal)	-	-	-	704,040	639,321	-	-	-	-	9.4%
Dept of Transportation (Federal)	-	-	-	-	-	-	-	-	-	20-Yr Average
Parks Grants	42,822	-	656,550	-	-	100,000	-	-	-	\$ 907,873
Governor's Local Gov't Support Grant	-	-	-	1,815,648	924,150	-	-	-	-	7.5%
TN Dept of Agriculture	-	5,448	18,884	2,453	13,122	-	-	-	-	
Misc. Adjustment	-	-	-	(8,121)	-	-	-	-	-	
Advanced Transportation Controller						247,000	247,500	247,500	247,500	
Totals	\$ 464,319	\$ 387,640	\$ 836,319	\$ 3,659,217	\$ 2,262,151	\$ 737,000	\$ 1,297,500	\$ 1,297,500	\$ 1,297,500	

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2022* & 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 higher in FY 2024, after a process begun in FY 2021 to correct for overestimations in previous budget years.



	Actuals					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	-28.4%	-0.3%	5.0%	-21.7%	31.1%	-29%	28%	35%	42%	
Fines/Fees - Mun Court	83,340	86,258	90,082	53,533	94,890	49,649	85,783	90,298	94,813	3-yr Average
Court-Local Litigation Tax	3,726	3,286	3,286	2,236	2,832	2,073	1,969	2,073	2,177	\$ 363,894
Court-Bad Check	276	96	382	160	-	148	141	148	155	3.2%
Court Collection Fee	(170)	-	-	-	-	-	-	-	-	5-Yr Average
Delinquent Court Fees & Fines	10,403	9,472	9,797	6,556	9,813	6,080	9,089	9,567	10,046	\$ 366,628
Court-Driving School	30,569	41,959	57,033	33,631	49,393	31,191	46,033	48,456	50,879	1.8%
Court-Admin Fee	1,066	1,372	1,404	720	1,586	668	1,424	1,499	1,573	10-Yr Average
Fines - Gen Sessions	92,490	60,237	61,586	59,763	80,425	55,427	67,628	71,187	74,746	\$ 480,952
Officer Costs - General Sessions/Circuit Court	107,366	112,322	99,008	95,693	104,055	88,750	95,070	100,226	105,382	-1.7%
Parking Fines - Mun Court	4,328	7,848	16,859	8,361	16,710	7,755	15,063	15,856	16,648	20-Yr Average
Fines - Traffic Offenses	36,396	45,809	47,581	27,427	36,741	25,437	38,942	40,992	43,041	\$ 666,737
Failure To Appear - Fine	1,510	1,500	1,650	980	1,550	909	1,307	1,376	1,445	-2.0%
Confiscated Goods (State)	-	-	-	15,079	882	13,985	-	-	-	
Totals	\$ 371,300	\$ 370,159	\$ 388,668	\$ 304,139	\$ 398,877	\$ 282,072	\$ 362,449	\$ 381,677	\$ 400,906	

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2022* & Estimates from Finance & Revenue Management Departments.



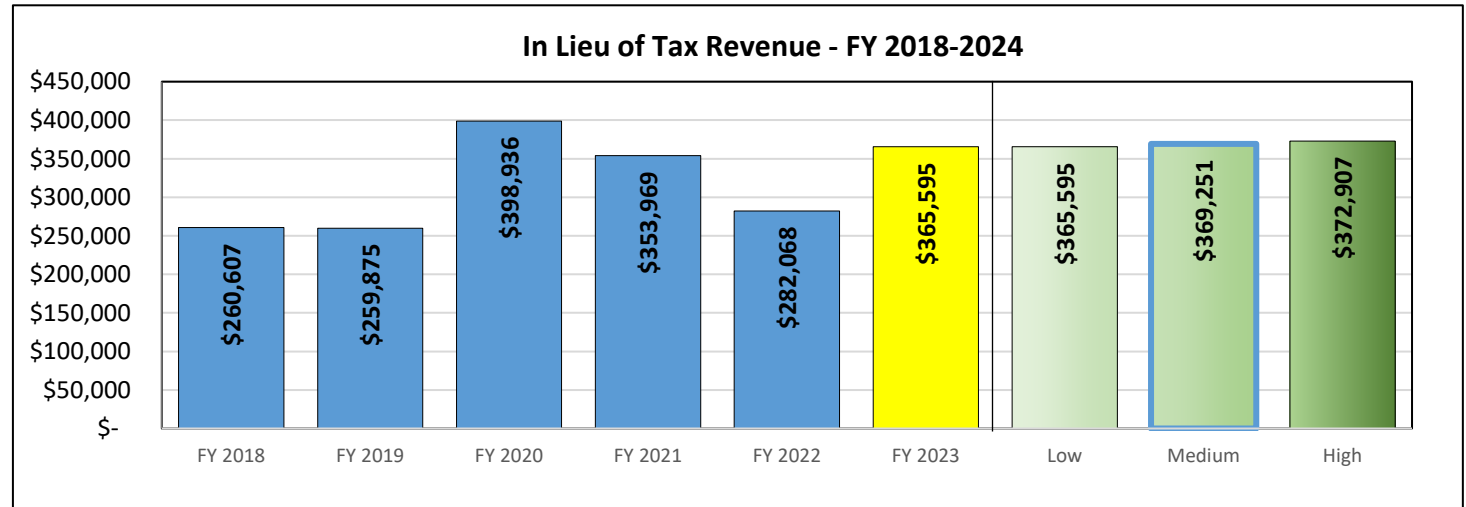
City of Franklin

Revenue Model

Fund:	General Fund	Category:	In Lieu of Tax	Percent of Total General Fund Revenues	0.4%
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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 2023 budgeted estimates.



	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	-12.6%	-0.3%	53.5%	-11.3%	-20.3%	30%	0.0%	1.0%	2.0%	
Franklin Housing Authority	25,694	24,963	20,394	17,958	11,769	21,922	21,922	22,141	22,360	3-yr Average \$ 344,991
Nissan (TIF District)	234,913	234,912	172,388	197,962	211,602	202,288	202,288	204,311	206,334	-6.1%
Community Health Systems (CHS)			(1,000)				-	-	-	5-Yr Average
FHA - Reddick Street			171,651	83,087	8,404	84,757	84,757	85,605	86,452	\$ 311,091
Ramsey Solutions			35,503	54,962	50,293	56,628	56,628	57,194	57,761	-1.9%
Totals	\$ 260,607	\$ 259,875	\$ 398,936	\$ 353,969	\$ 282,068	\$ 365,595	\$ 365,595	\$ 369,251	\$ 372,907	10-Yr Average \$ 317,195
										-1.1%
										20-Yr Average \$ 291,237
										-0.2%

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



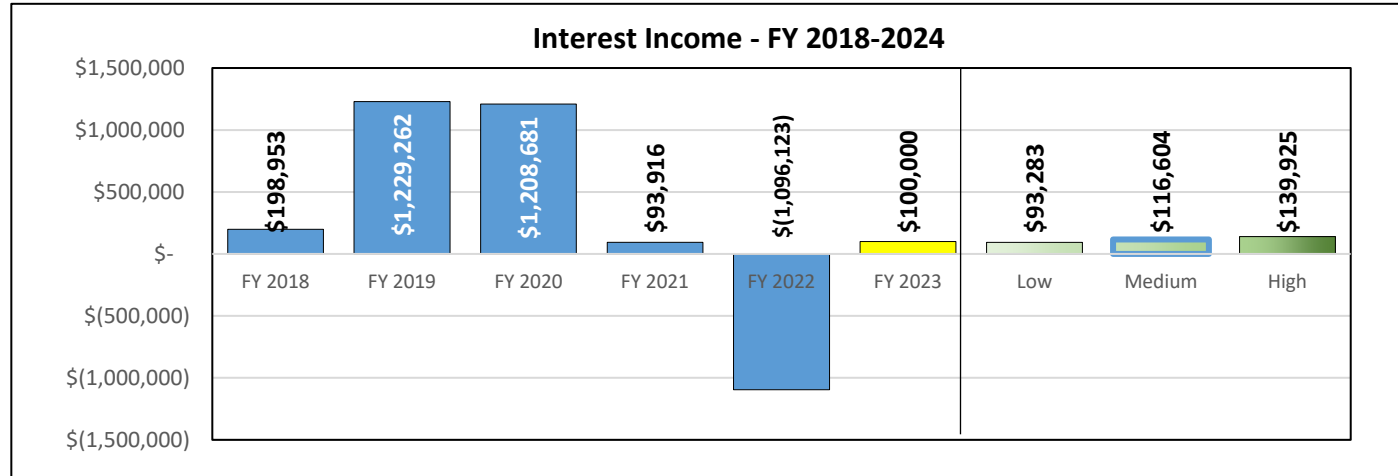
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	0.1%
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Interest Income: This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue category was adversely affected significantly over the last decade due to the low interest rate environment.

That changed in FY 2019, when the City was able to end long-term low-interest bearing arrangements and replace them with more mark-to-market investment mechanisms. Optimism gave way to pandemic realities, however and the Federal Funds Rate declined from the 2%+ levels which the City took advantage of in FY 2019 to effectively 0%. Changes in accounting practices have made the City record investment losses as well, hence why the sharp negative shown for FY 2022.



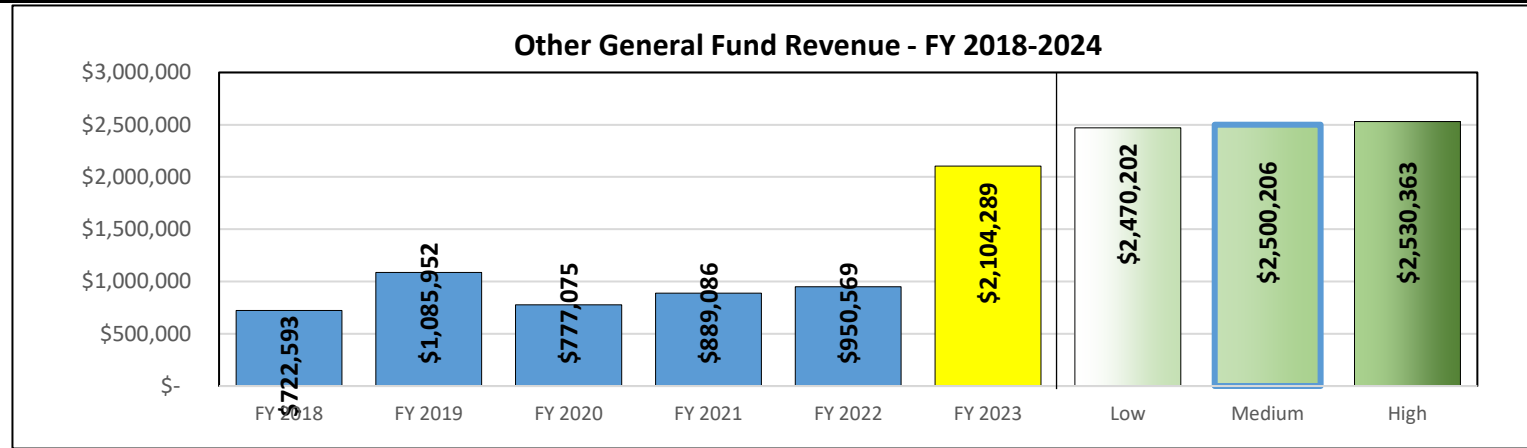
	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	84.0%	517.9%	-1.7%	-92.2%	-1267.1%	109%	-7%	17%	40%	
July	52,004	57,040	51,469	13,748	4,326	5,424	5,060	6,324	7,589	3-yr Average
August	48,602	85,372	222,070	13,329	2,049	(2,924)	(2,728)	(3,409)	(4,091)	\$ 68,825
September	(975)	19,188	29,714	2,873	3,066	(641)	(598)	(747)	(897)	-564.2%
October	6,494	59,942	85,246	4,214	2,590	2,781	2,594	3,243	3,891	5-Yr Average
November	(6,867)	65,066	19,408	13,589	10,964	12,030	11,222	14,027	16,832	\$ 326,938
December	22,065	126,133	44,948	7,866	9,519	15,129	14,112	17,640	21,168	-14.3%
January	14,872	67,431	90,127	6,903	6,913	16,500	15,391	19,239	23,087	10-Yr Average
February	(154,674)	82,012	196,704	(6,559)	5,751	11,000	10,261	12,826	15,391	\$ 243,526
March	56,927	157,863	347,021	11,574	8,768	11,000	10,261	12,826	15,391	-55.0%
April	(19,591)	108,721	43,598	9,751	10,490	11,000	10,261	12,826	15,391	20-Yr Average
May	116,492	235,172	52,531	11,012	15,586	11,000	10,261	12,826	15,391	\$ 486,930
June	63,604	165,322	25,846	5,616	7,328	7,701	7,187	8,983	10,780	-16.3%
LGIP Interest					17,378					
Lease Interest Revenue					4,787					
Investment Interest					(1,205,638)					
Totals	\$ 198,953	\$ 1,229,262	\$ 1,208,681	\$ 93,916	\$(1,096,123)	\$ 100,000	\$ 93,283	\$ 116,604	\$ 139,925	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	2.4%
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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 in Other Revenue is attributable to a change in billing and collection practices for Police Extra Duty pay. An offsetting expense will be shown elsewhere in the budget.

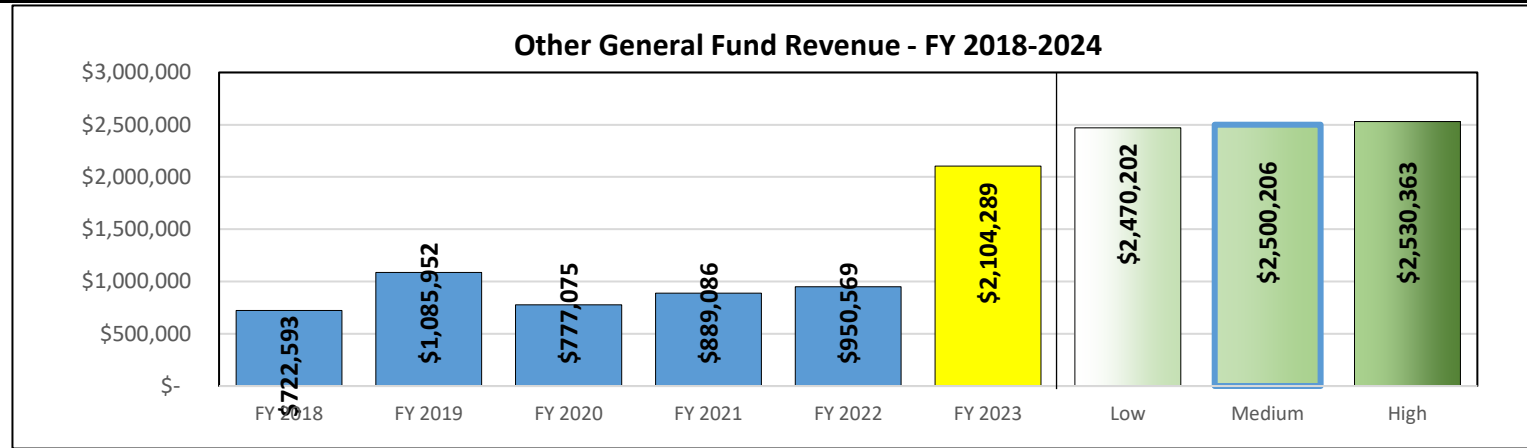


	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	-8.3%	50.3%	-28.4%	14.4%	6.9%	121%	17%	19%	20%	
City Tax Relief	(16,177)	-	(12,893)	(11,769)	(12,290)	-	-	-	-	3-yr Average \$ 872,243
Prop Taxes - P&I	39,771	43,857	58,580	54,878	45,040	39,220	41,160	42,000	42,840	3.0%
Planning Fees (Rezoning)	-	-	5,910	10,000	8,000	-	7,840	8,000	8,160	5-Yr Average
Planning Fees (Site Plans)	-	16,500	106,766	47,291	67,513	14,163	63,700	65,000	66,300	\$ 885,055
Planning Fees (Plat Submittal)	223,373	180,691	41,972	46,875	44,552	199,802	43,661	44,552	45,443	1.5%
Planning Fees (Misc Planning)	262	-	35,966	-	-	-	-	-	-	10-Yr Average
Annexation Fees	-	-	-	8,200	2,950	8,446	2,891	2,950	3,009	\$ 1,014,601
Plan Amendment Fees	-	-	-	3,000	-	3,090	-	-	-	-0.6%
Development Plan Fee	-	-	-	88,204	36,513	90,850	35,783	36,513	37,243	20-Yr Average
Board of Zoning Appeals	-	-	-	5,250	7,450	5,408	7,301	7,450	7,599	\$ 1,765,666
Joint Conceptual Workshop	-	-	-	2,200	1,600	2,266	1,568	1,600	1,632	-10.0%
Beer Permits (New Applic Fee)	16,500	14,750	12,660	11,050	9,750	15,545	11,853	12,095	12,337	
Yard Sale Permits	6,220	6,125	3,750	5,030	4,620	4,485	4,742	4,839	4,936	
Alarm Permits	24,190	23,380	26,140	26,385	26,760	25,989	25,599	26,121	26,644	
Miscellaneous Permits	17,612	27,045	18,280	20,950	30,250	15,878	23,627	24,109	24,591	
City Sponsored Training	3,505	390	-	-	-	-	-	-	-	
Regional Fire Training	2,500	1,500	3,810	695	3,455	1,591	1,559	1,591	1,623	
Maps Sold	1,234	4,020	3,560	1,620	7,422	3,001	3,450	3,520	3,591	
Plans Sold	1,500	1,850	3,700	4,700	150	2,977	2,434	2,483	2,533	
Records Sold	52	8	915	1,766	2,295	1,464	1,304	1,331	1,357	
Special Event Services Fee	2,900	2,000	2,696	2,500	3,400	2,879	2,302	2,349	2,396	
Traffic Impact Analysis Review Fee	35,000	21,000	-	-	-	-	-	-	-	

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	2.4%
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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 in Other Revenue is attributable to a change in billing and collection practices for Police Extra Duty pay. An offsetting expense will be shown elsewhere in the budget.



	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
Accident Reports	743	3	755	581	1,427	712	697	711	725	
Sex Offender Registry	1,950	2,850	2,100	2,100	1,950	1,733	1,797	1,833	1,870	
License Seizure Fees	715	470	905	595	810	895	585	597	609	
Police Extra Duty	43,480	43,618	35,535	45,402	190,056	740,643	739,147	754,232	769,317	
Compost Voucher (Non-Refundable)	23,720	17,555	18,800	21,280	21,640	21,073	20,874	21,300	21,726	
Beer Board Violations	-	3,000	-	4,000	-	1,030	1,009	1,030	1,051	
Bldg & Street Stds Appeals Fees	-	3,276	-	-	-	1,030	1,009	1,030	1,051	
Transient Vendor Recording Fees	556	-	-	-	-	4,929	4,830	4,929	5,028	
Tree Bank Fees	12,906	19,904	-	-	-	11,603	11,371	11,603	11,835	
Rebates on Purchases	68,125	115,951	91,858	82,168	96,531	85,860	84,143	85,860	87,577	
Rent - Mall & Other	15,001	12,001	9,001	18,001	20,615	12,361	12,114	12,361	12,608	
Park Concessions	97,480	200,475	84,806	72,108	146,186	87,080	117,807	120,211	122,615	
Harlinsdale Rentals	3,472	1,938	(2,441)	13,719	-	1,098	1,076	1,098	1,120	
Sale of Surplus Assets	60,019	296,337	128,067	21,392	95,926	279,280	139,083	141,921	144,760	
Electrical Charging Stations	-	-	456	402	2,183	-	980	1,000	1,173	
Insurance Reimbursements	-	-	-	-	21,829	-	-	-	-	
Miscellaneous Other Revenue	35,984	25,458	77,423	90,014	51,986	42,309	33,306	33,986	34,666	
Christmas Tree Lighting	-	-	18,000	15,000	10,000	20,600	19,600	20,000	20,400	
Capital Application from Fund Balance	-	-	-	-	-	355,000	1,000,000	1,000,000	1,000,000	
Developer Contribution	-	-	-	172,500	-	-	-	-	-	
Contributions	-	-	-	1,000	-	-	-	-	-	
Totals	\$ 722,593	\$ 1,085,952	\$ 777,075	\$ 889,086	\$ 950,569	\$ 2,104,289	\$ 2,470,202	\$ 2,500,206	\$ 2,530,363	



General Fund Summary - Departmental Summary

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Estd 2023</u>	<u>Budget 2024</u>	<u>Difference '23 vs. '24</u>	
	<u>B</u>	<u>D</u>	<u>E</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Governance & Management							
Elected Officials							
Personnel	\$ 256,864	\$ 204,445	\$ 272,566	\$ 265,313	\$ 264,047	\$ (8,520)	-3.1%
Operations	\$ 41,085	\$ 136,752	\$ 105,280	\$ 76,638	\$ 164,151	\$ 58,871	55.9%
Total - Elected Officials	\$ 297,949	\$ 341,197	\$ 377,846	\$ 341,951	\$ 428,197	\$ 50,351	13.3%
Administration							
Personnel	\$ 1,386,625	\$ 1,652,994	\$ 1,724,676	\$ 1,725,893	\$ 1,687,250	\$ (37,426)	-2.2%
Operations	\$ (177,951)	\$ (60,962)	\$ (152,308)	\$ (180,668)	\$ (131,275)	\$ 21,033	-13.8%
Total - Administration	\$ 1,208,674	\$ 1,592,032	\$ 1,572,368	\$ 1,545,225	\$ 1,555,975	\$ (16,393)	-1.0%
Human Resources							
Personnel	\$ 1,081,775	\$ 1,284,332	\$ 1,512,979	\$ 1,414,176	\$ 1,503,042	\$ (9,937)	-0.7%
Operations	\$ 66,505	\$ 149,150	\$ 270,758	\$ 204,135	\$ 345,691	\$ 74,933	27.7%
Total - Human Resources	\$ 1,148,280	\$ 1,433,482	\$ 1,783,737	\$ 1,618,310	\$ 1,848,733	\$ 64,996	3.6%
Law							
Personnel	\$ 627,768	\$ 712,228	\$ 812,087	\$ 765,447	\$ 802,324	\$ (9,763)	-1.2%
Operations	\$ (74,452)	\$ (50,330)	\$ 75,865	\$ 36,363	\$ 98,139	\$ 22,274	29.4%
Total - Law	\$ 553,316	\$ 661,898	\$ 887,952	\$ 801,810	\$ 900,463	\$ 12,511	1.4%
Communications							
Personnel	\$ 419,299	\$ 466,581	\$ 517,451	\$ 517,021	\$ 562,693	\$ 45,242	8.7%
Operations	\$ (29,179)	\$ (25,772)	\$ 23,074	\$ 20,161	\$ 42,087	\$ 19,013	82.4%
Total - Communications	\$ 390,120	\$ 440,810	\$ 540,525	\$ 537,182	\$ 604,780	\$ 64,255	11.9%
Governance & Management Summary							
Personnel	\$ 3,772,331	\$ 4,320,580	\$ 4,839,759	\$ 4,687,849	\$ 4,819,356	\$ (20,403)	-0.4%
Operations	\$ (173,992)	\$ 148,837	\$ 322,669	\$ 156,629	\$ 518,792	\$ 196,123	60.8%
Total Governance & Management	\$ 3,598,339	\$ 4,469,418	\$ 5,162,428	\$ 4,844,477	\$ 5,338,148	\$ 175,720	3.4%
Public Safety							
Police							
Personnel	\$ 13,329,351	\$ 15,107,004	\$ 17,888,071	\$ 17,707,073	\$ 17,710,996	\$ (177,075)	-1.0%
Operations	\$ 3,235,631	\$ 4,049,189	\$ 4,231,312	\$ 4,264,258	\$ 4,989,143	\$ 757,830	17.9%
Capital	\$ 966,802	\$ -	\$ 75,000	\$ 75,000	\$ 575,000	\$ 500,000	666.7%
Total - Police	\$ 17,531,784	\$ 19,156,193	\$ 22,194,383	\$ 22,046,331	\$ 23,275,138	\$ 1,080,755	4.9%
Fire							
Personnel	\$ 17,026,377	\$ 19,463,899	\$ 22,486,529	\$ 22,110,001	\$ 22,897,085	\$ 410,556	1.8%
Operations	\$ 2,040,959	\$ 2,302,166	\$ 2,585,044	\$ 2,568,164	\$ 3,154,384	\$ 569,340	22.0%
Capital	\$ 118,695	\$ 264,987	\$ -	\$ -	\$ 75,000	\$ 75,000	100.0%
Total - Fire	\$ 19,186,031	\$ 22,031,052	\$ 25,071,573	\$ 24,678,165	\$ 26,126,470	\$ 1,054,897	4.2%
Emergency Management							
Personnel	\$ -	\$ -	\$ 219,613	\$ 215,404	\$ 225,006	\$ 5,393	2.5%
Operations	\$ -	\$ -	\$ 83,220	\$ 71,213	\$ 88,525	\$ 5,305	6.4%
Total - Emergency Management	\$ -	\$ -	\$ 302,833	\$ 286,617	\$ 313,531	\$ 10,698	3.5%
Public Safety Summary							
Personnel	\$ 30,355,728	\$ 34,570,903	\$ 40,594,213	\$ 40,032,478	\$ 40,833,087	\$ 238,874	0.6%
Operations	\$ 5,276,590	\$ 6,351,355	\$ 6,899,576	\$ 6,903,635	\$ 8,232,052	\$ 1,332,476	19.3%
Capital	\$ 1,085,497	\$ 264,987	\$ 75,000	\$ 75,000	\$ 650,000	\$ 575,000	766.7%
Total Public Safety	\$ 36,717,815	\$ 41,187,245	\$ 47,568,789	\$ 47,011,113	\$ 49,715,139	\$ 2,146,349	4.5%



General Fund Summary - Departmental Summary

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Estd 2023</u>	<u>Budget 2024</u>	<u>Difference '23 vs. '24</u>	
	<u>B</u>	<u>D</u>	<u>E</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Finance & Administration							
Finance							
Personnel	\$ 984,314	\$ 1,095,518	\$ 1,229,274	\$ 1,160,721	\$ 1,319,112	\$ 89,838	7.3%
Operations	\$ (67,367)	\$ 35,507	\$ 18,889	\$ (34,503)	\$ (38,354)	\$ (57,243)	-303.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Finance	\$ 916,947	\$ 1,131,025	\$ 1,248,163	\$ 1,126,218	\$ 1,280,758	\$ 32,595	2.6%
Purchasing							
Personnel	\$ 293,250	\$ 349,960	\$ 426,814	\$ 429,067	\$ 433,712	\$ 6,898	1.6%
Operations	\$ (60,908)	\$ (32,643)	\$ (13,463)	\$ (19,584)	\$ (28,187)	\$ (14,724)	109.4%
Total - Purchasing	\$ 232,343	\$ 317,318	\$ 413,350	\$ 409,483	\$ 405,525	\$ (7,825)	-1.9%
Information Technology							
Personnel	\$ 2,291,028	\$ 2,448,545	\$ 3,042,163	\$ 2,993,092	\$ 3,156,479	\$ 114,316	3.8%
Operations	\$ 1,128,804	\$ 1,600,440	\$ 1,908,294	\$ 1,885,355	\$ 2,191,488	\$ 283,194	14.8%
Capital	\$ 181,070	\$ 403,891	\$ 210,000	\$ 210,000	\$ 405,000	\$ 195,000	92.9%
Total - Information Technology	\$ 3,600,902	\$ 4,452,876	\$ 5,160,457	\$ 5,088,447	\$ 5,752,967	\$ 592,510	11.5%
Revenue Management							
Personnel	\$ 1,068,002	\$ 1,117,778	\$ 1,303,423	\$ 1,120,003	\$ 1,332,745	\$ 29,322	2.2%
Operations	\$ (861,694)	\$ (931,016)	\$ (927,554)	\$ (909,177)	\$ (897,132)	\$ 30,422	-3.3%
Total - Revenue Management	\$ 206,308	\$ 186,763	\$ 375,869	\$ 210,826	\$ 435,613	\$ 59,744	15.9%
Municipal Court							
Personnel	\$ 256,268	\$ 209,999	\$ 238,151	\$ 231,248	\$ 240,998	\$ 2,847	1.2%
Operations	\$ 58,262	\$ 39,765	\$ 51,080	\$ 32,228	\$ 334,212	\$ 283,132	554.3%
Total - Municipal Court	\$ 314,530	\$ 249,763	\$ 289,231	\$ 263,476	\$ 575,210	\$ 285,979	98.9%
Project and Facilities Management							
Personnel	\$ 480,964	\$ 496,048	\$ 570,656	\$ 557,500	\$ 549,425	\$ (21,231)	-3.7%
Operations	\$ 800,495	\$ 1,110,688	\$ 1,139,996	\$ 1,135,874	\$ 956,349	\$ (183,647)	-16.1%
Capital	\$ -	\$ -	\$ 239,000	\$ 239,000	\$ -	\$ (239,000)	-100.0%
Total - Project and Facilities Management	\$ 1,281,459	\$ 1,606,736	\$ 1,949,652	\$ 1,932,374	\$ 1,505,774	\$ (443,878)	-22.8%
Finance & Administration Summary							
Personnel	\$ 5,373,826	\$ 5,717,848	\$ 6,810,481	\$ 6,491,630	\$ 7,032,471	\$ 221,989	3.3%
Operations	\$ 997,592	\$ 1,822,742	\$ 2,177,242	\$ 2,090,193	\$ 2,518,376	\$ 341,134	15.7%
Capital	\$ 181,070	\$ 403,891	\$ 449,000	\$ 449,000	\$ 405,000	\$ (44,000)	-9.8%
Total Finance & Administration	\$ 6,552,489	\$ 7,944,481	\$ 9,436,723	\$ 9,030,823	\$ 9,955,846	\$ 519,123	5.5%
Community & Economic Development							
Building and Neighborhood Services							
Personnel	\$ 2,660,000	\$ 2,872,815	\$ 3,649,507	\$ 3,489,690	\$ 3,710,794	\$ 61,287	1.7%
Operations	\$ 180,548	\$ 256,422	\$ 332,977	\$ 322,326	\$ 400,246	\$ 67,269	20.2%
Total - Building & Neighborhood Services	\$ 2,840,548	\$ 3,129,237	\$ 3,982,484	\$ 3,812,016	\$ 4,111,040	\$ 128,556	3.2%
Planning and Sustainability							
Personnel	\$ 1,307,853	\$ 1,504,826	\$ 1,747,657	\$ 1,665,766	\$ 1,747,386	\$ (271)	0.0%
Operations	\$ 159,540	\$ 266,179	\$ 406,633	\$ 326,188	\$ 393,770	\$ (12,863)	-3.2%
Total - Planning & Sustainability	\$ 1,467,393	\$ 1,771,006	\$ 2,154,290	\$ 1,991,954	\$ 2,141,156	\$ (13,134)	-0.6%



General Fund Summary - Departmental Summary

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Estd 2023</u>	<u>Budget 2024</u>	<u>Difference '23 vs. '24</u>	
	<u>B</u>	<u>D</u>	<u>E</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Engineering							
Personnel	\$ 1,676,643	\$ 1,831,581	\$ 2,011,104	\$ 1,852,208	\$ 2,049,953	\$ 38,849	1.9%
Operations	\$ (299,591)	\$ (181,763)	\$ (234,483)	\$ (237,582)	\$ (278,186)	\$ (43,703)	18.6%
Total Engineering & TOC	\$ 1,377,052	\$ 1,649,818	\$ 1,776,621	\$ 1,614,627	\$ 1,771,767	\$ (4,854)	-0.3%
Traffic Operations Center (TOC)							
Personnel	\$ 319,114	\$ 426,682	\$ 526,986	\$ 374,754	\$ 533,721	\$ 6,735	1.3%
Operations	\$ 227,000	\$ 222,793	\$ 418,020	\$ 363,542	\$ 760,270	\$ 342,250	81.9%
Capital	\$ 1,191,035	\$ 193,684	\$ 722,500	\$ 130,000	\$ 1,472,500	\$ 750,000	103.8%
Total Engineering & TOC	\$ 1,737,149	\$ 843,159	\$ 1,667,506	\$ 868,296	\$ 2,766,491	\$ 1,098,985	65.9%
Economic Development							
Operations	\$ 71,261	\$ 88,855	\$ 92,209	\$ 92,209	\$ 96,819	\$ 4,610	5.0%
Total - Economic Development	\$ 71,261	\$ 88,855	\$ 92,209	\$ 92,209	\$ 96,819	\$ 4,610	5.0%
				\$ -			
Community & Economic Development Summary							
Personnel	\$ 5,963,610	\$ 6,635,905	\$ 7,935,254	\$ 7,382,419	\$ 8,041,854	\$ 106,600	1.3%
Operations	\$ 338,758	\$ 652,487	\$ 1,015,356	\$ 866,683	\$ 1,372,920	\$ 357,564	35.2%
Capital	\$ 1,191,035	\$ 193,684	\$ 722,500	\$ 130,000	\$ 1,472,500	\$ 750,000	103.8%
Total Community & Economic Developmen	\$ 7,493,403	\$ 7,482,075	\$ 9,673,110	\$ 8,379,102	\$ 10,887,274	\$ 1,214,164	12.6%
Public Works							
Streets Department - Maintenance Division							
Personnel	\$ 2,779,206	\$ 3,136,832	\$ 3,841,004	\$ 3,766,166	\$ 3,866,176	\$ 25,172	0.7%
Operations	\$ 1,194,336	\$ 1,299,351	\$ 1,523,768	\$ 1,511,792	\$ 1,538,269	\$ 14,501	1.0%
Capital	\$ 176,986	\$ 95,423	\$ 569,940	\$ 569,940	\$ -	\$ (569,940)	-100.0%
Total - Streets - Maintenance	\$ 4,150,528	\$ 4,531,606	\$ 5,934,712	\$ 5,847,898	\$ 5,404,445	\$ (530,267)	-8.9%
Streets Department - Traffic Division							
Personnel	\$ 927,719	\$ 952,888	\$ 1,087,191	\$ 1,058,125	\$ 1,088,090	\$ 899	0.1%
Operations	\$ 479,476	\$ 536,766	\$ 665,265	\$ 607,211	\$ 692,162	\$ 26,897	4.0%
Capital	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 152,000	\$ 112,000	280.0%
Total - Streets - Traffic	\$ 1,407,195	\$ 1,489,654	\$ 1,792,456	\$ 1,705,335	\$ 1,932,252	\$ 139,796	7.8%
Streets Department - Fleet Maintenance Division							
Personnel	\$ 750,108	\$ 871,442	\$ 999,365	\$ 1,007,158	\$ 1,057,401	\$ 58,036	5.8%
Operations	\$ (9,057)	\$ (23,422)	\$ 133,137	\$ (39,691)	\$ 227,428	\$ 94,291	70.8%
Capital	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ (200,000)	-100.0%
Total - Streets - Fleet Maintenance	\$ 741,051	\$ 848,020	\$ 1,332,502	\$ 1,167,467	\$ 1,284,829	\$ (47,673)	-3.6%
Parks							
Personnel	\$ 2,731,077	\$ 2,970,754	\$ 4,084,098	\$ 3,886,650	\$ 3,963,126	\$ (120,972)	-3.0%
Operations	\$ 1,739,740	\$ 1,831,773	\$ 2,418,901	\$ 2,441,356	\$ 2,553,589	\$ 134,688	5.6%
Capital	\$ 41,797	\$ 46,530	\$ 45,250	\$ 45,250	\$ 45,250	\$ -	0.0%
Total - Parks	\$ 4,512,614	\$ 4,849,057	\$ 6,548,249	\$ 6,373,257	\$ 6,561,966	\$ 13,717	0.2%
Public Works							
Personnel	\$ 7,188,110	\$ 7,931,916	\$ 10,011,658	\$ 9,718,099	\$ 9,974,793	\$ (36,865)	-0.4%
Operations	\$ 3,404,495	\$ 3,644,468	\$ 4,741,071	\$ 4,520,668	\$ 5,011,448	\$ 270,377	5.7%
Capital	\$ 218,783	\$ 141,953	\$ 855,190	\$ 855,190	\$ 197,250	\$ (657,940)	-76.9%
Total Public Works	\$ 10,811,388	\$ 11,718,337	\$ 15,607,919	\$ 15,093,957	\$ 15,183,492	\$ (424,427)	-2.7%



General Fund Summary - Departmental Summary

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Estd 2023</u>	<u>Budget 2024</u>	<u>Difference '23 vs. '24</u>	
	<u>B</u>	<u>D</u>	<u>E</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Other Operating Expenditures							
General Expenses							
Personnel	\$ (933,860)	\$ 689,350	\$ 1,145,702	\$ 1,145,702	\$ 3,124,664	\$ 1,978,962	172.7%
Operations	\$ 182,287	\$ (274,547)	\$ 299,954	\$ 293,386	\$ 309,534	\$ 9,580	3.2%
Capital						\$ -	0.0%
Total - General Expenses	\$ (751,573)	\$ 414,803	\$ 1,445,656	\$ 1,439,088	\$ 3,434,198	\$ 1,988,542	137.6%
Appropriations							
Operations	\$ 446,248	\$ 509,339	\$ 661,028	\$ 661,028	\$ 685,758	\$ 24,730	3.7%
Total Appropriations	\$ 446,248	\$ 509,339	\$ 661,028	\$ 661,028	\$ 685,758	\$ 24,730	3.7%
				\$ -			
Interfund Transfers							
Operations	\$ 3,427,121	\$ 12,910,592	\$ 9,631,952	\$ 9,631,952	\$ 7,334,283	\$ (2,297,669)	-23.9%
Total Interfund Transfers	\$ 3,427,121	\$ 12,910,592	\$ 9,631,952	\$ 9,631,952	\$ 7,334,283	\$ (2,297,669)	-23.9%
				\$ -			
Other General Fund Operating Expenditures Summary							
Personnel	\$ (933,860)	\$ 689,350	\$ 1,145,702	\$ 1,145,702	\$ 3,124,664	\$ 1,978,962	172.7%
Operations	\$ 4,055,656	\$ 13,145,384	\$ 10,592,934	\$ 10,586,366	\$ 8,329,575	\$ (2,263,359)	-21.4%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Other GF Oper. Exp.	\$ 3,121,796	\$ 13,834,734	\$ 11,738,636	\$ 11,732,068	\$ 11,454,238	\$ (284,398)	-2.4%
General Fund Expenditures (by major category)							
Personnel	\$ 51,719,745	\$ 59,866,502	\$ 71,337,067	\$ 69,458,176	\$ 73,826,223	\$ 2,489,156	3.5%
Operations	\$ 13,899,100	\$ 25,765,273	\$ 25,748,848	\$ 25,124,174	\$ 25,983,163	\$ 234,315	0.9%
Capital	\$ 2,676,385	\$ 1,004,515	\$ 2,101,690	\$ 1,509,190	\$ 2,724,750	\$ 623,060	29.6%
Total - General Fund Departments	\$ 68,295,229	\$ 86,636,289	\$ 99,187,604	\$ 96,091,540	\$ 102,534,136	\$ 3,346,531	3.4%

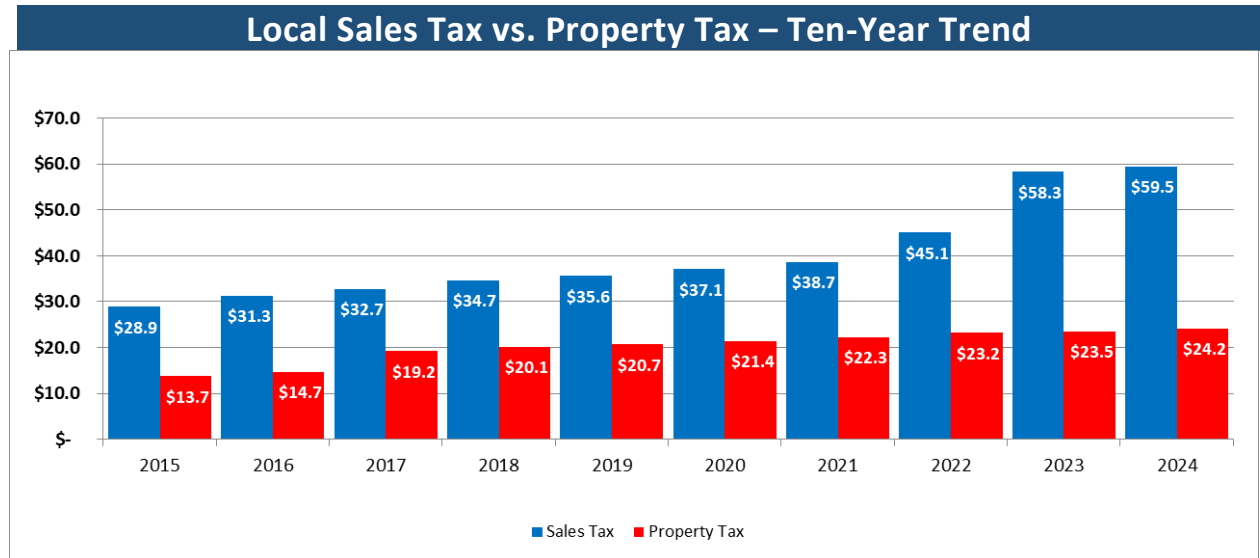


City of Franklin, Tennessee
FY 2024 Operating Budget

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 \$24.2 million is split \$11.6 million in the General Fund, \$11.4 million in the Debt Service Fund, and \$1.1 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 four years, with the next reassessment set to occur in FY 2025.



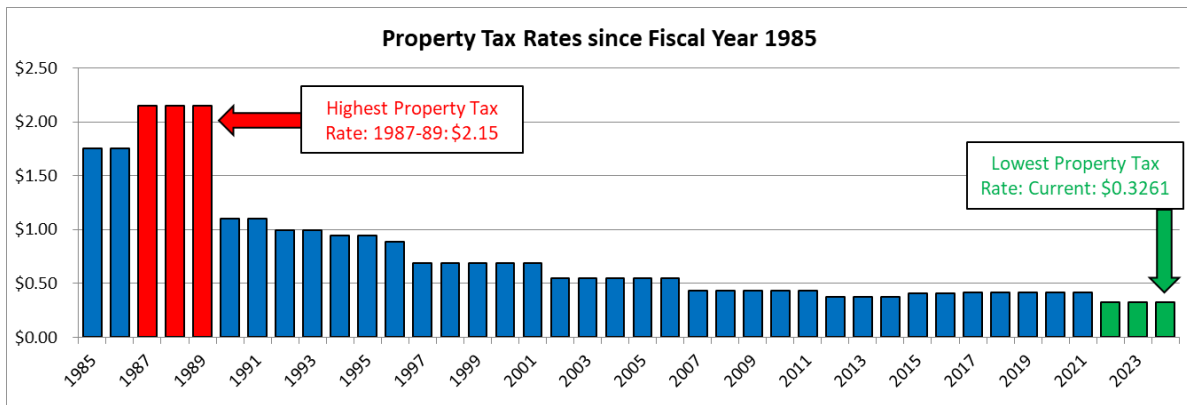
City of Franklin, Tennessee

FY 2024 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)
1985	\$1.7500	---	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
2004	\$0.5500	\$0.0000	2024	\$0.3261	\$0.0000



Long-Range Financial Model - Summary - 2024-2028

Summary: This is a summary of anticipated General Fund revenues and General Fund expenses for the next five years, FY 2024-2028. 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, 2023 and ending June 30, 2028. 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

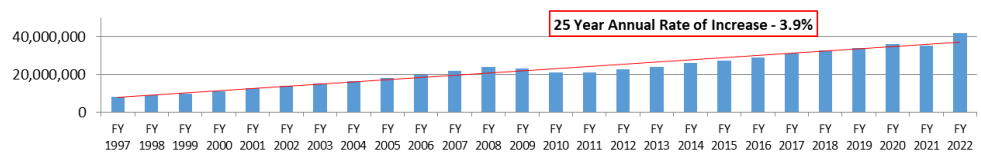
Exhibit 1: Overall General Fund Revenues: FY 2024-2028

	Forecast 2024		Forecast 2025		Forecast 2026		Forecast 2027		Forecast 2028	
	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %	Total \$	Yr / Yr %
Revenues										
Local Sales Tax	\$ 59,547,555	1.99%	\$ 61,333,982	3.00%	\$ 63,174,001	3.00%	\$ 65,069,221	3.00%	\$ 67,021,298	3.00%
State Shared	\$ 16,341,387	0.80%	\$ 16,831,628	3.00%	\$ 17,336,577	3.00%	\$ 17,856,674	3.00%	\$ 18,392,375	3.00%
Property Tax	\$ 11,632,486	15.81%	\$ 11,981,461	3.00%	\$ 12,340,904	3.00%	\$ 12,711,131	3.00%	\$ 13,092,465	3.00%
Alcohol Tax	\$ 5,535,512	2.72%	\$ 5,729,255	3.50%	\$ 5,929,779	3.50%	\$ 6,137,321	3.50%	\$ 6,352,127	3.50%
Building Permits & Licenses	\$ 2,260,609	-14.43%	\$ 2,260,609	0.00%	\$ 2,260,609	0.00%	\$ 2,260,609	0.00%	\$ 2,260,609	0.00%
Franchise Fees	\$ 2,551,351	1.00%	\$ 2,627,891	3.00%	\$ 2,706,728	3.00%	\$ 2,787,930	3.00%	\$ 2,871,568	3.00%
Grants	\$ 1,297,500	76.05%	\$ 1,297,500	0.00%	\$ 1,297,500	0.00%	\$ 1,297,500	0.00%	\$ 1,297,500	0.00%
Court Fines & Fees	\$ 381,677	35.31%	\$ 381,677	0.00%	\$ 381,677	0.00%	\$ 381,677	0.00%	\$ 381,677	0.00%
In Lieu of Tax	\$ 369,251	1.00%	\$ 387,713	5.00%	\$ 407,099	5.00%	\$ 427,454	5.00%	\$ 448,827	5.00%
Interest Income	\$ 116,604	16.60%	\$ 118,936	2.00%	\$ 121,315	2.00%	\$ 123,741	2.00%	\$ 126,216	2.00%
Other	\$ 2,500,206	18.81%	\$ 2,500,206	0.00%	\$ 2,500,206	0.00%	\$ 2,500,206	0.00%	\$ 2,500,206	0.00%
Total - General Fund Revenue	\$ 102,534,136		\$ 105,450,857		\$ 108,456,395		\$ 111,553,464		\$ 114,744,867	
Year over Year \$	\$ 3,745,675		\$ 2,916,722		\$ 3,005,537		\$ 3,097,070		\$ 3,191,402	
Year over Year %	3.79%		2.84%		2.85%		2.86%		2.86%	

Revenues: Revenues are forecast to grow by 15.2% from FY 2024 to 2028, or an average of just more than 3% annually. This is a conservative forecast, using historical averages for the last five 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

Exhibit 2: Local Option Sales Tax - 25 Year Historic Average - FY 1997-2022



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.

The last 30 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. However, for 8 months of the fiscal year has been nearly 5% increases year over year after nearly 25% the year before. The FY 2024 forecast acknowledges the tremendous growth in the sales tax base, but only assumes a 2% increase in that base for FY 2024. The world economic outlook is too uncertain to be optimistic. We will continue to monitor conditions as warranted.

This forecast assumes 50% of that distribution (or \$4.5 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 - 2024-2028

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, TVA PILOT payments, Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly, except for the Excise Tax which is a semi-annual remittances.

The forecast for FY 2024 also assumes a slow down in the economy, so projected growth is limited to only 2%. Fiscal Years (2025-2028) assume a 3.0% increase year over year on average. The major change in state shared revenue is the loss of millions of dollars from the elimination of the Hall Income Tax. While not nearly a one-for-one replacement, the new sports gaming tax is a new revenue source resulting in annual collections of approximately \$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 a rate 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 even decrease over the last 40 years. The City has been fortunate to realize numerous reductions in its Property Tax rate while sustaining service delivery at a high level. The rate increase in FY 2017 was dedicated to fund capital improvements (through the *Invest Franklin* initiative) and to support

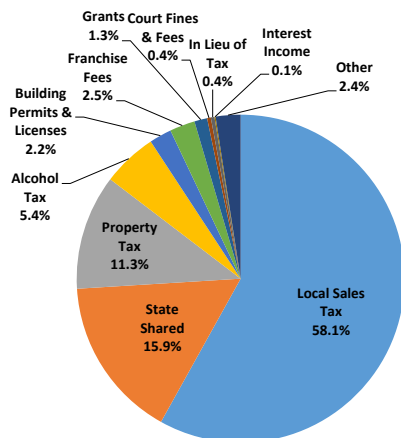
Exhibit 3: Property Tax Rates - FY 1984-2023

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

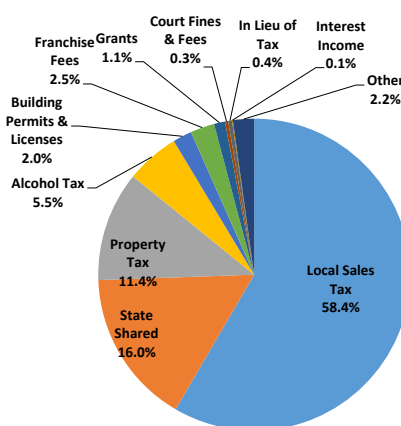
The significant increase in the FY 2024 Property Tax forecast for the General Fund is the realization of additional property tax revenues currently dedicated to paying down the Tax Increment Financing district in the Cool Springs area of Franklin. This is forecast to be paid off in FY 2023, allowing 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 \$1,250,000.

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 2028, nearly 80% of all General Fund revenues will come from sales (either local or state shared) and alcohol taxes, slightly higher than today.

FY 2024 General Fund Revenues



FY 2028 General Fund Revenues





Long-Range Financial Model - Summary - 2024-2028

Expenses

Expenses: The City of Franklin is blessed to have a growing and prosperous economy and increasing population, but with that comes an increasing demand 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, 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 some numbers of personnel. From FY 2024-2028, the City plans on adding 17 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 than in the past to take advantage of warranties and reduce repair and maintenance costs.

Exhibit 4: Overall General Fund Expenses: FY 2024-2028

Table with 11 columns: Forecast 2024 (Total \$, Yr / Yr %), Forecast 2025 (Total \$, Yr / Yr %), Forecast 2026 (Total \$, Yr / Yr %), Forecast 2027 (Total \$, Yr / Yr %), Forecast 2028 (Total \$, Yr / Yr %). Rows include General Fund Expenditures (by program area) and (by major category), and Year over Year \$ and Year over Year %.

For the next five years, baseline personnel expenses are expected to increase about 4% annually, very much in line with the 10-year historic average of a 3.9% increase year-over-year (and after a significant increase in FY 2023). Within this amount, there are anticipated wage increases of 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 10% annually FY 2025 through FY 2028. Additional capital expenditures are for larger equipment replacements and one-time facility and infrastructure replacements 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 expenditures - whether they be personnel, operations, equipment or capital - must be categorized as to how they 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 - 2024-2028

Expenses (con't)

Expense Summary: Overall, personnel costs are forecast to decrease by 1% (from 72% today to 71% in FY 2028) of the total General Fund budget, while operations will rise from 25% to 26% and capital will remain at 3% of the total operating budget.

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 \$12-16 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. However, this grows more difficult by the year as expectations grow but revenues do not keep pace with demands.

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 1-3% 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 2024 to 56% in FY 2028. 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.

The challenge ahead for the City is remaining competitive in a tight and inflationary driven labor market while needing to find ways to add staff to maintain service levels to an ever-growing community, and, at the same, time set aside enough money annually for efficient asset renewal and replacement. This is a challenge that will continue to getting harder.

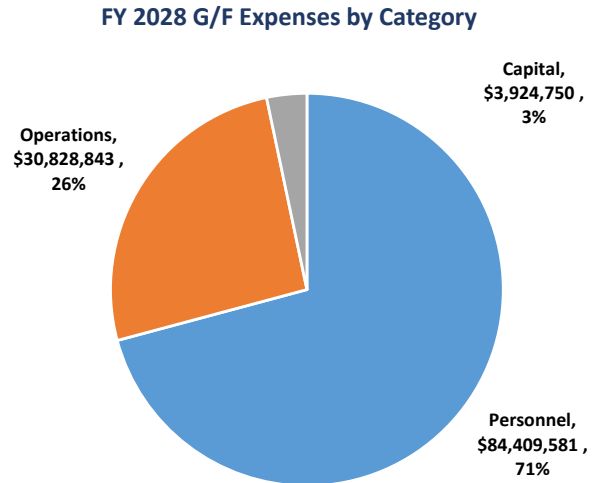


Exhibit 5: Overall General Fund Change in Fund Balance : FY 2024-2028

	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Beginning Balance*	\$ 77,120,814	\$ 77,120,814	\$ 75,292,579	\$ 72,600,489	\$ 69,162,326
+ Revenues	\$ 102,534,136	\$ 105,450,857	\$ 108,456,395	\$ 111,553,464	\$ 114,744,867
- Expenses	\$ 102,534,136	\$ 107,279,092	\$ 111,148,485	\$ 114,991,628	\$ 119,163,174
Ending Balance	\$ 77,120,814	\$ 75,292,579	\$ 72,600,489	\$ 69,162,326	\$ 64,744,019
ar-End F/B as % of Budget:	75%	71%	67%	62%	56%
<i>Year over Year \$</i>	\$ 0	\$ (1,828,234)	\$ (2,692,090)	\$ (3,438,163)	\$ (4,418,307)
<i>Year over Year %</i>	0.00%	-2.37%	-3.58%	-4.74%	-6.39%

*Forecast at year-end, FY 2023.



City of Franklin, Tennessee
FY 2024 Operating Budget

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Budget Summary

Personnel Changes

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



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.

Coming out of the pandemic, in 2022 a full study of the current compensation plan was undertaken. That study culminated in a full 10% increase in pay grades, a series of grade changes



City of Franklin, Tennessee

FY 2024 Operating Budget

Personnel Changes

though most of the employees of the City, and a significant market adjustment for all employees effective July 1, 2023.

Proposed for July 1, 2023, total authorized employment for the municipal government’s General, Special and Enterprise Funds is 783 full-time employees. However, only 777 of these authorized positions are supported within the FY 2024 budget. This represents a 4.7% increase of budgeted staff from FY 2020.

Technically 5 more full-time positions are budgeted in FY 2024 compared to FY 2023. 3 of these positions are true adds to the budget – 3 new Firefighters. There is also one upgrade of a part-time position to full-time in Communications and one new position in Water Management offset by defunding a position.

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

Function / Program	2020	2021	2022	2023			2024		
	Total	Total	Total	Budgeted	Not-Budgeted	Total	Budgeted	Not-Budgeted	Total
Administration	11	11	13	12	0	12	12	0	12
Building & Neighborhood Services	36	36	37	37	0	37	37	0	37
Communications	4	4	4	4	0	4	5	0	5
Court	3	3	2	2	0	2	2	0	2
Engineering	15	16	16	17	0	17	17	0	17
Emergency Management	0	0	0	2	0	2	2	0	2
Finance	9	9	9	9	0	9	9	0	9
Fire	172	172	172	173	0	173	176	0	176
Human Resources	12	12	12	14	0	14	14	0	14
Information Technology	24	25	25	26	0	26	26	0	26
Law	5	5	5	6	0	6	6	0	6
Parks	46	46	51	50	3	53	50	3	53
Planning & Sustainability	15	15	15	16	0	16	16	0	16
Police	145	145	146	149	1	150	149	1	150
Project & Facilities Management	6	6	6	6	0	6	6	0	6
Purchasing	4	4	4	4	0	4	4	0	4
Revenue Management	14	14	14	14	0	14	14	0	14
Sanitation & Environmental Services	45	45	46	48	0	48	48	0	48
Stormwater	22	22	22	22	0	22	22	0	22
Streets	60	60	61	61	0	61	61	0	61
Traffic Operations Center	4	4	4	4	0	4	4	0	4
Water & Wastewater	96	96	100	97	1	98	97	2	99
Total (All Funds)	748	750	764	773	5	778	777	6	783



City of Franklin, Tennessee
FY 2024 Operating Budget

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Budget Summary

Debt

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- **Debt Capacity & Service Levels**
 - **Debt Service for FY 2024**
 - **Statement of Bonded Indebtedness for FY 2024**



City of Franklin, Tennessee

FY 2024 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 2024 is \$16,308,628.

Expenses (Debt Service by Fund)							
General	11,098,753	11,616,609	11,608,665	11,608,665	11,657,506	48,842	0.4%
Sanitation	209,081	209,512	209,186	209,186	193,132	(16,054)	-7.7%
Road Impact	2,730,453	2,892,466	2,884,346	2,884,346	3,293,445	409,100	14.2%
Hotel Motel	1,281,521	1,018,861	1,017,272	1,017,272	1,164,543	147,271	14.5%
Total Expenditures	15,319,808	15,737,448	15,719,469	15,719,469	16,308,628	589,158	3.7%

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 2024 – details will be forthcoming later in summer or fall 2023.



City of Franklin, Tennessee

FY 2024 Operating Budget

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2024																
GOVERNMENTAL FUNDS																
BOND INFORMATION				2024 DEBT SERVICE				DEBT SERVICE PAID BY								
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2024 Principal	2024 Interest	Total 2024 (Principal + Interest)	General Fund	Sanitation Fund	Road Impact Fund	Hotel/Motel Tax Fund	Total				
2010 New Bonds	Used to refund 2005 TN Loans and Refinance Bonds	2024	\$16,590,000	\$1,530,000	\$1,530,000	\$45,900	\$1,575,900	\$992,817			\$583,083	\$1,575,900				
2012 Refunding	Used to refund 2009 TMBF Bonds	2027	\$22,500,000	\$6,870,000	\$1,665,000	\$146,331	\$1,811,331	\$742,646		\$923,779	\$144,906	\$1,811,331				
2013A Public Works Facility and other	To finance the Public Works Facility and other street projects	2034	\$7,405,000	\$4,565,000	\$355,000	\$149,568	\$504,568	\$504,568				\$504,568				
2013B Pension Obligation	Used to fund the unfunded portion of the pension obligations	2024	\$10,000,000	\$11,125,000	\$1,125,000	\$39,375	\$1,164,375	\$1,164,375				\$1,164,375				
2015 G.O. Bonds	Used to fund roads and public facilities	2034	\$15,000,000	\$10,405,000	\$700,000	\$368,540	\$1,068,540	\$1,068,540			\$5,343	\$1,068,540				
2017 G.O. Bonds	Used to fund Roads, Communications, Sanitation & Equipment	2037	\$23,120,000	\$18,005,000	\$960,000	\$767,650	\$1,727,650	\$1,630,902	\$96,748			\$1,727,650				
2019A G.O. Bonds	Used to fund Invest Franklin projects (Roads, Public Safety Equipment, Sanitation)	2039	\$29,565,000	\$23,680,000	\$1,220,000	\$1,074,850	\$2,294,850	\$2,198,466	\$96,384			\$2,294,850				
2019B G.O. Bonds	Refinanced 2009 Build America Bonds	2029	\$22,940,000	\$14,900,000	\$2,195,000	\$745,000	\$2,940,000	\$1,911,000		\$1,017,240	\$11,760	\$2,940,000				
2019C G.O. Bonds	Refinanced 2009 Build America Bonds	2032	\$29,245,000	\$28,395,000	\$1,425,000	\$1,389,900	\$2,794,900	\$1,201,807		\$1,173,858	\$419,235	\$2,794,900				
2019D G.O. Bonds	Refinanced 2009 Build America Bonds	2027	\$2,505,000	\$1,565,000	\$380,000	\$31,903	\$411,903	\$234,784		\$177,118	\$0	\$411,903				
Government Funds Totals				\$111,020,000	\$11,555,000	\$4,739,016	\$16,294,016	\$11,644,562	\$193,132	\$3,291,995	\$1,164,327	\$16,294,016				
Plus Debt Fees							\$14,610	\$12,944	\$0	\$1,450	\$216	\$14,610				
Debt Service Fund Costs (see Other Special Funds)							\$16,808,638	\$1,857,506	\$193,132	\$3,293,445	\$1,164,543	\$16,808,638				
WATER AND WASTEWATER FUND																
BOND INFORMATION				2024 DEBT SERVICE				DEBT SERVICE PAID BY								
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2024 Principal	2024 Interest	Total 2024 (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	\$2,900,000	\$1,450,000	\$134,125	\$1,584,125				\$633,650	\$950,475			\$1,584,125	
2011 Refunding	Used to refund 2008 issue	2026	\$19,430,000	\$4,565,000	\$1,485,000	\$110,143	\$1,595,143	\$111,660	\$255,223	\$0	\$15,951	\$1,116,600	\$79,757	\$15,951	\$1,595,143	
ARRA Loan - Drinking Water	Used for rehabilitation of reservoir	2030	\$2,500,000	\$863,209	\$80,547	\$7,666	\$88,213	\$98,214							\$88,214	
ARRA Loan - Clean Water	Used for sewer and reclaimed water projects	2031	\$3,147,000	\$1,007,436	\$96,257	\$25,919	\$122,176				\$61,088		\$61,088		\$122,176	
2016 SRF Loan	Used for SCADA System	2033	\$2,265,727	\$1,461,716	\$140,388	\$12,444	\$152,832	\$50,435			\$102,397				\$152,832	
2017 Water Bonds	Used for renovation of Water Treatment Plant	2037	\$12,000,000	\$9,485,000	\$495,000	\$412,200	\$907,200	\$635,490	\$271,710						\$907,200	
2017 SRF Loan	Used for renovation of Water Reclamation Plant	2049	\$1,275,000	\$1,141,628	\$36,048	\$16,536	\$52,584				\$52,584				\$52,584	
2018 SRF Loan	Used for renovation of Water Reclamation Plant	2051	\$78,500,000	\$73,915,848	\$2,165,484	\$1,072,008	\$3,237,492				\$3,237,492				\$3,237,492	
2020 SRF Loan	Used for renovation of Water Reclamation Plant	2051	\$20,000,000	\$19,059,554	\$548,352	\$276,492	\$824,844				\$824,844				\$824,844	
2021 Sewer Bonds	Used for renovation of Water Reclamation Plant	2042	\$10,860,000	\$10,330,000	\$350,000	\$451,650	\$801,650				\$801,650				\$801,650	
2021 SRF Loan	Used for renovation of Water Reclamation Plant	2052	\$19,500,000	\$19,232,532	\$540,096	\$243,012	\$783,108				\$783,108				\$783,108	
Water & Wastewater Totals (detail found in separate budget)				\$193,947,727	\$143,741,923	\$7,387,172	\$2,772,195	\$10,159,367	\$895,799	\$26,933	\$0	\$6,512,765	\$2,067,075	\$140,845	\$15,951	\$10,159,367
Combined Totals				\$374,637,727	\$264,761,923	\$18,942,172	\$7,511,211	\$26,453,382	\$12,540,361	\$720,065	\$3,291,995	\$7,677,092	\$2,067,075	\$140,845	\$15,951	\$26,453,383



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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
- #21 Best Place to Live in America – 2022 (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 program area are the following departments:

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



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	256,864	204,445	272,566	265,313	264,047	-8,520	-3.1%
Operations	41,085	136,752	105,280	76,638	164,151	58,871	55.9%
Capital	0	0	0	0	0	0	0.0%
Total	297,949	341,197	377,846	341,951	428,197	50,351	13.3%

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 Municipal Code, all of which are implemented by the various City Departments.

FY 2024 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.



City of Franklin, Tennessee

FY 2024 Operating Budget

Performance Measures

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

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



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

Related Theme:

Elected Officials support all four themes of the Strategic Plan.

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Number of Resolutions Passed	70	125	148	133	87
Number of Ordinances Passed	51	56	32	42	34
Meetings Held					
- Work Sessions	22	20	21	25	30
- Regular Meetings	12	12	12	21	21
- Special Meetings	16	13	10	2	2

Outcome (Effectiveness) Measures

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

Franklin Citizens Survey

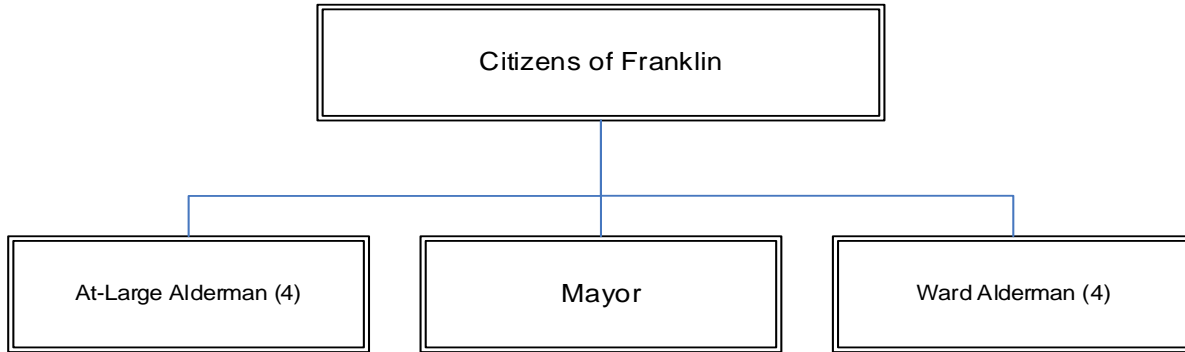
	2016 Citizens Survey	2019 Citizens Survey	2022 Citizens Survey
% of respondents who attended a local public meeting in the last twelve (12) months	23%	25%	30%
% of respondents who watched a local public meeting in the last twelve (12) months	23%	21%	34%

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	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%	72%	28%
<input checked="" type="checkbox"/> % rating the overall direction that Franklin is taking	74%	26%	75%	25%	66%	34%
<input checked="" type="checkbox"/> % rating the job Franklin does at welcoming citizen involvement	71%	29%	75%	25%	65%	35%
<input checked="" type="checkbox"/> % rating overall confidence in Franklin government	77%	23%	74%	26%	68%	32%
<input checked="" type="checkbox"/> % rating the City of Franklin generally acting in the best interest of the community	74%	26%	75%	25%	68%	32%
<input checked="" type="checkbox"/> % rating Franklin government in being honest	74%	26%	78%	22%	71%	29%
<input checked="" type="checkbox"/> % rating Franklin government treats all residents fairly	72%	28%	75%	25%	65%	35%



City of Franklin, Tennessee
FY 2024 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 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Mayor		1	0	1	0	1	0	1	0	1	0
Aldermen		8	0	8	0	8	0	8	0	8	0
Totals		9	0	9	0	9	0	9	0	9	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Officials Fees	128,491	115,336	122,175	122,175	122,175	-	0.0%
Employee Benefits	128,373	89,109	150,391	143,138	141,872	(8,520)	-5.7%
Total Personnel	256,864	204,445	272,566	265,313	264,047	(8,520)	-3.1%
Operations							
Transportation Services	188	9	200	50	200	-	0.0%
Operating Services	-	-	150	112	200	50	33.3%
Notices, Subscriptions, etc.	29,226	96,116	37,400	30,620	102,400	65,000	173.8%
Utilities	625	639	2,000	1,750	2,000	-	0.0%
Contractual Services	-	1,800	3,550	2,000	3,550	-	0.0%
Employee Programs	2,577	-	-	-	-	-	0.0%
Professional Development/Travel	305	9,520	34,000	15,596	34,675	675	2.0%
Office Supplies	3,329	11,722	9,400	9,364	14,910	5,510	58.6%
Operating Supplies	486	-	850	800	875	25	2.9%
Fuel & Mileage	-	24	1,000	1,000	1,000	-	0.0%
Machinery & Equipment (<\$25,000)	1,360	13,799	13,450	13,450	2,350	(11,100)	-82.5%
Property & Liability Costs	2,989	3,122	3,280	1,896	1,991	(1,289)	-39.3%
Total Operations	41,085	136,752	105,280	76,638	164,151	58,871	55.9%
Capital	-	-	-	-	-	-	0.0%
Total Elected Officials	297,949	341,197	377,846	341,951	428,197	50,351	13.3%



City of Franklin, Tennessee

FY 2024 Operating Budget

Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	1,386,625	1,652,994	1,724,676	1,725,893	1,687,250	-37,426	-2.2%
Operations	-177,999	-60,962	-152,308	-180,668	-131,275	21,033	-13.8%
Capital	0	0	0	0	0	0	0.0%
Total	1,208,626	1,592,032	1,572,368	1,545,225	1,555,975	-16,393	-1.0%

Departmental Summary

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

The Board of Mayor and Aldermen’s meeting agendas are currently available on the City’s website via an agenda software management program, Civic Clerk. This 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.

FY 2024 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.

We continue to perform 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: Data to be collected in next community 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: 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 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: 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	<input checked="" type="checkbox"/>

Workload (Output) Measures

	2018	2019	2020	2021	2022
Number of Agenda Packets Prepared & Reviewed	49	50	43	45	53
Number of Sets of Minutes Prepared & Reviewed	49	50	43	45	53
Number of Documents Prepared & Reviewed					
Resolutions	70	135	299	188	91



City of Franklin, Tennessee

FY 2024 Operating Budget





Performance Measures

Ordinances	51	59	37	52	49
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Efficiency Measures

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

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
 Franklin Baseline: 90% or better of citizens who consider Franklin's quality of life to be excellent/good.					
Overall quality of life to be excellent/good	97%	97%	97%	97%	97%
Target	90%	90%	90%	90%	90%
Meets Target?	Yes	Yes	Yes	Yes	Yes
 Maintain status as one of the 100 Best Places to live in the United States.					
Franklin Ranking	6	6	8	8	21
Target (Top 10, Money Magazine)	10	10	10	10	10
Meets Target?	Yes	Yes	Yes	Yes	No
 90% or better of citizens ranking the overall economic health of Franklin as positive.					
Franklin Ranking	94%	91%	91%	91%	88%
Target (from Citizens Survey)	90%	90%	90%	90%	90%
Meets Target?	Yes	Yes	Yes	Yes	No
 80% or better of citizens reporting satisfaction with the managed growth of the community.					
Satisfaction response rate	84%	80%	80%	80%	76%
Target (from Citizens Survey)	80%	80%	80%	80%	80%
Meets Target?	Yes	Yes	Yes	Yes	No

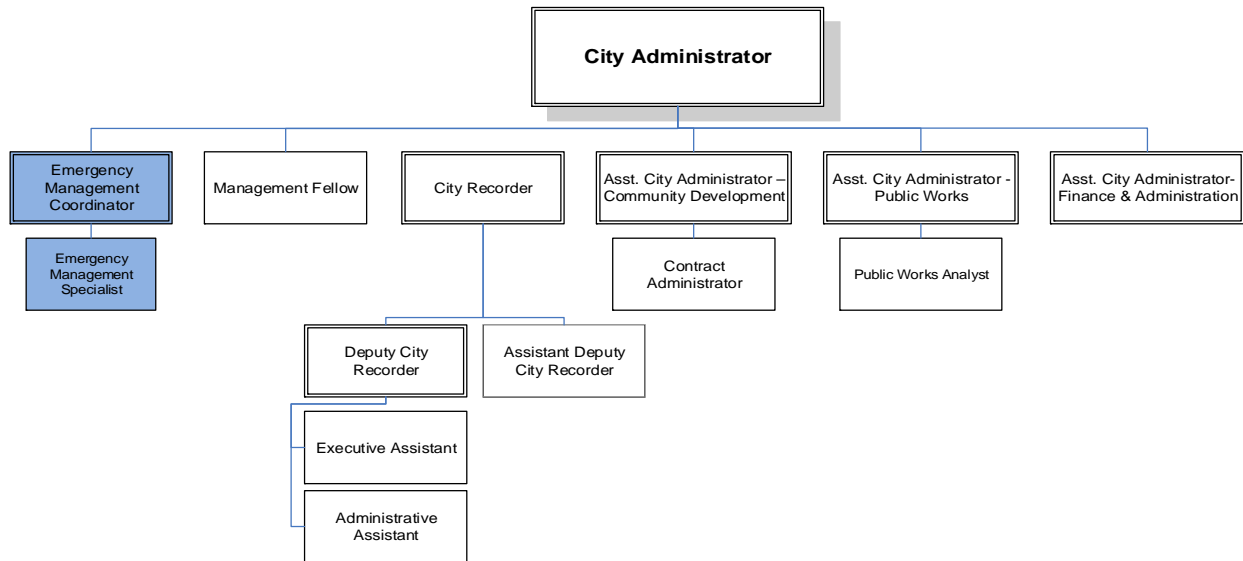
Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizen Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating Franklin as a place to raise children	97%	3%	97%	3%	96%	4%
<input checked="" type="checkbox"/> % rating Franklin as a place to work	91%	9%	93%	7%	88%	12%
<input checked="" type="checkbox"/> % rating Franklin as a place to visit	92%	8%	94%	6%	90%	10%
<input checked="" type="checkbox"/> % rating Franklin as a place to retire	85%	15%	84%	16%	84%	16%
<input checked="" type="checkbox"/> % rating the overall quality of life in Franklin	97%	3%	97%	3%	97%	3%
<input checked="" type="checkbox"/> % rating Overall customer service by Franklin employees	90%	10%	91%	9%	89%	11%
<input checked="" type="checkbox"/> % rating the quality of services provided by the City of Franklin	93%	7%	93%	7%	82%	18%



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart



White: Positions authorized and budgeted in Administration Department in FY 2024
 Blue: Positions authorized budgeted in Emergency Management Division in FY 2024

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

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	P	1	0	1	0	1	0	1	0	1	0
Asst. City Admin-Community Development	O	1	0	1	0	1	0	1	0	1	0
Asst. City Admin-Finance/Admin	O	1	0	1	0	1	0	1	0	1	0
Asst. City Admin-Public Works	O	1	0	1	0	1	0	1	0	1	0
Emergency Management Coordinator	I	0	0	0	0	1	0	0	0	0	0
Contract Administrator	H	1	0	1	0	1	0	1	0	1	0
City Recorder	H	0	0	0	0	1	0	1	0	1	0
Public Works Analyst	G	0	0	0	0	0	0	1	0	1	0
Assistant City Recorder - Records	---	1	0	1	0	0	0	0	0	0	0
Emergency Management Specialist	G	0	0	0	0	1	0	0	0	0	0
Deputy City Recorder	G	0	0	0	0	1	0	1	0	1	0
Management Fellow	E	1	0	0	0	1	0	1	0	1	0
Executive Assistant	F	1	0	1	0	1	0	1	0	1	0
Assistant Deputy City Recorder	F	1	0	1	0	0	0	1	0	1	0
Administrative Assistant	E	0	0	0	0	1	0	1	0	1	0
Records Technician	D	0	0	0	0	1	0	0	0	0	0
Board Recording Secretary - BOMA	---	1	0	1	0	0	0	0	0	0	0
Administrative Secretary	---	1	0	1	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		11	0	10	0	13	0	12	0	12	0
Authorized, Unbudgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Management Fellow	E	0	0	1	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		0	0	1	0	0	0	0	0	0	0
Total Authorized Positions		11	0	11	0	13	0	12	0	12	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Personnel							
Salaries & Wages	1,064,546	1,268,565	1,326,727	1,311,857	1,265,179	(61,548)	-4.6%
Employee Benefits	322,079	384,429	397,949	414,035	422,071	24,122	6.1%
Total Personnel	1,386,625	1,652,994	1,724,676	1,725,893	1,687,250	(37,426)	-2.2%
Operations							
Transportation Services	873	921	610	310	520	(90)	-14.8%
Operating Services	8,334	6,128	23,676	21,352	24,576	900	3.8%
Notices, Subscriptions, etc.	21,144	33,290	12,600	12,380	13,213	613	4.9%
Utilities	16,195	20,056	18,500	23,319	24,500	6,000	32.4%
Contractual Services	475	12,334	20,800	17,250	20,800	-	0.0%
Repair & Maintenance Services	2,551	2,409	7,500	5,500	7,540	40	0.5%
Employee programs	13,403	7,385	20,600	14,000	20,800	200	1.0%
Professional Development/Travel	4,845	44,386	51,840	31,226	69,290	17,450	33.7%
Office Supplies	8,207	19,384	18,450	18,450	18,790	340	1.8%
Operating Supplies	961	1,950	6,255	5,880	7,575	1,320	21.1%
Fuel & Mileage	76	405	800	652	1,017	217	27.2%
Machinery & Equipment (<\$25,000)	31,620	48,774	37,850	38,925	46,850	9,000	23.8%
Repair & Maintenance Supplies	45	196	250	-	205	(45)	-18.0%
Property & Liability Costs	11,889	12,841	13,359	16,941	17,789	4,430	33.2%
Permits	-	-	1,455	-	1,455	-	0.0%
Other Business Expenses	20	18	-	-	-	-	0.0%
Interfund Reimbursements	(298,638)	(271,438)	(386,853)	(386,853)	(406,196)	(19,343)	5.0%
Total Operations	(177,999)	(60,962)	(152,308)	(180,668)	(131,275)	21,033	-13.8%
Capital	-	-	-	-	-	-	0.0%
Total Administration	1,208,626	1,592,032	1,572,368	1,545,225	1,555,975	(16,393)	-1.0%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	1,081,775	1,284,332	1,512,979	1,414,176	1,503,042	-9,937	-0.7%
Operations	66,505	149,150	270,758	204,135	345,691	74,933	27.7%
Capital	0	0	0	0	0	0	0.0%
Total	1,148,280	1,433,482	1,783,737	1,618,310	1,848,733	64,996	3.6%

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

FY 2022-2023 Accomplishments

- Recruited top talent for City-wide positions – increased hiring by 75%
- Upgraded Kronos to new platform with UKG Dimensions for timekeeping and HRIS needs
- Completed City-wide job description review, upgraded Compensation & Classification Plan, and administered multiple City-wide salary increases
- Continued to offer flu shots, the annual health and wellness fair, lunch and learns, and Hold It For The Holidays
- Third full year with near site clinic services for employees and their dependents that reduced employees' out of pocket doctor's visits to \$20 per visit
- Continued the Management Fellow program and hired a graduate student for the position
- Continued the Employee of the Quarter program to recognize high performing employees
- Recognized the hard work of employees during Public Service Recognition Week, Benefits Day, Food Truck Events, Employee Halloween Party, and Employee Holiday Breakfast
- Certified training staff conducted in-person Civil Treatment classes for supervisors and employees



City of Franklin, Tennessee

FY 2024 Operating Budget

Performance Measures

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

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



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

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

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

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

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

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

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

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



Goal: To have a safe and healthy workplace.

Baseline: 69 Franklin employees had accidents in FY2013.


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

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

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

Key:	
Strategic Plan: FranklinForward	
Benchmarking Alliance of Tennessee	

Workload (Output) Measures

	2018	2019	2020	2021	2022
Organization-Wide					
Number of Budgeted Positions Full-Time	736	738	749	733	778
 Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of Budgeted Positions Part-Time	31	31	31	23	16
Employee Turnover for Full-Time Positions (Not Including Retirees)	9.1%	7.0%	6.5%	7.0%	10.6%
Number of Vacancies Advertised Externally **	108	108	44	75	82
Number of External Applications Processed	4,200	4,200	2,524	4,000	3,495
Average Number of Applications per Advertised External	80	80	57.36	53.33	44.03
Average Number of Days to Fill a Position Advertised	45	40	68	60	75
Number of new employees hired	93	93	40	70	122
Number of new hires that were from within ranks (promoted)	49	55	23	50	68



City of Franklin, Tennessee

FY 2024 Operating Budget

Performance Measures

OSHA 300 log recordable injuries or illnesses	20	25	19	20	23
Workers' compensation claims	50	54	53	53	50
Human Resources Department Statistics					
Total number of FTEs	12	12	12	12	11
Human Resources Staff per 100 Employees	1.64	1.56	1.54	1.59	1.39
Applications processed Internal & External	4,500	4,500	2,692	4200	3611
Requisitions approved Internal & External	132	128	54	68	141
Total HR Department Expenditures	\$ 987,380	\$ 1,151,251	\$ 1,270,498	\$ 1,148,280	\$ 1,433,482
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD

**includes postings with multiple vacancies

Efficiency Measures

	2018	2019	2020	2021	2022
Human Resources Cost per Total FTE (City -Wide)	\$ 2,003	\$ 1,497	\$ 1,629	\$ 1,519	\$ 1,843
Workers Compensation Paid per Policy Year	\$ 9,592	NA	NA	\$ 23,763	\$ 301,917

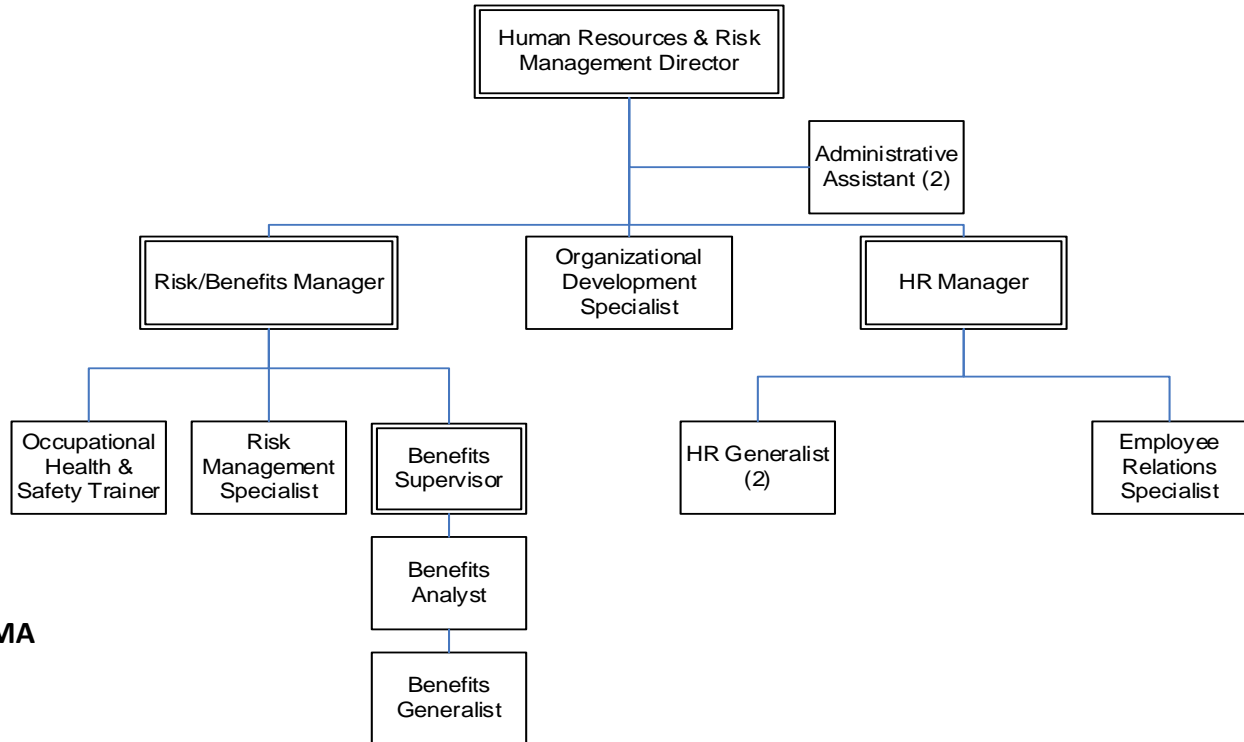
Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.					
Current Franklin	TBD	TBD	TBD	TBD	TBD
Target	70.0%	70.0%	70.0%	70.0%	75.0%
Meets Target?	TBD	TBD	TBD	TBD	TBD
Actively recruit and retain a workforce representative of the community.					
% of Employees Female	19.0%	22.0%	20.7%	21.5%	21.6%
% of Franklin Female	52.2%	52.2%	52.6%	52.6%	52.6%
Meets Target?	No	No	No	No	No
% of Employees Minority	7.0%	8.0%	7.9%	8.5%	7.8%
% of Franklin Minority	15.7%	15.7%	22.7%	22.7%	22.7%
Meets Target?	No	No	No	No	No
Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.					
# of employees who had accidents	58	128	74	70	89
# Number of lost work days by employees	130	40	283	150	70
Meets Target?	TBD	TBD	TBD	TBD	TBD
# of credit hours reimbursed for employees	206	214	185	230	127



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart



OMA

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

Staffing by Position

Position	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
HR & Risk Management Director	N	1	0	1	0	1	0	1	0	1	0
Risk/Benefits Manager	K	1	0	1	0	1	0	1	0	1	0
HR Manager	J	1	0	1	0	1	0	1	0	1	0
Benefits Supervisor	I	0	0	0	0	0	0	1	0	1	0
Benefits Specialist	---	1	0	1	0	1	0	0	0	0	0
Risk Management Specialist	I	1	0	1	0	1	0	1	0	1	0
Occupational Health & Safety Trainer	H	1	0	1	0	1	0	1	0	1	0
Employee Relations Specialist	G	1	0	1	0	1	0	1	0	1	0
Benefits Generalist	G	0	0	0	0	0	0	1	0	1	0
Organizational Development Specialist	H	0	0	0	0	0	0	1	0	1	0
HR Generalist	G	3	0	3	0	3	0	2	0	2	0
Risk/Benefits Analyst	G	0	0	0	0	0	0	1	0	1	0
Administrative Assistant	E	2	0	2	0	2	0	2	0	2	0
TOTALS		12	0	12	0	12	0	14	0	14	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual	Actual	Budget	EOY	Budget	Difference	
	2021	2022	2023	2023	2024	\$	%
Personnel							
Salaries & Wages	803,861	957,663	1,104,081	1,056,646	1,120,524	16,443	1.5%
Employee Benefits	277,914	326,668	408,897	357,529	382,518	(26,379)	-6.5%
Total Personnel	1,081,775	1,284,332	1,512,979	1,414,176	1,503,042	(9,937)	-0.7%
Operations							
Transportation Services	1,523	1,837	4,100	1,954	4,600	500	12.2%
Operating Services	10,809	27,354	3,600	3,038	19,900	16,300	452.8%
Notices, Subscriptions, etc.	14,001	15,757	27,050	20,460	53,250	26,200	96.9%
Utilities	7,832	8,751	8,750	9,276	10,800	2,050	23.4%
Contractual Services	75,503	93,058	170,500	177,166	176,000	5,500	3.2%
Repair & Maintenance Services	2,980	5,665	6,250	3,418	6,250	-	0.0%
Employee Programs	197,379	246,666	287,250	241,965	322,250	35,000	12.2%
Professional Development/Travel	5,309	10,434	44,975	26,866	44,575	(400)	-0.9%
Office Supplies	8,477	20,200	28,000	27,696	30,000	2,000	7.1%
Operating Supplies	2,753	1,813	5,250	10,230	5,500	250	4.8%
Fuel & Mileage	2,089	4,150	3,500	3,630	4,200	700	20.0%
Machinery & Equipment (<\$25,000)	10,173	6,892	42,750	37,483	46,000	3,250	7.6%
Repair & Maintenance Supplies	-	141	570	500	500	(70)	-12.3%
Property & Liability Costs	18,216	19,923	20,351	22,591	23,221	2,870	14.1%
Other Business Expenses	-	196	581	581	500	(81)	-13.9%
Interfund Reimbursements	(290,539)	(313,690)	(382,719)	(382,719)	(401,855)	(19,136)	5.0%
Total Operations	66,505	149,150	270,758	204,135	345,691	74,933	27.7%
Total Human Resources	1,148,280	1,433,482	1,783,737	1,618,310	1,848,733	64,996	3.6%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	627,768	712,228	812,087	765,447	802,324	-9,763	-1.2%
Operations	-74,452	-50,330	75,865	36,363	98,139	22,274	29.4%
Capital	0	0	0	0	0	0	0.0%
Total	553,316	661,898	887,952	801,810	900,463	12,511	1.4%

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.



Performance Measures

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

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



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

Related Theme: all

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

Workload (Output) Measures

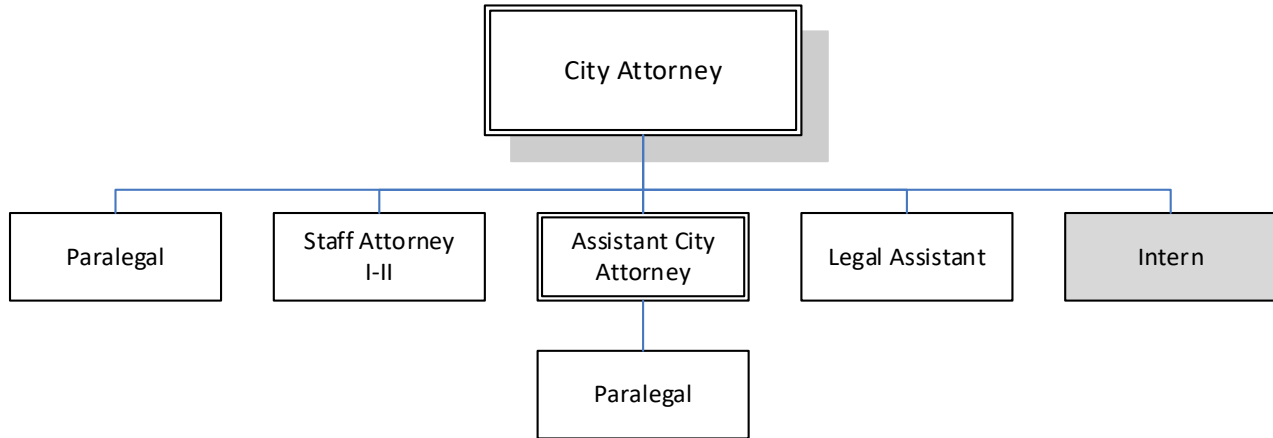
	2018	2019	2020	2021	2022
Number of Ordinances Drafted/Reviewed	73	73	40	52	51
Number of Resolutions Drafted/Reviewed	102	102	270	190	114
Number of Contracts Drafted/Reviewed	275	275	360	387	371
Total Number of Litigation Cases Opened/Closed	140/84	130/66	105/93	133/125	98/95
Number of Tasks Created/Completed	849/828	726/708	734/665	647/603	405/436



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



White: Authorized and budgeted in FY 2024
 Gray: Authorized and unbudgeted in FY 2024

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	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Attorney	O	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	M	1	0	1	0	1	0	1	0	1	0
Staff Attorney I-II	J-L	1	0	1	0	1	0	1	0	1	0
Paralegal	G	1	0	1	0	1	0	1	0	2	0
Legal Assistant	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		5	1	5	1	5	0	5	0	6	0
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		5	1	5	1	5	1	5	1	6	1



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	481,628	551,451	626,967	599,439	627,353	386	0.1%
Officials Fees	-	-	300	-	300	-	0.0%
Employee Benefits	146,140	160,777	184,820	166,008	174,671	(10,149)	-5.5%
Total Personnel	627,768	712,228	812,087	765,447	802,324	(9,763)	-1.2%
Operations							
Transportation Services	692	731	1,600	1,216	1,664	64	4.0%
Operating Services	7,240	5,185	14,100	7,500	16,544	2,444	17.3%
Notices, Subscriptions, etc.	17,536	21,002	32,000	18,500	33,320	1,320	4.1%
Utilities	3,404	3,818	5,400	3,816	5,656	256	4.7%
Contractual Services	36,010	47,941	142,583	142,583	148,720	6,137	4.3%
Repair & Maintenance Services	281	633	1,000	400	1,100	100	10.0%
Employee programs	20	2,126	5,200	3,000	6,504	1,304	25.1%
Professional Development/Travel	4,450	7,990	25,000	12,546	40,380	15,380	61.5%
Office Supplies	1,474	2,847	5,350	4,186	7,380	2,030	37.9%
Operating Supplies	59	292	1,000	1,000	1,040	40	4.0%
Fuel & Mileage	-	-	500	500	520	20	4.0%
Machinery & Equipment (<\$25,000)	3,707	8,894	16,700	16,672	17,380	680	4.1%
Repair & Maintenance Supplies	21	59	150	150	150	-	0.0%
Property & Liability Costs	3,353	4,149	4,858	6,133	6,416	1,558	32.1%
Financial Fees	94	93	800	800	832	32	4.0%
Permits	3,128	3,323	7,200	4,937	7,488	288	4.0%
Interfund Services Reimbursements	(155,921)	(159,415)	(187,576)	(187,576)	(196,955)	(9,379)	5.0%
Total Operations	(74,452)	(50,330)	75,865	36,363	98,139	22,274	29.4%
Capital						-	0.0%
Total Law Department	553,316	661,898	887,952	801,810	900,463	12,511	1.4%



City of Franklin, Tennessee

FY 2024 Operating Budget

Communications

Milissa Reiersen, Communications Manager

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	419,299	466,581	517,451	517,021	562,693	45,242	8.7%
Operations	-29,179	-25,772	23,074	20,161	42,087	19,013	82.4%
Capital	0	0	0	0	0	0	0.0%
Total	390,120	440,809	540,525	537,182	604,780	64,255	11.9%

Departmental Summary

The Communications Division was created within the City Administrator’s Office in December 2008 to develop internal and external communications and citizen participation



initiatives. The Division also handles all media relations for the City and manages the City’s Government Access Channel, Franklin TV. We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional excellence.

FY 2022 & 2023 Year in Review

- We implemented Sitelmprove to bring our website more into ADA compliance.
- We updated our approach to Social media, doing more reels and getting more creative.
- We held our first Citizens Government Academy since the pandemic.
- We assisted with video journaling the project with the FSSD ballfields.
- Many of our videos with Police Officer Ryan Schuman have gone viral with 100 of thousand of views.
- We partnered with many community organizations and the schools for video projects and bringing awareness through social media.
- 33 special events, 6 public expression events and 21 film permits issued.

FY 2024 Look Ahead

- Promoting the many Parks projects
- Assisting with public engagement for Envision Franklin Process
- Assisting Water Management with Public Engagement for upcoming projects
- New Banners on Main Street
- Crisis Communications Conference
- Social Media Marketing World



Performance Measures

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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: To 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

	2018	2019	2020	2021	2022
Special Events Processed by the City	48	55	23	33	33
Film Permits Processed by the City	15	22	9	21	21
Goal: Provide proactive and timely information ^					
Number of Press Releases (excluding Police & Fire)	39	30	45	30	18
Goal: Produce informative programming for the community ^					
Local programming produced for Franklin TV (not including meetings)	114	40	183	174	43

^ Measure under refinement.

Outcome (Effectiveness) Measures


	2018	2019	2020	2021	2022
Increase the public's use of social media forms of communication.^					
<i>Definitions:</i>					
Followers: The Number of People following your page					
<i>Facebook (number of followers)</i>	35,779	37,480	41,117	45,010	48,433
<i>Twitter (number of followers)</i>	27,400	28,400	28,900	29,996	30,700
<i>Instagram (number of followers)</i>	9,000	15,924	21,000	24,646	29,429



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Impressions: The total number of times your content is displayed, no matter if it was clicked or not.					
Facebook (Impressions)	5,290,993	6,694,773	7,109,594	5,499,685	7,600,000
Twitter (Impressions)	1,239,000	2,147,600	2,554,000	5,452,624	3,400,000
Instagram (Impressions)	N/A	1,389,190	2,217,431	2,121,435	4,100,000
Reach: The number of people who saw any of your posts at least once. <i>Estimated.</i>					
Facebook (Reach)	3,483,854	5,061,265	6,330,869	3,113,638	5,000,000
Instagram (Reach)	N/A	1,029,943	1,922,919	1,322,472	10,000,000
Engagement: The number of interactions people have with your content, likes, comments , shares or reposts.					
Facebook (Engagement)	246,271	314,297	461,839	492,865	176,000
Twitter (Engagement)	27,400	28,400	99,330	651,229	N/A
YouTube (upload views)	587,534	N/A	33,366	96,244	154,043
 Increase annually the number of events that satisfy all the criteria identified on the application for permit.					
<i>Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).</i>	<i>Baseline to be established</i>				
Meets Target?	TBD	TBD	TBD	TBD	TBD

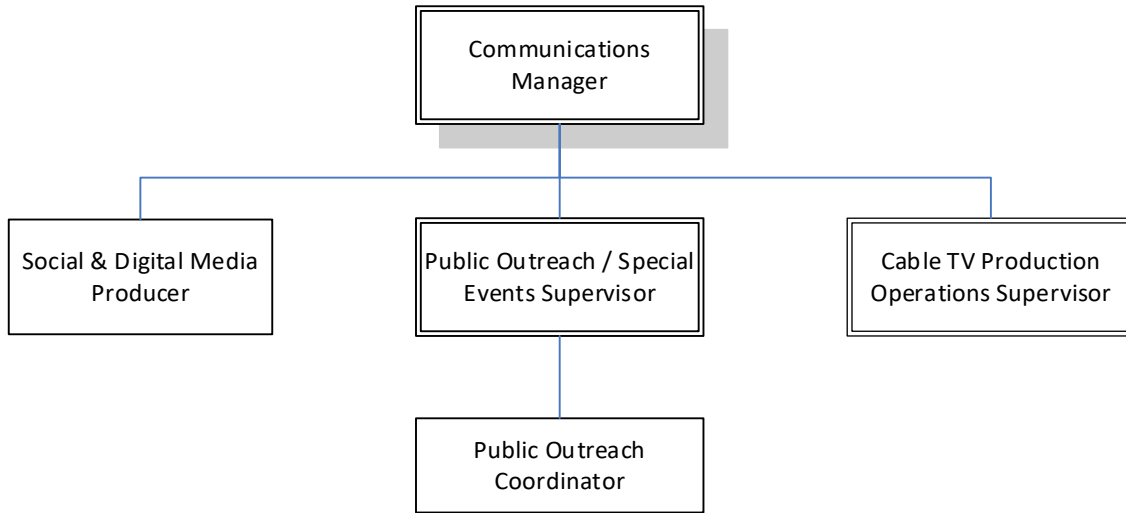
Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Public information services	79%	22%	86%	14%	71%	29%
<input checked="" type="checkbox"/> % rating Opportunities to attend special events and festivals	87%	13%	85%	15%	87%	3%
<input checked="" type="checkbox"/> % rating Opportunities cultural/arts/music activities	79%	21%	83%	17%	79%	21%



City of Franklin, Tennessee
FY 2024 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 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Communications Manager	J	1	0	1	0	1	0	1	0	1	0
Public Outreach / Special Events Supervisor	I	0	0	0	0	0	0	1	0	1	0
Cable TV Production Operations Supervisor	G	1	0	1	0	1	0	1	0	1	0
Public Outreach Coordinator	G	0	0	0	0	0	0	0	0	1	0
Public Outreach Specialist	---	1	0	1	0	1	0	0	0	0	0
Social & Digital Media Producer	F	1	0	1	0	1	0	1	0	1	0
Video Production Assistant	D	0	1	0	1	0	1	0	1	0	0
TOTALS		4	1	4	1	4	1	4	1	5	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	310,398	338,402	377,730	376,555	390,595	12,865	3.4%
Employee Benefits	108,901	128,178	139,722	140,465	172,099	32,377	23.2%
Total Personnel	419,299	466,581	517,451	517,021	562,693	45,242	8.7%
Operations							
Transportation Services	119	4	775	600	805	30	3.9%
Operating Services	-	713	575	500	595	20	3.5%
Notices, Subscriptions, etc.	32,970	24,024	45,440	50,500	62,385	16,945	37.3%
Utilities	3,423	3,864	4,565	4,715	5,395	830	18.2%
Contractual Services	9,212	12,799	24,775	24,540	25,940	1,165	4.7%
Repair & Maintenance Services	213	1,328	3,775	3,740	3,925	150	4.0%
Employee programs	449	-	500	825	520	20	4.0%
Professional Development/Travel	368	4,002	12,830	10,700	13,340	510	4.0%
Office Supplies	1,269	5,652	3,910	3,900	4,140	230	5.9%
Operating Supplies	1,055	760	7,725	7,100	8,020	295	3.8%
Fuel & Mileage	-	221	515	250	530	15	2.9%
Machinery & Equipment (<\$25,000)	17,332	10,952	25,210	17,000	25,835	625	2.5%
Repair & Maintenance Supplies	3,486	7,175	570	500	590	20	3.5%
Operational Units	4,446	1,881	5,060	5,000	5,260	200	4.0%
Property & Liability Costs	4,966	6,233	3,679	7,121	7,478	3,799	103.3%
Permits	-	5	-	-	-	-	0.0%
Financial Fees	-	3	-	-	-	-	0.0%
Other Business Expenses	49	247	-	-	-	-	0.0%
Interfund Service Reimbursements	(108,536)	(105,634)	(116,830)	(116,830)	(122,672)	(5,842)	5.0%
Total Operations	(29,179)	(25,772)	23,074	20,161	42,087	19,013	82.4%
Capital	-	-	-	-	-	-	-
Total Communications Department	390,120	440,809	540,525	537,182	604,780	64,255	11.9%



City of Franklin, Tennessee
FY 2024 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2024 Operating Budget

PUBLIC SAFETY



Public Safety comprises the Police and Fire departments.



Under this operating unit are:

- Police
- Drug Fund
- Emergency Management
- Fire



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	13,329,351	15,107,004	17,888,071	17,707,073	17,710,996	(177,075)	-1.0%
Operations	3,235,631	4,049,189	4,231,312	4,264,258	4,989,143	757,830	17.9%
Capital	966,802	0	75,000	75,000	575,000	500,000	666.7%
Total	17,531,784	19,156,193	22,194,383	22,046,331	23,275,138	1,080,755	4.9%

Budget Summary - By Division

	2021	2022	2023		2024	2023 v. 2024	
	Actual	EOY	Budget	EOY	Budget	\$	%
Administration	5,454,790	6,362,117	7,019,642	6,988,949	8,422,165	1,402,522	20.0%
CID	2,414,734	2,032,923	2,519,096	2,437,833	2,519,539	443	0.0%
Operations	9,662,260	10,761,153	12,655,645	12,619,549	12,333,434	(322,211)	-2.5%
Total	17,531,784	19,156,193	22,194,383	22,046,331	23,275,138	1,080,755	4.9%

Mission

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



Departmental Summary

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

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

Objectives for FY 2024

- Maintain a low crime rate
- Continue to keep the case clearance rate above the national average
- Continue building community partnerships



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).

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Calls for service***	70,936	60,201	59,138	53,075	71086
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of High Priority Calls	4,246	3,320	2,197	2,372	2283
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of Alarm Calls	3,431	3,390	3,047	2,783	3320
Number of Offenses	5,358	4,972	4,444	4,036	3796
Number of Arrest	2,784	2,787	1,425	1,296	1368
TIBRS Type A crimes	3,442	3,106	2,717	2,472	2576
TIBRS Type A crimes / 1,000 Population	48.5	43.8	31.69	29.62	30.87
TIBRS Type B crimes	1,484	1,429	1,476	1,261	1220
Total traffic accidents	2,527	2,450	1,747	1,849	2234
Public property accidents	2,348	2,270	1,593	1,692	2048
Public property accidents / 1,000 population	33.1	32	22.5	20.27	24.54
Total number of FTEs in Police Department	143	142	145	145	146
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of budgeted, full-time, sworn officers	129	129	132	131	134
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of support personnel	13	13	13	14	12
Number of volunteers	15	15	15	15	13
Police FTE per 1,000 Population	2.02	2.00	1.74	1.74	1.75
Average training hours taken by individual sworn employees	40	40	40	40	N/A
Number of Police Vehicles	150	150	150	150	178
Reported peak service population	110,000	110,000	110,000	110,000	110,000
Total Police Department Expenditures	\$ 16,852,273	\$ 16,452,226	\$ 16,623,853	\$ 17,531,784	\$ 19,156,193
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

Efficiency Measures

	2018	2019	2020	2021	2022
Total per Capita Costs	\$ 238	\$ 232	\$ 234	\$ 210	\$ 230
Calls per Sworn Officer	549.9	466.7	448.0	405.2	530.5
Public Property Accidents per FTE	16.42	15.99	10.99	11.67	14.03
Cost per Call for Service	\$ 238	\$ 273	\$ 281	\$ 330	\$ 269

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Traffic Accidents with Injury as a Percentage of Total Traffic Accidents	13.1%	13.80%	13.70%	12.98%	12
Average Response Time	07:58	08:04	07:51	06:21	06:44
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.)					
	2017	2018	2019	2020	2021
Violent Crime Rate in Franklin	206	168	164.87	198.2	173.7
<i>Violent Crime Rate Nationally</i>	<i>382.9</i>	<i>368.9</i>	<i>366.7</i>	<i>387.8</i>	<i>395.7</i>
Franklin as a % of National	53.8%	45.5%	45.0%	51.1%	43.9%
Target (50% of National) (Source: CJIS Reports, FBI)	50.0%	50.0%	50.0%	50.0%	50.0%
Meets target?	No	Yes	Yes	No	Yes

**Maintain property crime rate in Franklin will be below 50% of the national rate.					
	2017	2018	2019	2020	2021
Property Crime Rate in Franklin	1478	1384	1328.6	1593.8	880.7
<i>Property Crime Rate Nationally</i>	<i>2362.2</i>	<i>2199.5</i>	<i>2109.9</i>	<i>1958.2</i>	<i>1933.4</i>
Franklin as a % of National	62.6%	62.9%	63.0%	81.4%	45.6%
Target	50.0%	50.0%	50.0%	50.0%	50.0%
Meets target?	No	No	No	No	Yes

**Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes.					
	2017	2018	2019	2020	2021
Violent Crime Clearance in Franklin	47.0%	54.5%	58.3%	57.6%	58.0%
<i>National Clearance Rate for Violent Crimes</i>	<i>45.6%</i>	<i>45.5%</i>	<i>45.5%</i>	<i>41.7%</i>	<i>32.5%</i>
Target (National x 1.5)	68.4%	68.3%	68.3%	62.6%	48.8%
Meets target?	No	No	No	No	Yes
Franklin Property Crime Clearance Rate	32%	30.8%	37.4%	19.2%	21.0%
<i>National Property Crime Clearance Rate</i>	<i>17.6%</i>	<i>17.6%</i>	<i>17.2%</i>	<i>14.6%</i>	<i>10.7%</i>
Target (National x 1.5)	26.4%	26.4%	25.8%	21.9%	16.1%
Meets target?	Yes	Yes	Yes	No	Yes

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

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



Performance Measures

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
		Excellent /Good	Fair/Poor	Excellent /Good	Fair/Poor	Excellent /Good	Fair/Poor
<input checked="" type="checkbox"/>	% rating the overall feeling of safety in Franklin	97%	3%	95%	5%	95%	5%
<input checked="" type="checkbox"/>	% rating the quality of Police/Sheriff services	96%	4%	92%	8%	87%	13%
<input checked="" type="checkbox"/>	% rating the quality of Crime prevention	92%	8%	89%	11%	86%	14%
<input checked="" type="checkbox"/>	% rating the quality of Traffic enforcement	77%	23%	75%	25%	67%	33%

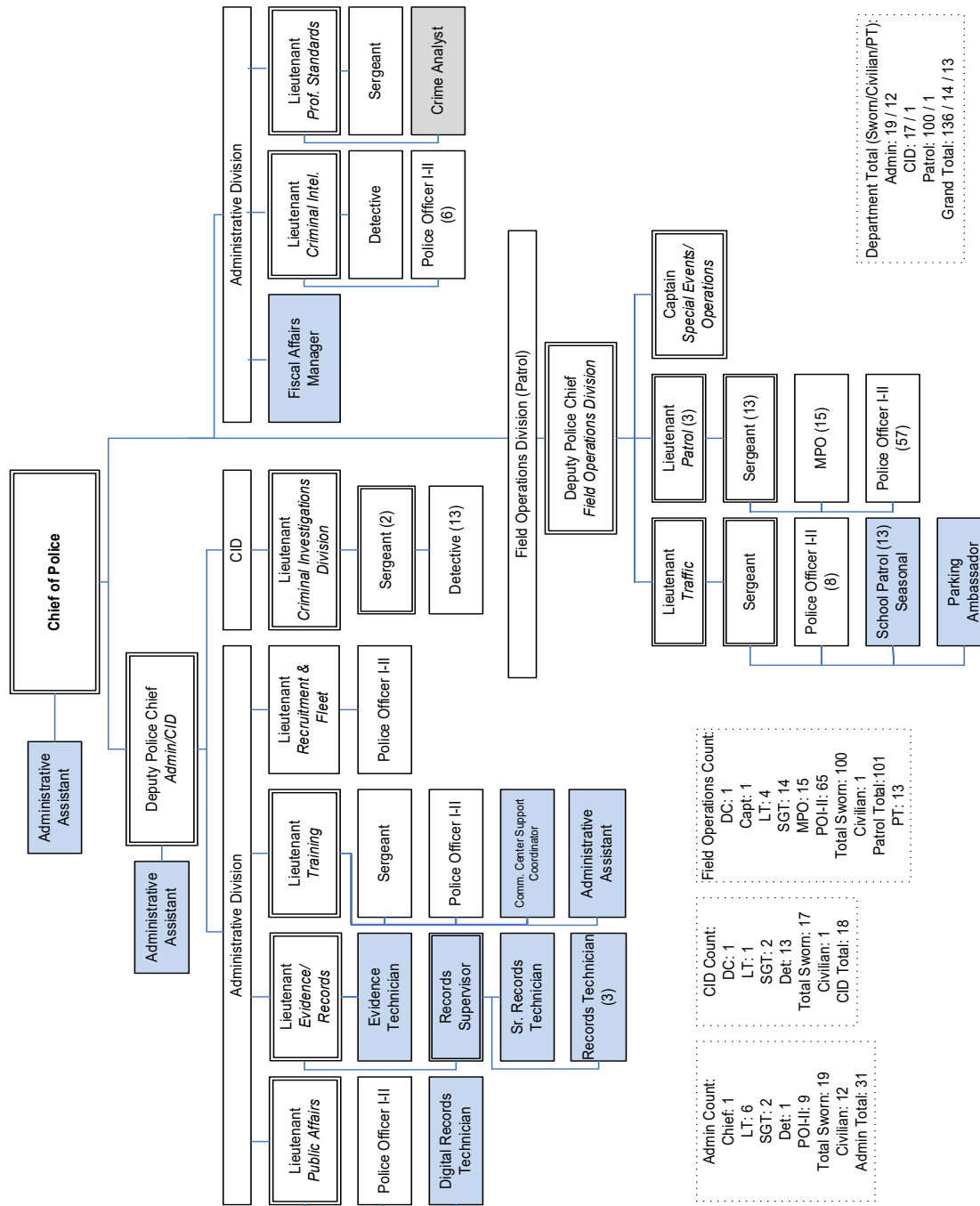
			2016 Citizens Survey	2019 Citizens Survey	2022 Citizens Survey
<input checked="" type="checkbox"/>	% rating how important, if at all, it is for the Franklin community to focus on the overall feeling of safety in Franklin in the coming two years	Essential	63%	67%	56%
		Very important	28%	27%	35%
		Somewhat important	8%	6%	9%
		Not at all important	1%	0%	0%



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



White: Sworn Positions Authorized and Budgeted in FY 2024
 Blue: Civilian Positions Authorized and Budgeted in FY 2024
 Gray: Positions Authorized and Unbudgeted in FY 2024

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



City of Franklin, Tennessee
FY 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Sworn Officers											
Police Chief	N	1	0	1	0	1	0	1	0	1	0
Police Deputy Chief	M	2	0	2	0	2	0	2	0	2	0
Police Captain	K	1	0	1	0	1	0	1	0	1	0
Police Lieutenant	J	11	0	11	0	11	0	11	0	11	0
Police Sergeant	I	18	0	18	0	18	0	18	0	18	0
Detective/Master Patrol	H	27	0	27	0	27	0	26	0	29	0
Police Officer I-II	F-G	72	0	72	0	72	0	77	0	74	0
Non-Sworn Personnel											
Fiscal Affairs Manager	I	1	0	1	0	1	0	1	0	1	0
Crime Analyst	---	1	0	0	0	0	0	0	0	0	0
Digital Records Technician	F	1	0	1	0	1	0	1	0	1	0
Records Supervisor	G	1	0	1	0	1	0	1	0	1	0
Admin. Asst.	E	3	0	3	0	3	0	3	0	3	0
Comm. Center Support Coord.	E	1	0	1	0	1	0	1	0	1	0
Evidence Technician	F	1	0	1	0	1	0	1	0	1	0
Sr. Records Technician	E	0	0	1	0	1	0	1	0	1	0
Records Technician	D	0	0	3	0	3	0	3	0	3	0
Parking Enforcement Officer	D	0	0	0	0	1	0	1	0	1	0
School Patrol (Part-time)	SHPA	0	13	0	13	0	13	0	13	0	13
Records Clerk	---	4	0	0	0	0	0	0	0	0	0
Sub-total Budgeted Positions		145	13	144	13	145	13	149	13	149	13

Authorized, Unbudgeted Positions											
Crime Analyst	G	0	0	1	0	1	0	1	0	1	0
Sub-total Unbudgeted Positions		0	0	1	0	1	0	1	0	1	0

Total Authorized Staffing		145	13	145	13	146	13	150	13	150	13
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Positions by Division

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



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget - Overall

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	9,335,954	10,655,772	13,034,113	12,830,807	12,320,173	(713,940)	-5.5%
Officials Fees	-	-	3,200	-	3,200	-	0.0%
Employee Benefits	3,993,397	4,451,232	4,850,758	4,876,265	5,387,623	536,865	11.1%
Total Personnel	13,329,351	15,107,004	17,888,071	17,707,073	17,710,996	(177,075)	-1.0%
Operations							
Transportation Services	15,834	10,735	34,646	15,223	36,032	1,386	4.0%
Operating Services	74,439	84,799	129,619	59,000	134,803	5,184	4.0%
Notices, Subscriptions, etc.	31,824	33,526	33,342	33,886	34,711	1,369	4.1%
Utilities	364,732	395,247	501,221	524,039	523,945	22,724	4.5%
Contractual Services	869,361	1,050,093	1,072,499	1,081,539	1,573,764	501,265	46.7%
Repair & Maintenance Services	285,378	302,793	368,056	409,609	382,777	14,721	4.0%
Employee programs	117,807	215,759	228,061	230,905	237,182	9,121	4.0%
Professional Development/Travel	2,352	2,657	-	3,650	1,250	1,250	0.0%
Office Supplies	29,674	66,211	27,931	88,250	29,049	1,118	4.0%
Operating Supplies	336,882	487,046	421,881	428,920	416,821	(5,060)	-1.2%
Fuel & Mileage	251,556	426,635	287,336	399,393	428,115	140,779	49.0%
Machinery & Equipment (<\$25,000)	236,297	318,616	405,921	308,186	516,313	110,392	27.2%
Repair & Maintenance Supplies	1,448	1,255	7,694	6,107	8,002	308	4.0%
Operational Units	129,992	123,594	100,491	118,399	80,367	(20,124)	-20.0%
Property & Liability Costs	485,529	525,865	606,638	552,188	579,797	(26,841)	-4.4%
Rentals	2,557	4,177	2,713	3,964	2,822	109	4.0%
Financial Fees	83	265	-	-	-	-	0.0%
Other Business Expenses	(115)	(86)	3,265	1,000	3,396	130	4.0%
Total Operations	3,235,631	4,049,189	4,231,312	4,264,258	4,989,143	757,830	17.9%
Capital	966,802	-	75,000	75,000	575,000	500,000	666.7%
Total Police Department	17,531,784	19,156,193	22,194,383	22,046,331	23,275,138	1,080,755	4.9%

Notes & Objectives



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget - Administration Division

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Personnel							
Salaries & Wages	1,418,800	2,166,427	2,495,571	2,513,578	2,593,113	97,542	3.9%
Officials Fees	-	-	3,200	-	3,200	-	0.0%
Employee Benefits	659,555	884,097	960,063	921,361	1,029,649	69,586	7.2%
Total Personnel	2,078,355	3,050,524	3,458,834	3,434,939	3,625,961	167,127	4.8%
Operations							
Transportation Services	13,218	10,359	34,646	15,091	36,032	1,386	4.0%
Operating Services	59,770	82,955	120,797	59,000	125,628	4,831	4.0%
Notices, Subscriptions, etc.	24,749	28,061	29,553	30,486	30,734	1,181	4.0%
Utilities	364,732	395,247	501,221	524,039	523,945	22,724	4.5%
Contractual Services	819,749	1,024,532	998,039	1,003,101	1,494,002	495,963	49.7%
Repair & Maintenance Services	285,610	301,744	368,056	408,014	382,777	14,721	4.0%
Employee programs	33,726	105,892	113,404	118,979	117,939	4,535	4.0%
Professional Development/Travel	1,920	1,192	-	2,000	-	-	0.0%
Office Supplies	28,938	63,626	27,931	86,500	29,049	1,118	4.0%
Operating Supplies	248,842	366,048	326,183	321,456	317,295	(8,888)	-2.7%
Fuel & Mileage	251,380	426,635	287,336	399,393	428,115	140,779	49.0%
Machinery & Equipment (<\$25,000)	209,328	286,781	405,921	303,000	516,313	110,392	27.2%
Repair & Maintenance Supplies	634	577	7,694	5,607	8,002	308	4.0%
Operational Units	24,609	22,116	22,858	24,635	23,772	914	4.0%
Property & Liability Costs	101,488	193,000	236,192	172,745	181,383	(54,809)	-23.2%
Rentals	2,557	2,548	2,713	3,964	2,822	109	4.0%
Financial Fees	83	265	-	-	-	-	0.0%
Other Business Expenses	(15)	14	3,265	1,000	3,396	130	4.0%
Total Operations	2,471,319	3,311,593	3,485,808	3,479,010	4,221,204	735,395	21.1%
Capital	905,116	-	75,000	75,000	575,000	500,000	666.7%
Total Administration Division	5,454,790	6,362,117	7,019,642	6,988,949	8,422,165	1,402,522	20.0%



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget - CID Division

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	1,533,477	1,338,654	1,681,849	1,613,797	1,482,250	(199,599)	-11.9%
Employee Benefits	635,769	551,715	620,964	618,032	794,232	173,268	27.9%
Total Personnel	2,169,246	1,890,369	2,302,813	2,231,829	2,276,482	(26,331)	-1.1%
Operations							
Transportation Services	972	376	-	132	-	-	0.0%
Operating Services	3,385	71	8,822	-	9,175	353	4.0%
Notices, Subscriptions, etc.	812	301	1,154	400	1,236	82	7.1%
Contractual Services	49,212	23,351	74,460	77,438	79,762	5,302	7.1%
Repair & Maintenance Services	200	625	-	-	-	-	0.0%
Employee programs	26,142	35,228	47,483	25,566	49,382	1,899	4.0%
Professional Development/Travel	100	462	-	1,250	1,250	1,250	0.0%
Office Supplies	245	166	-	1,250	-	-	0.0%
Operating Supplies	951	4,377	-	5,000	-	-	0.0%
Fuel & Mileage	61	-	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	13,700	5,742	-	364	-	-	0.0%
Repair & Maintenance Supplies	150	269	-	-	-	-	0.0%
Operational Units	15,401	10,631	21,243	18,261	22,093	850	4.0%
Property & Liability Costs	72,471	60,954	63,122	76,343	80,159	17,037	27.0%
Total Operations	183,802	142,554	216,284	206,004	243,058	26,774	12.4%
Capital	61,686	-	-	-	-	-	0.0%
Total CID Division	2,414,734	2,032,923	2,519,096	2,437,833	2,519,539	443	0.0%



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget - Patrol Division

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	6,383,677	7,150,692	8,856,693	8,703,433	8,244,809	(611,884)	-6.9%
Employee Benefits	2,698,073	3,015,421	3,269,731	3,336,873	3,563,741	294,010	9.0%
Total Personnel	9,081,750	10,166,112	12,126,424	12,040,305	11,808,550	(317,874)	-2.6%
Operations							
Transportation Services	1,644	-	-	-	-	-	0.0%
Operating Services	11,284	1,773	-	-	-	-	0.0%
Notices, Subscriptions, etc.	6,263	5,164	2,635	3,000	2,740	105	4.0%
Contractual Services	400	2,210	-	1,000	-	-	0.0%
Repair & Maintenance Services	(432)	424	-	1,595	-	-	0.0%
Employee programs	57,939	74,640	67,174	86,360	69,861	2,687	4.0%
Professional Development/Travel	332	1,003	-	400	-	-	0.0%
Office Supplies	491	2,418	-	500	-	-	0.0%
Operating Supplies	87,089	116,621	95,698	102,464	99,526	3,828	4.0%
Fuel & Mileage	115	-	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	13,269	26,093	-	4,822	-	-	0.0%
Repair & Maintenance Supplies	664	409	-	500	-	-	0.0%
Operational Units	89,982	90,847	56,390	75,503	34,502	(21,888)	-38.8%
Property & Liability Costs	311,570	271,911	307,324	303,100	318,255	10,931	3.6%
Rentals	-	1,629	-	-	-	-	0.0%
Other Business Expenses	(100)	(100)	-	-	-	-	0.0%
Total Operations	580,510	595,041	529,221	579,244	524,883	(4,338)	-0.8%
Capital							
	-	-	-	-	-	-	0.0%
Total Patrol Division	9,662,260	10,761,153	12,655,645	12,619,549	12,333,434	(322,211)	-2.5%



City of Franklin, Tennessee

FY 2024 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Beginning Fund Balance	520,472	602,402	538,766	538,766	545,471		
Revenues	173,266	170,649	156,805	156,805	155,470	(1,335)	-0.85%
Expenditures	91,336	234,283	150,100	150,100	152,004	1,904	1.27%
Ending Balance	602,402	538,766	545,471	545,471	548,937		

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 drug offense fines, any cash that is forfeited to the City or County, and proceeds resulting from the sale of any forfeited property (usually vehicles) and donations.

Legitimate expenditures for the fund include:

- Local drug treatment and education programs
- Drug enforcement (both general drug enforcement and cash transactions relating to undercover operations)
- General drug enforcement not directly related to undercover operations (including automobiles for drug investigators, maintenance and operational needs for a drug officer’s automobile)
- Office supplies and 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)
- 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



City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	520,472	602,402	538,766	538,766	545,471		
Revenues							
DRUG FINES RECEIVED	53,202	53,198	55,445	55,445	54,750	(695)	-1.3%
DRUG CONTRIBUTIONS TO FPD	26,675	38,475	31,949	31,949	33,644	1,695	5.3%
CONFISCATED GOODS (FEDERAL)	3,655	-	16,301	16,301	14,801	(1,500)	-9.2%
CONFISCATED GOODS (STATE)	50,398	20,825	44,110	44,110	43,275	(835)	-1.9%
INTEREST INCOME	4,923	7,255	6,000	6,000	6,000	-	0.0%
SALE OF SURPLUS ASSETS	34,413	50,739	3,000	3,000	3,000	-	0.0%
MISCELLANEOUS		156					
Total Available Funds	173,266	170,649	156,805	156,805	155,470	(1,335)	-0.9%
Expenses (Operations)							
CONTRACTUAL SERVICES	-	27,924	-	-	-	-	0.0%
MACHINERY & EQUIPMENT (<\$25,000)	37,728	-	60,000	60,000	60,000	-	0.0%
OPERATING SUPPLIES	-	-	47,600	47,600	49,504	1,904	4.0%
OPERATIONAL UNITS	46,976	202,955	40,000	40,000	40,000	-	0.0%
OTHER BUSINESS EXPENSES	6,632	3,404	2,500	2,500	2,500	-	0.0%
Total Expenditures	91,336	234,283	150,100	150,100	152,004	1,904	1.3%
Ending Fund Balance	602,402	538,766	545,471	545,471	548,937		

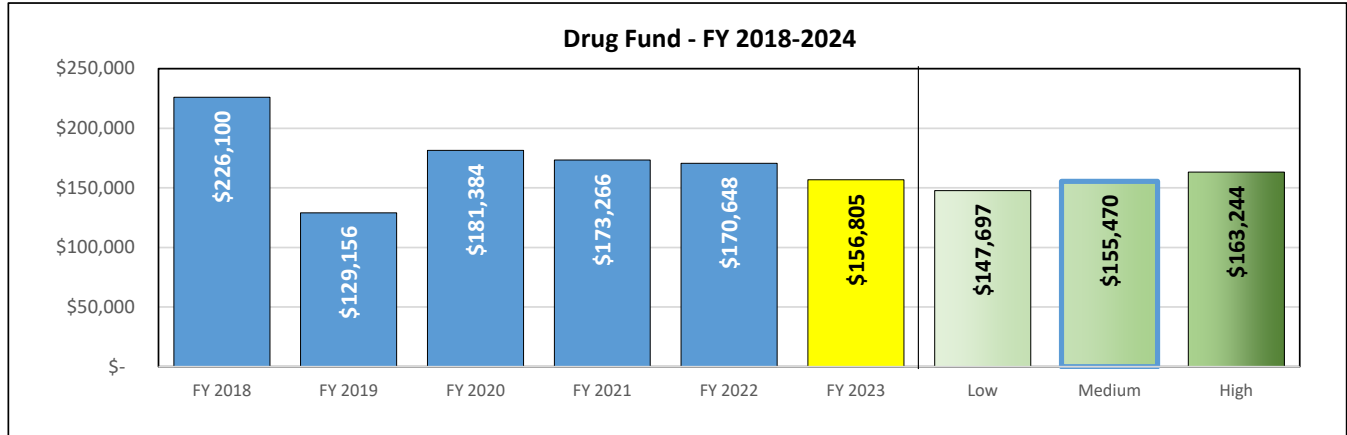


City of Franklin
Revenue Model

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 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	53.0%	-42.9%	40.4%	-4.5%	-1.5%	-8%	-5.8%	-0.9%	4.1%	
DRUG FINES RECEIVED	67,571	59,413	40,367	53,202	53,198	55,445	52,013	54,750	57,488	3-yr Average
DRUG CONTRIBUTIONS PAID TO POLICE DEPT	36,900	29,850	36,320	26,675	38,475	31,949	31,962	33,644	35,326	\$ 175,099
CONFISCATED GOODS (FEDERAL)	49,204	7,820	13,327	3,655	-	16,301	14,061	14,801	15,541	-0.8%
CONFISCATED GOODS (STATE)	44,611	18,444	82,097	50,398	20,825	44,110	41,111	43,275	45,439	5-Yr Average
INTEREST INCOME	8,318	13,629	8,825	4,923	7,255	6,000	5,700	6,000	6,300	\$ 176,111
SALE OF SURPLUS ASSETS	19,496	-	448	34,413	50,738	3,000	2,850	3,000	3,150	-0.6%
MISC INCOME					156	-				10-Yr Average
										\$ 179,549
										-0.5%
Totals	\$ 226,100	\$ 129,156	\$ 181,384	\$ 173,266	\$ 170,648	\$ 156,805	\$ 147,697	\$ 155,470	\$ 163,244	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2024 Operating Budget

Emergency Management

Scott Williar, Emergency Management Coordinator

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	0	0	219,613	215,404	225,006	5,393	2.5%
Operations	0	0	83,220	71,213	88,525	5,305	6.4%
Capital	0	0	0	0	0	0	0.0%
Total	0	0	302,833	286,617	313,531	10,698	3.5%

Departmental Summary

The Emergency Management Division was created in 2022 to provide overall direction and support for the City's Emergency Management function, Special Events & Continuity of Operations Plan.

Accomplishments

- Initiated and substantially completed the new Emergency Operations Plan (EOP)
- Initiated and guided all department's Continuity-of-Operations-Plan (COOP) program
- Built and coordinated the first City Debris management plan
- Coordinated the Request for Proposal (RFP) for a multijurisdictional Debris removal & monitoring plan
- Worked with PD and FD in building the City's Emergency Action plan (buildings and facilities) & in building the City's public disturbance plan
- Created a new roadway impairment information-sharing system
- Created a new tornado siren testing record platform
- Built most Incident Action Plan's (IAP) for the calendar year's special events
- Coordinated with special events organizers to develop their own event plans
- Began a coordinated Citywide chemical spill process (Engineering, Streets, FD, PD, WCEMA)
- Researched and tested a new fuel spill remediation solution (solution is ready for implementation)
- Selected as a member of the Middle TN Incident Management Team (IMT), providing a statewide network of EM-relevant support
- Participated in the steering committee to bring a state-wide Pipeline Emergency Response Initiative program to Tennessee for the purpose of providing collaboration and training between the pipeline industry and the first responders



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

Emergency Management supports all four themes of the Strategic Plan.

No performance measures currently exist for this function. They are under development.

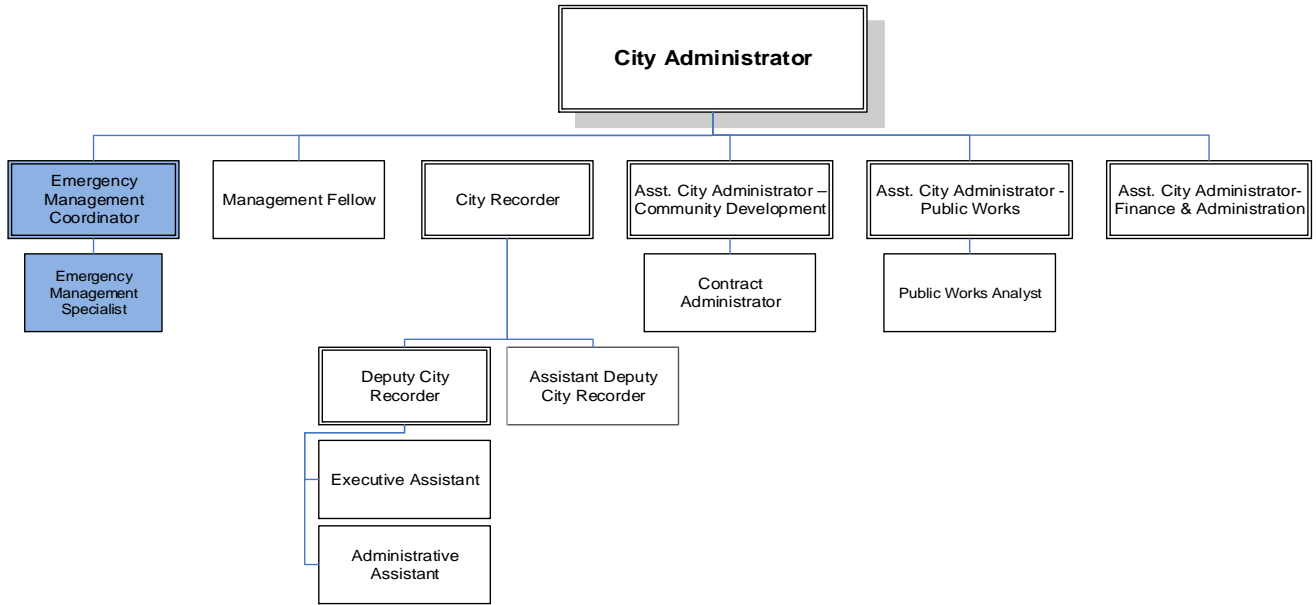
Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
		Excellent /Good	Fair/Poor	Excellent /Good	Fair/Poor	Excellent /Good	Fair/Poor
<input checked="" type="checkbox"/>	% rating the quality of Emergency Preparedness services	77%	23%	79%	21%	75%	25%



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart



White: Positions authorized and budgeted in Administration Department in FY 2024

Blue: Positions authorized budgeted in Emergency Management Division in FY 2024

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

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Emergency Management Coordinator	I	0	0	0	0	0	0	1	0	1	0
Emergency Management Specialist	G	0	0	0	0	0	0	1	0	1	0
Sub-Total - Budgeted Positions		0	0	0	0	0	0	2	0	2	0
Total Authorized Positions		0	0	0	0	0	0	2	0	2	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	162,983	165,449	165,449	2,466	1.5%
Employee Benefits	-	-	56,630	49,955	59,557	2,927	5.2%
Total Personnel	-	-	219,613	215,404	225,006	5,393	2.5%
Operations							
Transportation Services	-	-	400	-	400	-	0.0%
Operating Services	-	-	650	650	650	-	0.0%
Notices, Subscriptions, etc.	-	-	5,095	4,095	5,100	5	0.1%
Utilities	-	-	3,800	1,950	3,800	-	0.0%
Contractual Services	-	-	16,000	5,500	16,000	-	0.0%
Repair & Maintenance Services	-	-	21,500	16,263	21,500	-	0.0%
Employee programs	-	-	1,500	-	1,500	-	0.0%
Professional Development/Travel	-	-	12,300	12,300	18,450	6,150	50.0%
Office Supplies	-	-	1,000	575	1,000	-	0.0%
Operating Supplies	-	-	7,200	6,777	7,200	-	0.0%
Fuel & Mileage	-	-	2,600	2,100	2,300	(300)	-11.5%
Machinery & Equipment (<\$25,000)	-	-	11,000	20,903	8,500	(2,500)	-22.7%
Repair & Maintenance Supplies	-	-	100	100	100	-	0.0%
Property & Liability Costs	-	-	-	-	1,950	1,950	100.0%
Permits	-	-	75	-	75	-	0.0%
Other Business Expenses	-	-	-	-	-	-	0.0%
Total Operations	-	-	83,220	71,213	88,525	5,305	6.4%
Capital	-	-	-	-	-	-	0.0%
Total Administration	-	-	302,833	286,617	313,531	10,698	3.5%



City of Franklin, Tennessee

FY 2024 Operating Budget

Fire

Glenn Johnson, Fire Chief

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	17,026,377	19,463,899	22,486,529	22,110,001	22,897,085	410,556	1.8%
Operations	2,040,959	2,302,166	2,585,044	2,568,164	3,154,384	569,340	22.0%
Capital	118,695	264,987	0	0	75,000	75,000	0.0%
Total	19,186,031	22,031,052	25,071,573	24,678,165	26,126,470	1,054,897	4.2%

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 10,820 incidents in calendar year 2022, experiencing a 6.9% 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.

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 36-42 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. FY24 requests include the replacement of an Air Light Response Vehicle, a Mobile Incident Command Vehicle, four replacement apparatus and four 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 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 2024 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 2022, the Franklin Fire Department reviewed plans for 2,835 projects, conducted 1,253 new construction inspections and 425 existing building inspections. The department participated in 238 public outreach events, including resuming its Family Safety House program after a two-year hiatus due to Covid-19. The Family Safety House visited 13 schools and helped educate 904 1st grade students.

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.

FY 2024 Departmental Goals

- Conduct Lateral Firefighter Process and fill vacancies
- Work with IT and Engineering to develop a working model with running equipment, as designed in the lab environment
- Conduct an analysis of current Kelly Day program to identify any cost-saving measures
- Have Fire Administration ready to relocate to a New City Hall, in the event relocation becomes necessary
- Maintain a Class 1 Public Protection rating from the Insurance Services Office
- Provide appropriate training and professional development



City of Franklin, Tennessee

FY 2024 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.

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

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

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

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

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Calls for service	9058	8879	8695	10125	10272
Benchmarking Alliance of Tennessee Average	4746	4883	TBD	TBD	TBD
- Medical	6030	5896	5423	6618	6813
- Fire	133	119	140	134	160
- Structure Fire	44	39	22	45	26
- Overpressure	15	14	16	5	14
- Hazardous Conditions	207	174	189	195	216
- Service Call	825	835	1045	909	902
- Good Intention Call	710	803	812	1100	1014
- False Alarm	1129	1029	1051	1144	1138
- Severe Weather/Natural Disaster	5	4	10	7	4
- Other	4	2	3	13	11
Total Calls for Service / 1,000 Population	128	125	123	121	123
Structure fires / 1,000 Population	0.62	0.55	0.31	0.54	0.31
Fire inspections	912	647	TBD	2410	1841
Benchmarking Alliance of Tennessee Average	887	604	TBD	TBD	TBD
ISO rating	1	1	1	1	1
Number of Fire stations	8	8	8	8	8
Total Fire apparatus (15 front-line/5 unstaffed front-line/8 reserve)	16	17	17	17	28
Total Fire Cost	\$18,099,788	\$18,145,667	\$18,889,431	\$19,186,031	\$22,031,052
Benchmarking Alliance of Tennessee Average	\$ 6,994,111	\$ 6,544,789	TBD	TBD	TBD

Efficiency Measures

	2018	2019	2020	2021	2022
Total Fire Costs per Capita*	\$ 255.26	\$ 255.90	\$ 266.39	\$ 270.58	\$ 263.99
Cost per Call for Service	\$ 1,998	\$ 2,044	\$ 2,172	\$ 1,895	\$ 2,145



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Provide a response time among the top quartile of Tennessee Benchmark cities (BAT).					
Average Franklin total response time (dispatch and department)*	5:36	5:60	5:25	5:20	5:26
Benchmarking Alliance of Tennessee Average	5.48	6:47	TBD	TBD	TBD
Meets Target? (combined - 6 min, 35 sec?)	Yes	Yes	TBD	TBD	TBD
Reduce property fire loss per \$1 million of appraised value.					
Fire Loss per \$1 million of Appraised Value	\$ 93.91	\$ 20.55	TBD	TBD	TBD
Meets Target?	Yes	Yes	TBD	TBD	TBD
Confine the fire to the room of origin for 90% of all interior structure fire incidents	100%	95%	68%	95%	65%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.	100%	100%	100%	100%	100%
Deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended

*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.

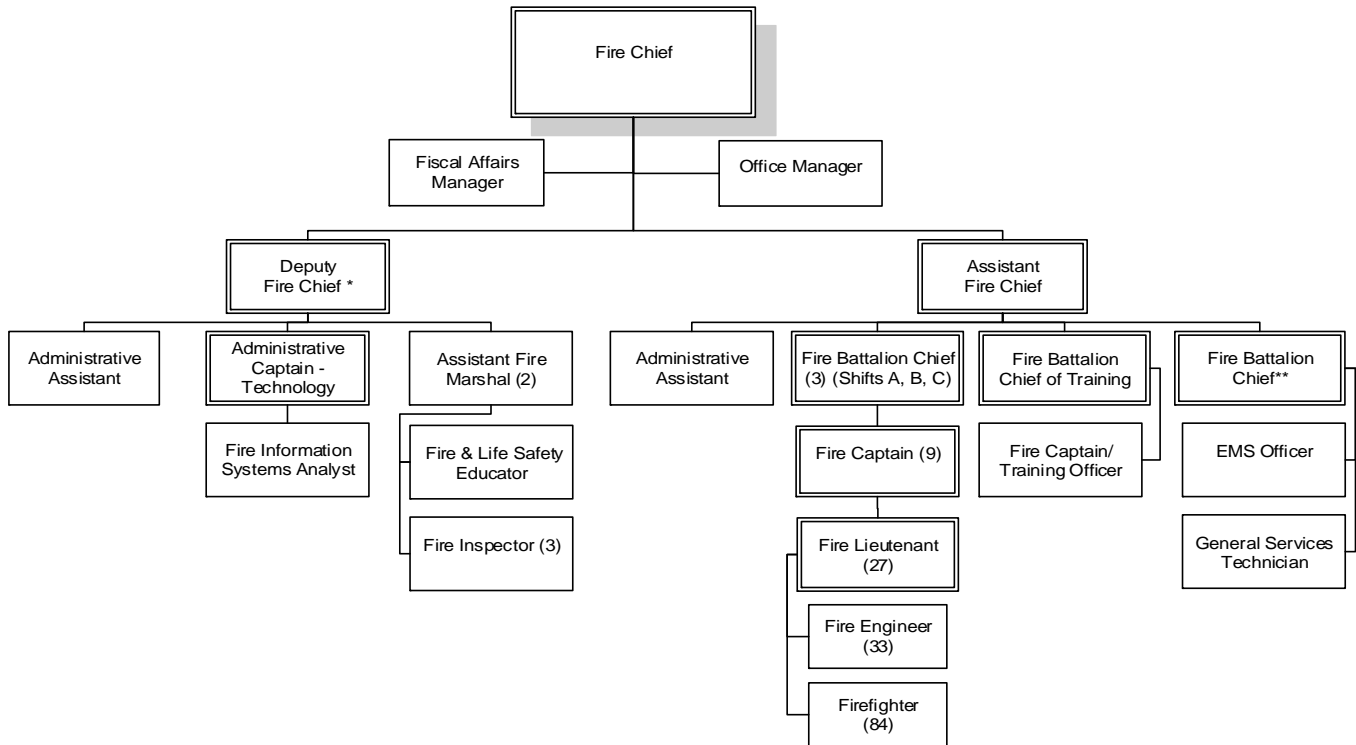
**This measures fire loss in dollars per \$1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with \$0 value.

Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Fire services	99%	1%	97%	3%	97%	3%
<input checked="" type="checkbox"/> % rating the quality of Fire prevention and education	91%	9%	92%	8%	92%	8%



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 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fire Chief	N	1	0	1	0	1	0	1	0	1	0
Assistant Fire Chief	M	1	0	1	0	1	0	1	0	1	0
Deputy Fire Chief ¹	L	1	0	1	0	1	0	1	0	1	0
Fire Battalion Chief ²	K	4	0	4	0	4	0	4	0	4	0
Battalion Chief of Training	K	1	0	1	0	1	0	1	0	1	0
EMS Officer	J	1	0	1	0	1	0	1	0	1	0
Fire Captain	J	10	0	9	0	9	0	9	0	9	0
Fire Captain/Training Officer	J	1	0	1	0	1	0	1	0	1	0
Administrative Captain - Technology	J	1	0	1	0	1	0	1	0	1	0
Assistant Fire Marshal	J	2	0	2	0	2	0	2	0	2	0
Fiscal Affairs Manager	I	1	0	1	0	1	0	1	0	1	0
Fire Information Sys. Analyst	H	0	0	0	0	0	0	1	0	1	0
Fire & Life Safety Educator	H	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	H	23	0	24	0	24	0	24	0	27	0
Fire Inspector	H	3	0	3	0	3	0	3	0	3	0
Fire Engineer	G	33	0	33	0	33	0	33	0	33	0
Office Manager	G	0	0	0	0	0	0	0	0	1	0
Firefighter ³	F	84	0	84	0	84	0	84	0	84	0
Administrative Assistant	E	3	0	3	0	3	0	3	0	2	0
General Services Technician	E	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	173	0	176	0

Total Authorized Positions	172	0	172	0	172	0	173	0	176	0
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1 Deputy Fire Chief serves as Fire Marshall & directs Strategic Initiatives.

2 One Fire Battalion Chief directs Administrative Services for the Fire Department.

3 In addition to authorized positions shown, up to 5 temporary overfills are budgeted herein. Cadets are hired at a grade E



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Personnel							
Salaries & Wages	11,519,439	13,416,692	16,148,041	16,010,267	16,182,209	34,168	0.2%
Employee Benefits	5,506,938	6,047,207	6,338,488	6,099,735	6,714,878	376,390	5.9%
Total Personnel	17,026,377	19,463,899	22,486,529	22,110,001	22,897,085	410,556	1.8%
Operations							
Transportation Services	2,410	1,062	1,450	1,050	1,025	(425)	-29.3%
Operating Services	102,295	230,682	168,950	164,334	189,750	20,800	12.3%
Notices, Subscriptions, etc.	134,471	46,719	52,925	54,203	57,828	4,903	9.3%
Utilities	259,577	288,272	359,795	374,768	417,841	58,046	16.1%
Contractual Services	100,842	50,785	103,983	85,000	129,843	25,860	24.9%
Repair & Maintenance Services	373,878	442,538	548,549	532,279	589,191	40,642	7.4%
Employee programs	71,462	68,112	154,900	154,900	154,900	-	0.0%
Professional Development/Travel	52,237	83,479	103,425	77,199	103,425	-	0.0%
Office Supplies	19,040	27,618	23,500	27,008	26,500	3,000	12.8%
Operating Supplies	251,372	329,022	275,813	275,563	424,280	148,467	53.8%
Fuel & Mileage	69,207	151,393	100,250	170,855	179,393	79,143	78.9%
Machinery & Equipment (<\$25,000)	399,692	379,546	409,120	365,405	569,340	160,220	39.2%
Repair & Maintenance Supplies	64,628	77,461	93,900	82,436	91,872	(2,028)	-2.2%
Operational Units	294	778	2,500	4,000	4,000	1,500	60.0%
Property & Liability Costs	136,018	117,575	170,084	189,139	198,596	28,512	16.8%
Rentals	85	85	250	85	100	(150)	-60.0%
Permits	6,894	7,036	15,650	9,940	16,500	850	5.4%
Other Business Expenses	(3,443)	-	-	-	-	-	0.0%
Total Operations	2,040,959	2,302,166	2,585,044	2,568,164	3,154,384	569,340	22.0%
Machinery & Equipment (>\$25,000)	118,695	264,987	-	-	75,000	75,000	0.0%
Capital	118,695	264,987	-	-	75,000	75,000	0.0%
Total Fire Department	19,186,031	22,031,052	25,071,573	24,678,165	26,126,470	1,054,897	4.2%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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 FY 2022 Annual Comprehensive Financial Report (32nd 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 FY 2022 budget document (14th year).
- Completed the eighth consecutive annual audit (FY 2022) with no findings.



Under this operating unit are:

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



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	984,314	1,095,518	1,229,274	1,160,721	1,319,112	89,838	7.3%
Operations	-67,367	35,507	18,889	-34,503	-38,354	-57,243	-303.0%
Capital	0	0	0	0	0	0	0.0%
Total	916,947	1,131,025	1,248,163	1,126,218	1,280,758	32,595	2.6%

Departmental Summary

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

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

FY 2023 Accomplishments & 2024 Outlook

- Received no audit findings from the FY 2022 audit.
- With Administration, responded to federal transit review to clarify grant roles of City/Franklin Transit and transit services contractor, The TMA Group.
- Implemented required lease accounting and reporting for the 2022 annual report.
- With Police, updated billing and receipting process for extra duty pay.
- With HR, updated internal controls for reviewing insurance coverage and budgeting and focused on documentation of financial processes to ensure the documentation was in place and current.
- Received the Certificate for Achievement of Excellence in Financial Reporting for the 32nd consecutive year and received the Distinguished Budget Presentation Award for the 14th year from the Government Finance Officers Association (GFOA).
- Continued to spearhead new Statewide performance measurement initiative – the Benchmarking Alliance of Tennessee.
- With the City Administrator, hosted and mentored City's third Management Fellow.
- Spearheaded and successfully developed FY 2024 Annual Operating Budget.
- Implemented new budget software & performance measurement system and will fully deploy for the FY 2024 Annual Operating Budget process.
- Updated City's ten-year Capital Investment Program Financial Model and provided staff support for ongoing City Hall Project.



City of Franklin, Tennessee

FY 2024 Operating Budget

Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

- With Administration and Communications, provided staff support for the third Franklin Citizens Survey in late 2022. Results to be shared early in 2023.
- With Administration and HR, provided critical support for implementation of comprehensive increase in

For 2024, 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.



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

	2018	2019	2020	2021	2022
Have City's rating affirmed by multiple rating agencies (maximum = 3)	2	2	2	2	2
Increase use of electronic payments for payroll (percent paid by ACH)	100%	100%	100%	100%	100%
Increase use of electronic payments for AP (percent paid by ACH/EFT)	60%	55%	61%	64%	67%
Vendor payments issued	4,000	3,184	3,323	2,932	2,574
Accounts Payable Transactions processed	6,000	5,748	6,391	6,328	3,737
Checks issued (non-payroll)	1,700	1,429	1,283	1,051	836

Efficiency Measures

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








City of Franklin, Tennessee

FY 2024 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Exceed the return on investments compared to benchmark (BAML - Bank of America/Merrill Lynch)	1.30% estimated to BAML's .64%	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%	1.2% estimated to BAML's 1.24%
 Achieve the GFOA Annual Report award for financial reporting annually	27th consecutive (for FY 2017)	28th consecutive (for FY 2018)	29th consecutive (for FY 2019)	30th consecutive (for FY 2020)	31st consecutive (for FY2021)
 Achieve the GFOA Budget Report award annually	10th award (for FY 2017 budget)	11th award (for FY 2018 budget)	12th award (for FY 2019 budget)	Not Submitted	13th award (for FY2021 budget)
 Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).					
Target (# of rating agencies per FY)	2	2	2	2	2
Meets Target?	Yes	Yes	Yes	Yes	Yes
 # of months retaining the City's Triple AAA rating (earned December 1998)	234	246	258	270	282
Target (# of rating agencies per FY)	1	1	1	1	1
Meets Target?	Yes	Yes	Yes	Yes	Yes
# of months retaining the City's Revenue rating of Aa3 (at a minimum)	18	30	42	54	66
 Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant revenue source.					
Residential & Farm Property (in millions)	\$ 1,686	\$ 2,307	\$ 2,384	\$ 2,458	\$ 3,268
Industrial & Commercial Property (in millions)	\$ 1,675	\$ 2,485	\$ 2,611	\$ 2,722	\$ 3,790
% Residential & Farm	50.2%	48.1%	47.7%	47.5%	46.3%
% Industrial & Commercial	49.8%	51.9%	52.3%	52.5%	53.7%
Meets Target?	Yes	Yes	Yes	Yes	Yes

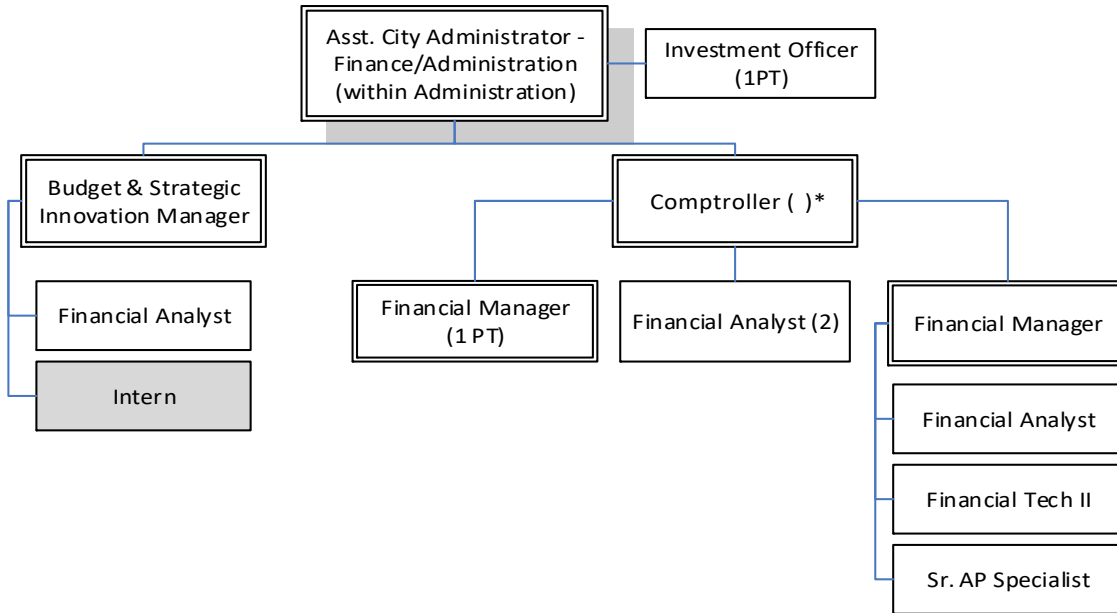
* 2022 & 2023 estimated



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



White: Positions Authorized and budgeted in FY 2024
 Gray: Positions Authorized and unbudgeted in FY 2024

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

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Investment Officer	Grade M	0	1	0	1	0	1	0	1	0	1
Comptroller*	Grade L	1	0	1	0	1	0	1	0		0
Budget & Strat. Inn. Mgr.	Grade L	1	0	1	0	1	0	1	0	1	0
Financial Manager	Grade J	1	1	1	1	1	1	1	1	1	1
Financial Analyst	Grade I	4	0	4	0	4	0	4	0	4	0
Payroll Specialist	Grade G	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	0	0	0	0	0	0	0
Sub-total - Budgeted Positions		9	3	9	2	9	2	9	2	9	2
Authorized, Unbudgeted Positions											
Intern	Intern	0	0	0	1	0	1	0	1	0	1
Sub-total - Unbudgeted Positions		0	0	0	1	0	1	0	1	0	1
Total Authorized Positions		9	3	9	3	9	3	9	3	9	3

*Authorized overfill beginning January 2024



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	730,425	816,751	921,940	877,585	989,676	67,736	7.3%
Employee Benefits	253,889	278,767	307,334	283,136	329,436	22,102	7.2%
Total Personnel	984,314	1,095,518	1,229,274	1,160,721	1,319,112	89,838	7.3%
Operations							
Transportation Services	943	706	1,500	866	1,500	-	0.0%
Operating Services	3,298	3,713	1,750	1,425	1,750	-	0.0%
Notices, Subscriptions, etc.	3,635	4,477	6,645	2,459	7,100	455	6.8%
Utilities	6,805	7,167	7,785	7,370	7,785	-	0.0%
Contractual Services	12,227	108,527	108,467	109,877	15,100	(93,367)	-86.1%
Repair & Maintenance Services	214	-	3,000	-	3,000	-	0.0%
Employee programs	2,984	4,482	4,000	1,698	4,000	-	0.0%
Professional Development/Travel	4,818	12,361	23,050	13,894	29,150	6,100	26.5%
Office Supplies	3,379	6,513	6,300	6,293	7,300	1,000	15.9%
Operating Supplies	207	546	1,100	749	1,100	-	0.0%
Fuel & Mileage	66	17	50	50	50	-	0.0%
Machinery & Equipment (<\$25,000)	29,478	29,690	29,350	2,173	57,350	28,000	95.4%
Repair & Maintenance Supplies	381	135	700	-	700	-	0.0%
Property & Liability Costs	4,406	5,568	5,896	7,135	7,542	1,646	27.9%
Permits	-	-	800	800	800	-	0.0%
Financial Fees	92,223	91,292	100,021	92,243	113,021	13,000	13.0%
Miscellaneous	-	-	10	-	10	-	0.0%
Interfund Reimbursements	(232,431)	(239,685)	(281,535)	(281,535)	(295,612)	(14,077)	5.0%
Total Operations	(67,367)	35,507	18,889	(34,503)	(38,354)	(57,243)	-303.0%
Machinery & Equipment (>\$25,000)						-	0.0%
Computer Software (>\$25,000)						-	0.0%
Capital	-	-	-	-	-	-	0.0%
Total Finance Department	916,947	1,131,025	1,248,163	1,126,218	1,280,758	32,595	2.6%



City of Franklin, Tennessee

FY 2024 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	293,250	349,960	426,814	429,067	433,712	6,898	1.6%
Operations	-60,908	-32,613	-13,463	-19,584	-28,187	-14,724	109.4%
Capital	0	0	0	0	0	0	0.0%
Total	232,342	317,348	413,350	409,483	405,525	-7,825	-1.9%

Departmental Summary

Procurement of goods and services not pertaining to the design and/or construction of new infrastructure and facilities but that is valued at or above the public advertisement / sealed submittal threshold, currently \$50,000, 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 “Business Opportunities” 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 with City-issued credit cards;
- administers, with support from Fleet Maintenance, fuel purchasing for the City’s vehicle and equipment fleet; and
- facilitates the lawful disposal of surplus personal property of the City with support from Fleet Maintenance and Police as needed, and any unclaimed lost, stolen or seized personal property of others recovered by or turned over to the City at the discretion of the receiving department.

FY 2024 Outlook

The Purchasing Office anticipates continuing to focus on its mission:

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



City of Franklin, Tennessee

FY 2024 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

Key:

Benchmarking Alliance of Tennessee



Workload (Output) Measures

	2018	2019	2020	2021	2022
Number of formal procurement solicitations processed by the Purchasing Office ^{1,2}	10	12	18	6	16
Number of City purchase orders prepared	76	88	81	93	110
Number of purchasing card transactions processed	21,363	20,385	20,363	17,526	20,232
Value of purchasing card transactions processed	\$ 8,313,466	\$ 7,718,273	\$ 7,747,624	\$ 6,739,793	\$ 7,969,331
Total organization purchasing dollar volume	\$ 82,160,081	\$ 74,131,240	\$ 118,607,334	\$ 126,049,000	\$ 105,544,142
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Value of City's rebate received for total spend, net of credits (by calendar year)	\$ 68,125	\$ 97,557	\$ 80,889	\$ 87,412	\$ 92,460
Number electronic auctions of surplus property	131	161	73	49	61
Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services)	\$ 114,417	\$ 323,377	\$ 391,642	\$ 186,087	\$ 584,884
Fee paid by City for electronic auction services	\$ 8,611	\$ 24,281	\$ 29,300	\$ 13,962	\$ 43,872
Number of rolling stock ⁵ items ordered in fiscal year	NA	NA	36	3	25
Value of rolling stock ⁵ items ordered in fiscal year	NA	NA	\$ 4,160,075	\$ 752,093	\$ 2,704,210
Number of formal protests received	0	1	0	0	1
Number of vendor outreach events attended	1	1	0	0	0
# of emergency ³ purchases reported to BOMA	2	1	1	6	3
# of sole-source ⁴ purchases reported to BOMA	9	10	12	4	8



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures (con't)

Efficiency Measures

	2018	2019	2020	2021	2022
Average number of calendar days (from receipt of card request to receipt of delivered card) for...					
... purchasing card	7	7	7	7	7
... fleet fuel driver number	1	1	1	1	1
... fleet fuel vehicle card	8	8	8	8	8
P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume	10.12%	10.41%	6.53%	5.35%	7.55%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD

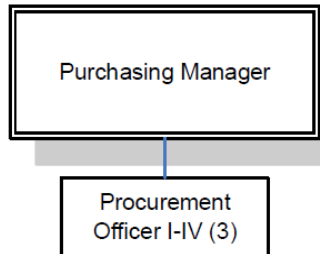
Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations ^{1,2} processed by the Purchasing Office	120	123	125	102	115
Target (90 Days)	90	90	90	90	90
Meets Target?	No	No	No	No	No
Average number of days from date of requisition approval to date of purchase order for rolling stock ⁶ items	NA	NA	8	3	1
Target (3 City Business Days)	3	3	3	3	3
Meets Target?	NA	NA	No	Yes	Yes

Notes

- 1 Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.
- 2 The City's public advertisement / sealed submittal threshold is currently \$50,000, pursuant to Ordinance No. 2022-30.
- 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 \$50,000 (eff. 7/12/2022)
- 5 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 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Purchasing Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Procurement Officer I-IV	Grade E-I	3	0	2	0	3	0	3	0	3	0
Sub-total - Budgeted Positions		4	0	3	0	4	0	4	0	4	0

Authorized, Unbudgeted Positions

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

Total Authorized Positions	4	0	4	0	4	0	4	0	4	0
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Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	209,454	248,661	309,224	307,821	307,628	(1,596)	-0.5%
Employee Benefits	83,796	101,299	117,590	121,247	126,083	8,493	7.2%
Total Personnel	293,250	349,960	426,814	429,067	433,712	6,898	1.6%
Operations							
Transportation Services	-	1	50	-	50	-	0.0%
Operating Services	-	233	550	425	550	-	0.0%
Notices, Subscriptions, etc.	2,083	2,093	4,260	3,210	4,980	720	16.9%
Utilities	1,392	1,603	2,660	2,466	2,660	-	0.0%
Contractual Services	13,123	13,603	33,350	31,869	16,215	(17,135)	-51.4%
Repair & Maintenance Services	286	729	900	650	5,950	5,050	561.1%
Employee Programs	-	1,669	100	49	100	-	0.0%
Professional Development/Travel	798	2,800	22,345	18,600	23,895	1,550	6.9%
Office Supplies	311	1,365	1,825	1,825	1,925	100	5.5%
Operating Supplies	-	-	100	60	100	-	0.0%
Fuel & Mileage	-	-	150	128	150	-	0.0%
Machinery & Equipment (<\$25,000)	4,539	3,152	9,230	9,537	8,060	(1,170)	-12.7%
Property & Liability Costs	2,082	2,693	2,828	3,409	3,579	751	26.6%
Reimbursement of Interfund Trans.	(85,522)	(62,553)	(91,812)	(91,812)	(96,403)	(4,591)	5.0%
Total Operations	(60,908)	(32,613)	(13,463)	(19,584)	(28,187)	(14,724)	109.4%
Capital	-	-	-	-	-	-	0.0%
Total Purchasing Department	232,342	317,348	413,350	409,483	405,525	(7,825)	-1.9%



City of Franklin, Tennessee
FY 2024 Operating Budget

Information Technology

Jason Potts, Director

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	2,291,028	2,448,545	3,042,163	2,993,092	3,156,479	114,316	3.8%
Operations	1,128,807	1,600,440	1,908,294	1,885,355	2,191,488	283,194	14.8%
Capital	181,071	403,891	210,000	210,000	405,000	195,000	92.9%
Total	3,600,906	4,452,876	5,160,457	5,088,447	5,752,967	592,510	11.5%

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.



Performance Measures

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

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



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

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

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

Citizens will have online access to city services.

Goal: To enhance online services for citizens.

Baseline: Total Citizen interactions through online portal / fiscal year

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

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Number of Budgeted Positions Full-Time	22	23	24	25	25
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Technology Service Requests		3572	4177	4022	4705
Supported Technology Devices & Applications					
Applications					110
Cameras					575
Desktops					337
Laptops					425
Mobile Data Terminals (MDT's)					170
Physical Servers					21
Virtual Servers					150



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures


Workload (Output) Measures (con't)

	2018	2019	2020	2021	2022
Supported Network Devices					
Cellphones					387
Wireless Access Points					60
Door Access					200
Phones					1215
Network Switches					125
Radios					790
Wireless Radios					790
Supported Infrastructure					
City Facilities (Buildings)					35
Radio Towers					3
Intersections					130
Fiber (# of miles)					80

Efficiency Measures

	2018	2019	2020	2021	2022
TBD	TBD	TBD	TBD	TBD	TBD

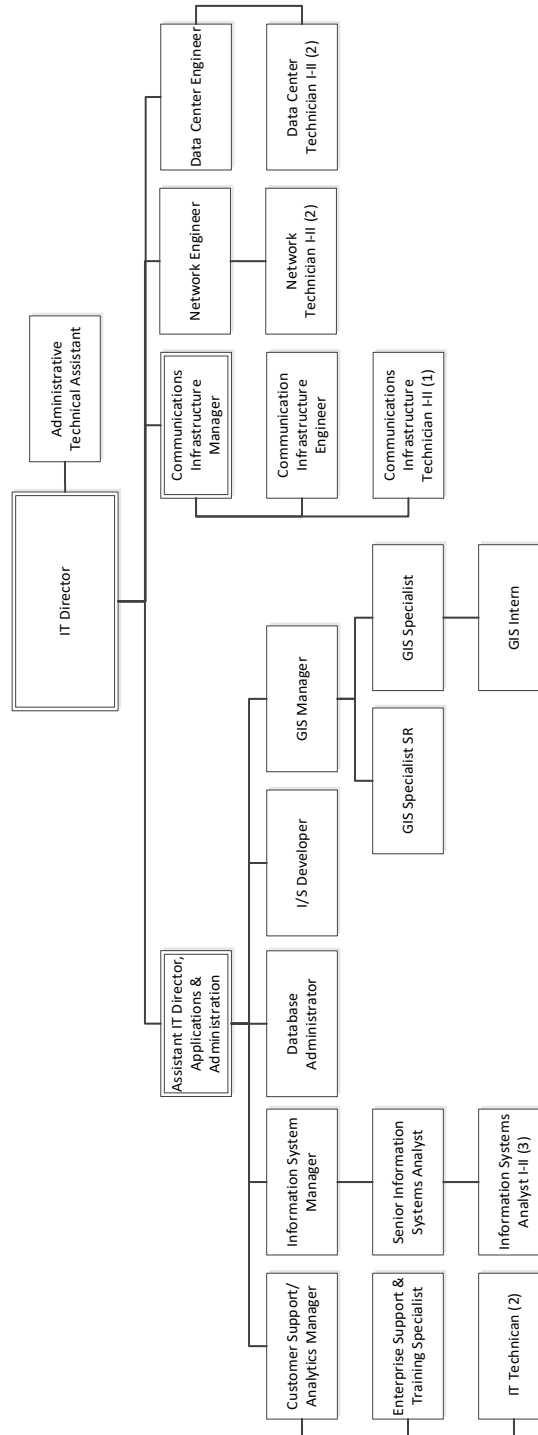
Outcome (Effectiveness) Measures

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



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee
FY 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Info Technology Director	Grade N	1	0	1	0	1	0	1	0	1	0
Asst. IT Director, Applications & Admin.	Grade L	0	0	1	0	1	0	1	0	1	0
Asst. IT Director, Infrastructure & Admin	---	1	0	0	0	0	0	0	0	0	0
Asst. IT Director, Applications	---	1	0	0	0	0	0	0	0	0	0
Database Administrator	Grade K	0	0	1	0	1	0	1	0	1	0
Information Systems Manager	Grade K	0	0	1	0	1	0	1	0	1	0
Information Systems Developer	Grade K	0	0	0	0	1	0	1	0	1	0
Communications Infrastructure Manager	Grade K	1	0	1	0	1	0	1	0	1	0
Network Engineer	Grade K	1	0	1	0	1	0	1	0	1	0
Data Center Engineer	Grade K	1	0	1	0	1	0	1	0	1	0
Customer Support/Analytics Manager	Grade J	1	0	1	0	1	0	1	0	1	0
GIS Manager	Grade J	1	0	1	0	1	0	1	0	1	0
System/Database Manager	---	1	0	0	0	0	0	0	0	0	0
Senior Information Systems Analyst	Grade I	1	0	1	0	1	0	1	0	1	0
Communication Infrastructure Engineer	Grade I	1	0	1	0	1	0	1	0	1	0
Enterprise Support & Training Specialist	Grade H	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
Communications Infrastructure Tech I-II	Grades G-H	1	0	1	0	1	0	1	0	1	0
Data Center Technician I-II	Grades G-H	1	0	2	0	2	0	2	0	2	0
Network Technician I-II	Grades G-H	2	0	2	0	2	0	2	0	2	0
GIS Specialist Sr	Grade G	1	0	1	0	1	0	1	0	1	0
GIS Specialist	Grade F	2	0	2	0	1	0	1	0	1	0
Administrative Technical Assistant	Grade F	0	0	1	0	1	0	1	0	1	0
IT Technician	Grade E	1	0	1	0	1	0	2	0	2	0
IT Help Desk Administrator	---	1	0	0	0	0	0	0	0	0	0
GIS Intern	Intern	0	1	0	1	0	1	0	1	0	1
Sub-Total Budgeted Positions		24	1	25	1	25	1	26	1	26	1
Total Authorized Positions		24	1	25	1	25	1	26	1	26	1



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	1,704,427	1,837,392	2,285,128	2,244,956	2,276,542	(8,586)	-0.4%
Employee Benefits	586,601	611,153	757,035	748,136	879,937	122,902	16.2%
Total Personnel	2,291,028	2,448,545	3,042,163	2,993,092	3,156,479	114,316	3.8%
Operations							
Transportation Services	136	230	822	814	825	3	0.4%
Operating Services	317	1,034	910	910	910	-	0.0%
Notices, Subscriptions, etc.	5,576	1,236	1,886	1,886	1,886	-	0.0%
Utilities	66,533	70,090	64,944	64,944	64,944	-	0.0%
Contractual Services	1,669,358	2,256,719	2,483,849	2,429,769	2,735,456	251,607	10.1%
Repair & Maintenance Services	33,250	8,415	6,500	6,500	6,500	-	0.0%
Employee Programs	9,296	15,196	20,200	20,200	40,200	20,000	99.0%
Professional Development/Travel	7,075	30,009	34,200	34,200	34,200	-	0.0%
Office Supplies	5,621	11,020	9,700	9,700	9,700	-	0.0%
Operating Supplies	838	755	3,700	3,700	3,700	-	0.0%
Fuel & Mileage	1,375	3,717	3,200	3,200	3,200	-	0.0%
Machinery & Equipment (<\$25,000)	213,723	119,755	190,000	203,625	250,000	60,000	31.6%
Repair & Maintenance Supplies	38,483	16,656	121,300	121,300	121,300	-	0.0%
Property & Liability Costs	34,110	41,631	43,134	64,659	48,720	5,586	13.0%
Rentals	-	-	1,000	-	1,000	-	0.0%
Other Business Expenses	-	-	3,000	-	3,000	-	0.0%
Interfund Reimbursements	(956,884)	(976,022)	(1,080,052)	(1,080,052)	(1,134,055)	(54,003)	5.0%
Total Operations	1,128,807	1,600,440	1,908,294	1,885,355	2,191,488	283,194	14.8%
Machinery & Equipment (>\$25,000)	181,071	403,891	210,000	210,000	405,000	195,000	92.9%
Capital	181,071	403,891	210,000	210,000	405,000	195,000	92.9%
Total Information Technology	3,600,906	4,452,876	5,160,457	5,088,447	5,752,967	592,510	11.5%



City of Franklin, Tennessee

FY 2024 Operating Budget

Revenue Management

Jessica Davey, Revenue & Licensing Manager

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	1,068,002	1,117,778	1,303,423	1,120,003	1,332,745	29,322	2.2%
Operations	-861,694	-931,016	-927,554	-909,177	-897,132	30,422	-3.3%
Capital	0	0	0	0	0	0	0.0%
Total	206,308	186,763	375,869	210,826	435,613	59,744	15.9%

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.

FY 2024 Outlook

Revenue Management anticipates implementing a new bill printing system, InfoSend. The team is excited about the new features that will allow us to better serve our customers. Not only is the new program more modern, but it will increase efficiency. Revenue Management looks forward to another year providing our customers with exceptional service, and continuing to look for ways to be innovative.



City of Franklin, Tennessee

FY 2024 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

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

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Bills					
Number of property tax bills issued	31,930	33,000	33,458	33,857	35,020
Number of water & sewer bills issued	347,972	369,150	354,462	359,833	365,985
New requests for service (Total)	2,500	2,500	2,395	2,524	2,335
Water (Monthly Average)	\$ 48.18	\$ 50.75	\$ 49.97	\$ 52.48	\$ 54.51
Sewer (Monthly Average)	\$ 55.29	\$ 58.61	\$ 65.80	\$ 67.95	\$ 71.17
Irrigation (Monthly Average)	\$ 201.11	\$ 250.00	\$ 221.86	\$ 213.00	\$ 192.64
Delinquent Notices	-	-	2,575	2,906	6,231
Water Shutoffs	892	1,000	500	990	999
Electronic					
Web Pay	36,911	39,165	45,128	56,220	65,104
ACH/RPPS	82,885	82,595	80,973	78,558	70,663
Bank Draft	87,005	99,040	106,175	113,496	138,094
Lock Box	88,412	82,625	79,776	70,348	55,753
Paper					
Drop Box (2nd Avenue) / Mail	14,342	15,420	15,273	13,272	9,499
In-Person Transactions	16,067	16,725	10,692	7,708	7,639
Total Transactions	325,622	335,570	338,017	339,602	346,752
% of total transactions electronic	90.7%	90.4%	92.3%	93.8%	95.1%
% of total transactions paper	4.4%	4.6%	4.5%	3.9%	2.7%
% of total transactions in-person	4.9%	5.0%	3.2%	2.3%	2.2%

Efficiency Measures


	2018	2019	2020	2021	2022
Maintain utility billing error rate at or below 2%	N/A	0.10%	0.07%	0.06%	0.07%

Outcome (Effectiveness) Measures



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

	2018	2019	2020	2021	2022
Collection Rate(s)					
Total Percent of Property Tax Collected Within One Year of Levy	N/A	98.80%	98.80%	99.10%	99.10%
Total Percent of Property Tax Collected as a Percentage of Total Levy	N/A	99.90%	99.90%	99.10%	99.10%
Utility Collections as a Percentage of Utilities Billed^	96.0%	90.9%	95.4%	94.4%	94.7%
 Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	89.60%	90.00%	92.00%	93.00%	95.10%

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

Franklin Citizens Survey

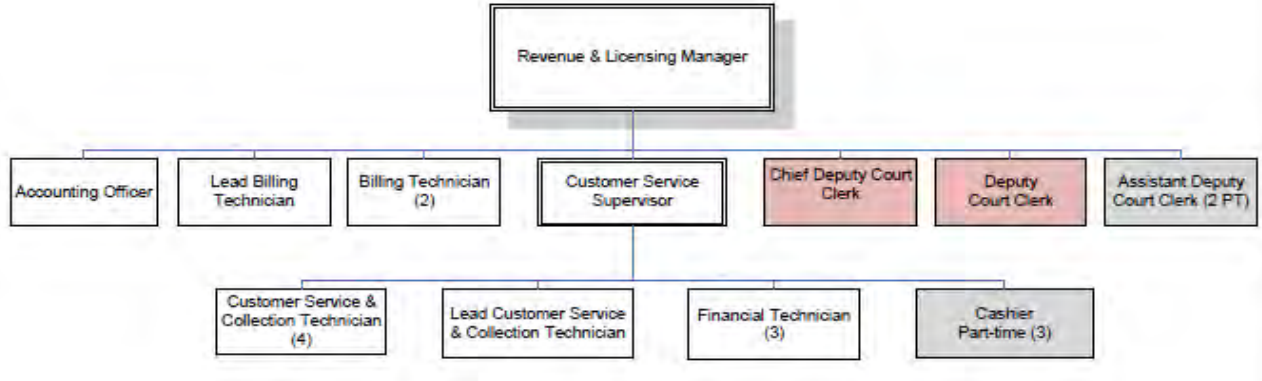
	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Utility billing services	79%	21%	80%	20%	81%	19%



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



Revenue Management: Shaded in White

City Court: Shaded in Red

Gray: Positions Authorized and Unbudgeted in FY 2024

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

Staffing by Position

Budget Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Revenue & Licensing Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade H	1	0	1	0	1	0	1	0	1	0
Account Mgmt Supervisor	---	0	0	0	0	0	0	0	0	0	0
Accounting Officer	Grade G	1	0	1	0	1	0	1	0	1	0
Lead Billing/Collections Technician	---	1	0	1	0	1	0	0	0	0	0
Lead Cust. Serv. & Coll. Technician	Grade F	0	0	0	0	0	0	1	0	1	0
Lead Billing Technician	Grade F	0	0	0	0	0	0	1	0	1	0
Financial Technician I	Grade E	3	0	2	0	3	0	3	0	3	0
Billing Technician	Grade E	0	0	0	0	0	0	2	0	2	0
Cust. Service & Collection Technician	Grade E	0	0	0	0	0	0	4	0	4	0
Billing/Collections Technician	---	7	0	7	0	7	0	0	0	0	0
Cashier Part-Time	Grade D	0	3	0	2	0	2	0	2	0	2
Sub-Total Budgeted Positions		14	3	13	2	14	2	14	2	14	2
Authorized, Unbudgeted Positions											
Financial Technician	Grade E	0	0	1	0	0	0	0	0	0	0
Cashier Part-Time	Grade D	0	0	0	1	0	1	0	1	0	1
Sub-Total Unbudgeted Positions		0	0	1	1	0	1	0	1	0	1
Total Authorized Positions		14	3	14	3	14	3	14	3	14	3



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	751,725	786,331	921,289	902,313	917,044	(4,245)	-0.5%
Employee Benefits	316,277	331,447	382,133	217,690	415,701	33,568	8.8%
Total Personnel	1,068,002	1,117,778	1,303,423	1,120,003	1,332,745	29,322	2.2%
Operations							
Transportation Services	9,598	9,704	12,000	10,800	12,000	-	0.0%
Operating Services	1,510	1,736	2,450	2,236	2,700	250	10.2%
Notices, Subscriptions, etc.	665	961	2,218	718	2,250	32	1.4%
Utilities	4,410	4,795	6,325	5,157	6,850	525	8.3%
Contractual Services	-	33,510	2,200	500	2,250	50	2.3%
Repair & Maintenance Services	2,741	582	1,300	800	1,300	-	0.0%
Employee programs	793	660	2,700	1,320	2,450	(250)	-9.3%
Professional Development/Travel	1,936	2,807	6,015	604	6,250	235	3.9%
Office Supplies	12,339	16,001	18,700	16,610	19,425	725	3.9%
Operating Supplies	1,441	1,621	1,960	1,753	2,035	75	3.8%
Fuel & Mileage	110	-	200	-	200	-	0%
Machinery & Equipment (<\$25,000)	11,998	3,346	19,700	18,030	31,850	12,150	61.7%
Repair & Maintenance Supplies	162	324	165	315	165	-	0.0%
Property & Liability Costs	1,760	2,355	2,475	-	-	(2,475)	-100.0%
Permits	12,000	12,000	16,200	16,200	16,200	-	0.0%
Financial Fees	380,932	375,304	418,501	412,501	463,500	44,999	10.8%
Interfund Reimbursements	(1,304,089)	(1,396,721)	(1,440,663)	(1,396,721)	(1,466,557)	(25,894)	1.8%
Total Operations	(861,694)	(931,016)	(927,554)	(909,177)	(897,132)	30,422	-3.3%
Capital						-	0.0%
Total Revenue Management	206,308	186,763	375,869	210,826	435,613	59,744	15.9%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Municipal Court

Jessica Davey, Revenue & Licensing Manager

Budget Summary

	2021 Actual	2022 EOY	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	256,268	209,999	238,151	231,248	240,998	2,847	1.2%
Operations	58,262	39,765	51,080	32,228	334,212	283,132	554.3%
Capital	0	0	0	0	0	0	0.0%
Total	314,530	249,763	289,231	263,476	575,210	285,980	98.9%

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.

FY 2024 Outlook

City Court plans to implement new technology upgrades this year. While these enhancements will improve efficiency and customer service in many ways, a primary goal is to offer online citation payment for our defendants. The team is excited to go into FY24 fully staffed and, along with our new City Judge, will continue to review processes and look for ways to streamline and 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.



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

Related Theme: All

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

Key:
Sustainable Franklin 


Workload (Output) Measures

	2018	2019	2020	2021	2022
Total Cases Filed	2,238	5,429	7,087	5,141	3,886
Types of Cases					
- Moving Violations	1,158	1,650	1,524	1,650	1,514
- Financial Responsibility	250	325	290	297	277
- License and Registration	571	600	511	570	578
- Codes Enforcement	47	120	57	86	41
- Failure to Appear	108	281	256	188	133
- Seat Belt	33	20	39	28	46
- Parking Violations - Cited	71	1,800	3,863	1,930	1,009
- Parking Violations - Warning	-	633	547	392	750

Efficiency Measures

	2018	2019	2020	2021	2022
Average # of days from issuance of Citation to Resolution (Non Traffic School)^	35.00	39.00	43.00	41.00	40.00

Outcome (Effectiveness) Measures

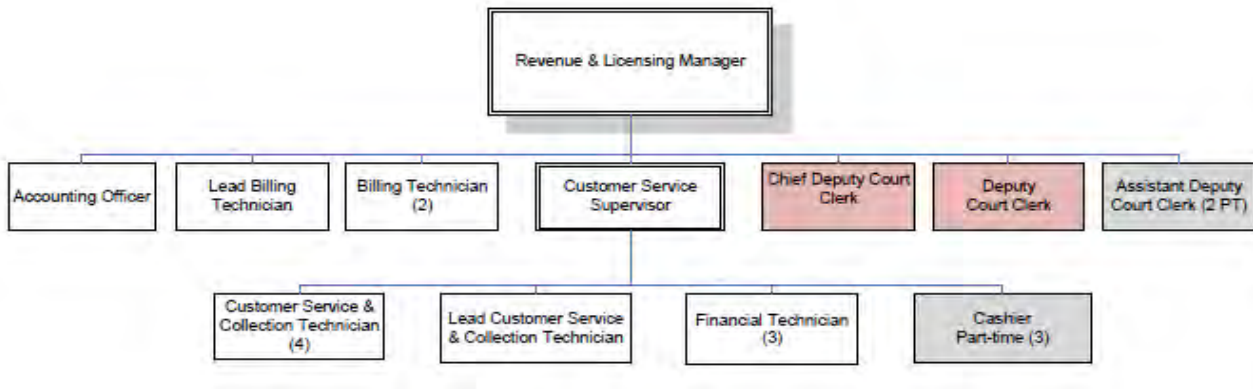
	2018	2019	2020	2021	2022
Municipal Court Collections as a percentage of Municipal Obligations Billed^	82.0%	90.0%	89.0%	88.0%	90.0%
 Goal: Deliver customer oriented quality service					
Deploy tool for online payments	YES	YES	YES	YES	YES
Percentage of customer inquiries responded to within 2 business days	100.0%	100.0%	100.0%	100.0%	100.0%

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



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart



Revenue Management: Shaded in White
City Court: Shaded in Red
Gray: Positions Authorized and Unbudgeted in FY 2024

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

Staffing by Position

Budget Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Deputy Court Clerk	Grade G	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	Grade F	1	1	1	0	1	0	1	0	1	0
Deputy Court Clerk/Cashier	---	0	1	0	1	0	0	0	0	0	0
Assistant Deputy Court Clerk	Grade D	0	0	0	0	0	1	0	1	0	1
Court Security and Parking Enforcement Officer	---	1	0	1	0	0	0	0	0	0	0
Sub-Total Budgeted Positions		3	2	3	1	2	1	2	1	2	1
Authorized, Unbudgeted Positions											
Deputy Court Clerk	Grade E	0	0	0	1	0	0	0	0	0	0
Assistant Deputy Court Clerk	Grade D	0	0	0	1	0	1	0	1	0	1
Sub-Total Unbudgeted Positions		0	0	0	1	0	1	0	1	0	1
Total Authorized Positions		3	2	3	2	2	2	2	2	2	2



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	160,919	124,536	150,527	145,061	149,540	(987)	-0.7%
Officials Fees	25,000	25,000	25,000	25,000	25,000	-	0.0%
Employee Benefits	70,349	60,463	62,624	61,187	66,458	3,834	6.1%
Total Personnel	256,268	209,999	238,151	231,248	240,998	2,847	1.2%
Operations							
Transportation Services	3,134	2,827	4,650	4,400	4,650	-	0.0%
Operating Services	703	248	2,450	1,013	2,450	-	0.0%
Notices, Subscriptions, etc.	631	364	634	440	634	-	0.0%
Utilities	1,882	1,058	1,250	1,160	1,250	-	0.0%
Contractual Services	42,344	10,325	12,925	8,560	300,198	287,273	2222.6%
Repair & Maintenance Services	140	149	550	250	550	-	0.0%
Employee Programs	108	-	500	-	500	-	0.0%
Professional Development/Travel	60	563	3,130	1,225	3,130	-	0.0%
Office Supplies	1,862	2,540	3,475	3,300	3,850	375	10.8%
Operating Supplies	273	201	300	480	300	-	0.0%
Fuel & Mileage	-	-	700	50	700	-	0.0%
Machinery & Equipment (<\$25,000)	1,571	13,266	11,100	5,800	9,500	(1,600)	-14.4%
Repair & Maintenance Supplies	87	-	500	50	500	-	0.0%
Property & Liability Costs	2,266	2,710	2,916	-	-	(2,916)	-100.0%
Financial Fees	3,201	5,514	6,000	5,500	6,000	-	0.0%
Total Operations	58,262	39,765	51,080	32,228	334,212	283,132	554.3%
Capital	-	-	-	-	-	-	0.0%
Total Municipal Court	314,530	249,763	289,231	263,476	575,210	285,980	98.9%



City of Franklin, Tennessee
FY 2024 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	480,964	496,048	570,656	557,500	549,425	-21,231	-3.7%
Operations	800,495	1,110,688	1,139,996	1,135,874	956,349	-183,647	-16.1%
Capital	0	0	239,000	239,000	0	-239,000	-100.0%
Total	1,281,459	1,606,736	1,949,652	1,932,374	1,505,774	(443,878)	-22.8%

Department Goals

The Facilities Department's mission is to manage all City facilities in a sustainable and economical environment wherever 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.

FY 2024 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

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 2024 Operating Budget

Performance Measurement

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

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



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

Related Theme: A Safe Clean and Livable City

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

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

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

Key:	
Strategic Plan: FranklinForward	
Sustainable Franklin	

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Number of Buildings** Maintained	168	18	18	18	31
Gross Square Footage of Municipal Buildings (Gen. Fund)	575,366	720,077	720,077	720,077	744,466
Number of Hours Served					
- Employees			10,700		
- Contractors			24		
Number of Requests Taken			557		
Average Daytime Number of People in Buildings			350		
Utilities					
- Gas (terms)	98,177	94,819	95,958	98,421	99,253
- Electricity (kW)	23,861,360	25,041,728	24,705,955	24,307,916	24,537,753

Efficiency Measures

	2018	2019	2020	2021	2022
G.S.F./Average daily # of people				Data being collected	
People served/Custodian				Data being collected	
Average time to complete a routine request				4 to 8 hours based on HelpStar	





City of Franklin, Tennessee

FY 2024 Operating Budget

Performance Measurement (con't)

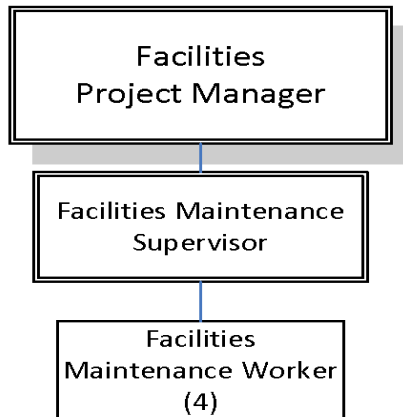
Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Percentage of routine requests completed in 2-3 days	Data being collected				
  Reduce government agency use of electricity by 20% by 2020.					
City of Franklin Electric Use (Annually)	23,861,360	25,041,728	24,705,955	24,307,916	24,537,753
Target (In Kilowatt hours - Source: Finance Department)	15,315,688	15,315,688	14,932,795	14,549,903	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 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Facilities Project Manager	J	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Spvrs	G	1	0	1	0	1	0	1	0	1	0
Lead Facilities Maintenance Worker	E	0	0	0	0	0	0	1	0	0	0
Facilities Maintenance Worker	D	2	0	3	0	3	0	2	0	4	0
Custodian	D	2	0	2	0	1	0	1	0	0	0
Totals		6	0	7	0	6	0	6	0	6	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	326,241	360,526	428,407	413,051	383,289	(45,118)	-10.5%
Employee Benefits	154,723	135,522	142,249	144,449	166,136	23,887	16.8%
Total Personnel	480,964	496,048	570,656	557,500	549,425	(21,231)	-3.7%
Operations							
Transportation Services	76	228	120	120	120	-	0.0%
Operating Services	3,376	5,067	4,650	4,860	5,900	1,250	26.9%
Notices, Subscriptions, etc.	69,399	220	120	120	7,260	7,140	5950.0%
Utilities	193,600	194,817	206,410	197,060	248,470	42,060	20.4%
Contractual Services	184,825	233,375	323,740	313,734	300,250	(23,490)	-7.3%
Repair & Maintenance Services	547,973	886,279	855,356	846,163	640,056	(215,300)	-25.2%
Office Supplies	8,211	1,787	1,000	2,178	1,000	-	0.0%
Operating Supplies	18,875	7,082	3,100	15,325	5,000	1,900	61.3%
Fuel & Mileage	2,197	2,220	5,800	1,806	5,800	-	0.0%
Machinery & Equipment (<\$25,000)	12,052	10,425	7,500	10,976	9,500	2,000	26.7%
Repair & Maintenance Supplies	55,385	83,318	50,900	57,629	62,700	11,800	23.2%
Property & Liability Costs	22,434	23,442	24,614	29,487	30,961	6,347	25.8%
Rentals	2,518	4,992	3,000	2,556	3,000	-	0.0%
Permits	635	1,411	1,200	1,200	1,220	20	1.7%
Financial Fees	121	396	-	173	-	-	0.0%
Other Business Expenses	10	-	-	-	-	-	0.0%
Interfund Reimbursements	(321,192)	(344,374)	(347,513)	(347,513)	(364,889)	(17,376)	5.0%
Total Operations	800,495	1,110,688	1,139,996	1,135,874	956,349	(183,647)	-16.1%
Improvements	-	-	239,000	239,000	-	(239,000)	-100.0%
Capital	-	-	239,000	239,000	-	(239,000)	-100.0%
Total Proj. & Fac. Management	1,281,459	1,606,736	1,949,652	1,932,374	1,505,774	(443,878)	-22.8%



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Building & Neighborhood Services

Tom Marsh, Director

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	2,660,000	2,872,815	3,649,507	3,489,690	3,710,794	61,287	1.7%
Operations	180,548	256,422	332,977	322,326	400,246	67,269	20.2%
Capital	0	0	0	0	0	0	0.0%
Total	2,840,548	3,129,237	3,982,484	3,812,016	4,111,040	128,556	3.2%

Departmental Summary

The Building and Neighborhood Services Department (BNS) 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, and 4) Neighborhood Resources and Housing.

The workload generated by construction activity fluctuates from year to year, but generally remains strong. Multiple large scale developments 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.

Accomplishments

- Successfully hired and onboarded 8 new employees. This represents almost 25% of the Department.
- BNS Staff achieved 38 New International Code Council (ICC) Certifications. New certifications included several employees who went beyond the minimum required certifications for their positions.
- Issued 5,806 permits with a total construction valuation of \$874 million.
- The building inspection group of 10 individuals averaged 395 inspections per week for a total of 20,587 for the year.

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.



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

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

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

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Total gross building/codes enforcement cost/year	\$ 2,909,042	\$ 2,982,913	\$ 3,145,299	\$ 2,840,548	\$ 3,129,237
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Total value of building and development	\$ 910,843,677	\$ 752,067,240	\$ 654,980,000	\$ 556,854,988	\$ 668,844,973
Total revenue	\$ 2,847,991	\$ 2,272,346	\$ 2,238,080	\$ 2,194,379	\$ 2,191,873
Total permits	6,848	6,197	6,283	5,810	5,670
Benchmarking Alliance of Tennessee Average	1541	1595	TBD	TBD	TBD
Total construction plans reviewed	1,319	1,219	1,250	1,424	1,380
Total certificates of occupancy issued	1,122	1,132	1,150	1,659	761
Building inspections performed	25,715	23,798	22,762	23,172	19,847
Building code violations	5,848	5,100	6,682	6,533	3,825
Property Maintenance code inspections	1,267	1,544	1,694	1,865	1,773
Total property maintenance code violations	1,267	1,544	1,694	1,865	1,773
Inoperable auto violations	55	96	111	76	85
Overgrown lot violations	112	112	125	150	103
Dilapidated structure violations	21	24	25	21	15
Property Parcels	25,076	25,076	25,076	29,115	26,704
# of building inspector/certified plan reviewer FTEs	17	17	17	17	17



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

# of permit technician/ administrative/support FTEs	9	9	9	9	9
Total number of building code FTEs	26	26	26	26	26
Building Inspections per FTE (<i>Inspectors FTEs Only</i>)	1,513	1,400	1,338	1,363	1,654

Efficiency Measures

	2018	2019	2020	2021	2022
Revenue per Permit Issued	\$ 415.89	\$ 366.68	\$ 327.86	\$ 378.00	\$ 386.57
Building Code Enforcement cost per permit issued	\$ 378.78	TBD	TBD	TBD	TBD
Total building code enforcement cost per building inspection	\$ 100.87	\$ 71.19	\$ 71.19	\$84.00	\$110.44

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Reduce the number of cases and days it takes to resolve identified property maintenance violations.					
# of cases reported for property maintenance violations	1,267	1,544	1,694	1,865	1,773
Average number of days from complaint to first inspection	1	1	2	2	2
Average number of days to resolve violation	13	8	14	10	21
Cases brought into compliance	1,267	1,524	1,674	1,850	1,751
% of all Property Maintenance Violations Brought into Compliance	100%	99%	99%	99%	99%

*2022 are estimates

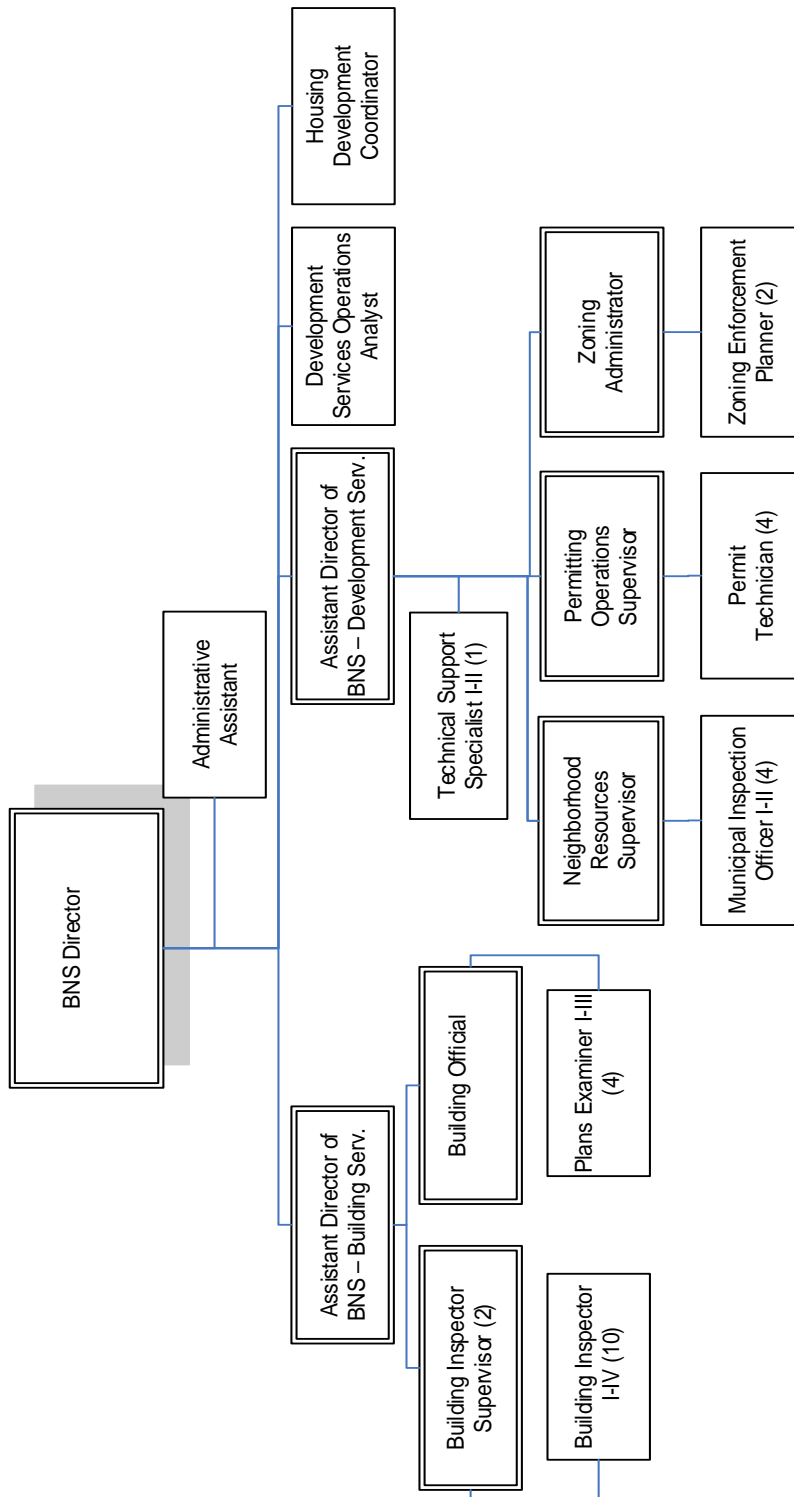
Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Code enforcement (weeds, abandoned buildings, etc.)	73%	27%	74%	26%	73%	27%



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart



White: Positions Authorized and Budgeted for FY 2024
 Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee
FY 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building & Neigh. Svcs. Director	L	1	0	1	0	1	0	1	0	1	0
Assistant Director of BNS	K	2	0	2	0	2	0	2	0	2	0
Building Inspection Supervisor	I	2	0	2	0	2	0	2	0	2	0
Building Official/Plans Review Supervisor	J	1	0	1	0	1	0	1	0	1	0
Building Inspector I - IV	E-H	10	0	9	0	9	0	10	0	10	0
Zoning Administrator	I	1	0	1	0	1	0	1	0	1	0
Plans Examiner I-III	F-H	6	0	5	0	4	0	4	0	4	0
Dev. Serv. Oper. Analyst	G	1	0	1	0	1	0	1	0	1	0
Neighborhood Resources Super.	H	1	0	1	0	1	0	1	0	1	0
Housing Development Coord.	G	1	0	1	0	1	0	1	0	1	0
Permitting Operations Supervisor	H	1	0	1	0	1	0	1	0	1	0
Zoning Enforcement Planner	F-G	0	0	0	0	2	0	2	0	2	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Municipal Inspection Officer I-II	E-F	0	0	0	0	4	0	4	0	4	0
Zoning Enforcement Officer	---	2	0	2	0	0	0	0	0	0	0
Neighborhood Resources Coord.	---	1	0	1	0	0	0	0	0	0	0
Permit Technician	E	4	0	4	0	4	0	4	0	4	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Sub-total Budgeted Positions		36	0	34	0	36	0	37	0	37	0
Authorized, Unbudgeted Positions											
Building Inspector I-IV	E-H	0	0	1	0	1	0	0	0	0	0
Plans Examiner I-II	F-G	0	0	1	0	0	0	0	0	0	0
Sub-total Unbudgeted Positions		0	0	2	0	1	0	0	0	0	0
Total		36	0	36	0	37	0	37	0	37	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	1,810,256	1,996,812	2,585,294	2,500,701	2,579,690	(5,604)	-0.2%
Employee Benefits	849,744	876,003	1,064,213	988,989	1,131,104	66,891	6.3%
Total Personnel	2,660,000	2,872,815	3,649,507	3,489,690	3,710,794	61,287	1.7%
Operations							
Transportation Services	790	880	1,650	1,900	1,400	(250)	-15.2%
Operating Services	2,798	3,806	7,000	2,100	6,600	(400)	-5.7%
Notices, Subscriptions, etc.	11,717	26,613	26,790	23,250	29,500	2,710	10.1%
Utilities	34,222	33,277	39,875	38,625	37,625	(2,250)	-5.6%
Contractual Services	17,391	18,175	43,500	42,500	73,500	30,000	69.0%
Repair & Maintenance Services	8,525	11,633	18,400	12,900	18,400	-	0.0%
Employee programs	2,938	3,113	36,500	21,500	37,000	500	1.4%
Professional Development/Travel	400	11,734	36,000	26,450	36,750	750	2.1%
Office Supplies	6,490	8,304	13,750	10,750	13,750	-	0.0%
Operating Supplies	4,416	8,908	10,450	9,700	11,700	1,250	12.0%
Fuel & Mileage	9,859	13,761	12,500	15,000	12,500	-	0.0%
Machinery & Equipment (<\$25,000)	26,100	60,823	49,500	46,500	48,500	(1,000)	-2.0%
Repair & Maintenance Supplies	17	50	-	-	-	-	0.0%
Property & Liability Costs	28,652	24,594	25,062	45,735	48,021	22,959	91.6%
Financial Fees	26,233	30,750	12,000	25,416	25,000	13,000	108.3%
Total Operations	180,548	256,422	332,977	322,326	400,246	67,269	20.2%
Capital	-	-	-	-	-	-	-
Total BNS Department	2,840,548	3,129,237	3,982,484	3,812,016	4,111,040	128,556	3.2%



City of Franklin, Tennessee

FY 2024 Operating Budget

Planning & Sustainability

Emily Wright, Planning & Sustainability Director

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	1,307,853	1,504,826	1,747,657	1,665,766	1,747,386	-271	0.0%
Operations	159,540	266,179	406,633	326,188	393,770	-12,863	-3.2%
Capital	0	0	0	0	0	0	0.0%
Total	1,467,393	1,771,006	2,154,290	1,991,954	2,141,156	-13,134	-0.6%

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.
- Leadership role in sustainability efforts for the City and the region.
- Implementation of processes in order to provide effective and efficient development review.
- Oversees performance agreements and sureties and coordinates inspections associated with improvements to new developments, including, but not limited to, drainage, landscaping, sidewalks, streets, and water/wastewater.
- Performs landscaping inspections and reviews.
- Seeks Federal and State funding opportunities in order to assist with activities and projects.
- Serves boards and committees related to regional and local transportation, including the MPO Board, the Technical Coordinating Committee to the MPO, and the RTA Board, and the TMA Board.
- Assists the Franklin Special School District, the Williamson County School System, and other cities within Williamson County in analyzing growth patterns.
- Assists the school system in introducing concepts of urban planning, historic preservation, and energy efficiency to students.



City of Franklin, Tennessee

FY 2024 Operating Budget

Planning & Sustainability

Emily Wright, Planning & Sustainability Director

FY 2024 Outlook

For the first time in several years, the Planning & Sustainability Department is fully staffed to handle the ever-growing workload associated with growth and development in Franklin.

The top priority for FY 2024 is completing the Envision Franklin Comprehensive Update and it being recommended by the BOMA and adopted by the FMPC. It is anticipated that half of the project, inclusive of public outreach, be completed in FY 2023, with the remaining half of the project and approval process being completed in FY 2024.

Another outstanding priority for FY 2024 is completing the County Growth Plan update process, resulting in a new Urban Growth Boundary. This project, led by Williamson County, commenced 1-2 years ago, but the formal state-specified adoption process has yet to kick off. This boundary is important to the finalization of the Envision Franklin update as well.

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. In keeping development standards up to date and in keeping with new trends, the Department Review Team would like to conduct a Peer City trip in FY 2024 to compare and learn about changes in standards related to growth management and infill, aging infrastructure, stormwater management, placemaking, and regional transportation planning.

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 Leadership in Energy and Environmental Design (LEED) for Cities designation process in FY 2019, 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.

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.

Once Envision Franklin is updated, staff will begin corresponding updates to the Zoning Ordinance in FY 2025. Additionally, in FY 2025, the Preservation Plan needs to be updated as it dates back to 2001.



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.

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)



Performance Measures

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Net Acreage Changes	0	540	477	666	370
Base Zoning Changes					
Acreage Zoned Due to Annexation	0	540	477	666	370
Acreage Rezoned	303	441	1746	499	386
Development Process Approval Measures					
Development Plans	17	19	12	21	15
Site Plans	68	40	66	134	55
Plats	67	51	63	66	55
Residential Approvals					
Total Units	305	1,978	3,075	3,790	2,498
Cases heard by BOZA	17	21	12	23	27
Residential site plans reviewed	54	43	19	35	23
Preliminary plats reviewed	2	0	0	2	4
Final plats reviewed	79	73	71	62	60
Municipal planner FTEs	8	8	6-7	8	11
Planning and zoning administrative and support FTEs	3	3	3	3	3
Engineering FTEs	4	4	4	N/A	N/A
Total planning and zoning revenues	\$ 168,458	\$ 206,689	\$ 198,258	\$ 198,082	\$ 177,245
Staff hours spent on comprehensive plan in given year	N/A	80	640	750	200
Benchmarking Alliance of Tennessee Average	54	124	TBD	TBD	TBD
Staff hours evaluating zoning ordinance and subdivision regulation in given year	N/A	2,763	500	500	432
Benchmarking Alliance of Tennessee Average	695	635	TBD	TBD	TBD
Staff hours spent completing a long range plan or a special project in given year	N/A	120	200	500	2000
Benchmarking Alliance of Tennessee Average	82	102	TBD	TBD	TBD
Amount of private investment in a historic district and/or downtown core	\$25,932,803	\$6,811,741	\$10,494,774	\$17,765,527	\$21,310,287
Benchmarking Alliance of Tennessee Average	\$ 11,393,047	\$ 5,530,164	TBD	TBD	TBD

Efficiency Measures

	2018	2019	2020	2021	2022
Average number of days for preliminary plat review	35	N/A	N/A	42	52

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey.					
% rating neighborhoods excellent/good?	93.0%	94.0%	94.0%	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



Performance Measures


Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.					
# of LEED Certified buildings in Franklin	27	27	30	30	30
Benchmarking Alliance of Tennessee Average	9	7	TBD	TBD	TBD
Target	22	27	28	29	30
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	4	N/A	N/A	N/A
Target	4	4	N/A	N/A	N/A
Meets Target?	Yes	Yes	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	0	1 Annual	1 Annual	2 Annual	1 Annual
Meets Target?	No	Yes	Yes	Yes	Yes
Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
Franklin Poverty Rate	7.0%	7.0%	6.6%	6.8%	5.1%
State Poverty Rate	15.0%	15.0%	13.9%	14.50%	14.30%
Target	7.5%	7.5%	7.0%	7.3%	7.2%
Meets Target?	Yes	Yes	Yes	Yes	Yes
Increase the assessed valuation per square mile for land in City of Franklin					
Current Assessed Value	\$ 4,883,087,226	\$ 5,048,158,858	\$ 5,254,702,750	\$ 5,458,752,751	\$ 7,146,199,812
Square Miles	42.15	42.15	43	44.23	44.23
Target	\$ 115,850,231	\$ 118,817,529	\$ 122,202,390	\$ 123,417,425.98	\$ 161,569,067
Meets Target?	Yes	Yes	Yes	Yes	Yes



Performance Measures

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
 Franklin will pursue growth and development that embraces its historic context and encourages revenue generation. Increase private investment in Franklin's Historic Area.					
# of Certificates of Appropriateness issued for construction	36	70	92	57	25
Value of investment dollars from COA's	\$ 25,932,803	\$ 6,811,741	\$10,494,774	\$17,765,527	\$21,310,287
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.

Franklin Citizens Survey

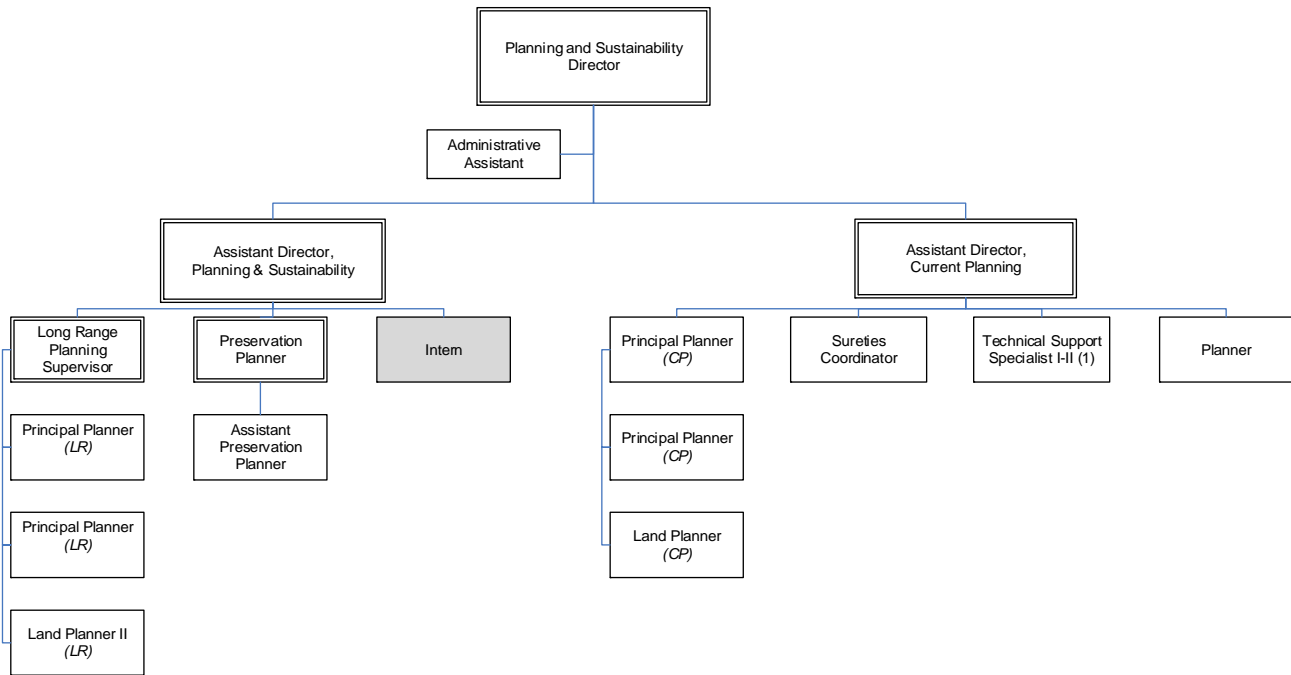
	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the value of Land use, planning and zoning	59%	41%	61%	39%	51%	49%
<input checked="" type="checkbox"/> % rating Your neighborhood as a place to live	93%	7%	94%	6%	93%	7%
<input checked="" type="checkbox"/> % rating Franklin as a place to live	97%	3%	98%	2%	95%	5%
<input checked="" type="checkbox"/> % rating the Quality of the overall natural environment in Franklin as it relates to Franklin as a whole	88%	12%	88%	12%	83%	17%
<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%	80%	20%	75%	25%
<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%	88%	12%
<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%	86%	14%	89%	11%
<input checked="" type="checkbox"/> % rating their level of satisfaction with the City's management of growth	Very Satisfied	29%	29%		26%	
	Somewhat Satisfied	55%	51%		50%	
	Somewhat Dissatisfied	15%	13%		17%	
	Very Dissatisfied	1%	7%		7%	



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



White: Positions Authorized and budgeted in FY 2024

Grey: Positions Authorized but not budgeted in FY 2024

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.

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Director of Planning & Sustainability	L	1	0	1	0	1	0	1	0	1	0
Asst. Director, Planning & Sustainability	K	1	0	1	0	1	0	1	0	1	0
Asst. Director, Current Planning	K	0	0	0	0	0	0	1	0	1	0
Current Planning Supervisor	---	1	0	1	0	1	0	0	0	0	0
Long Range Planning Supervisor	J	1	0	1	0	1	0	1	0	1	0
Principal Planner	H	4	0	3	0	4	0	4	0	4	0
Preservation Planner	H	1	0	1	0	1	0	1	0	1	0
Land Planner II	H	1	0	1	0	1	0	1	0	1	0
Land Planner	G	1	0	1	0	1	0	1	0	1	0
Surety Coordinator	G	1	0	1	0	1	0	1	0	1	0
Assistant Preservation Planner	F	0	0	0	0	0	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Planner	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Intern	INTERN	0	1	0	0	0	0	0	0	0	0
Sub-Total Budgeted Positions		15	1	14	0	15	0	16	0	16	0
Authorized, Unbudgeted Positions											
Principal Planner	H	0	0	1	0	0	0	0	0	0	0
Intern	INTERN	0	0	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		0	0	1	1	0	1	0	1	0	1
Total Authorized Staffing		15	1	15	1	15	1	16	1	16	1



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	946,609	1,107,946	1,289,163	1,233,873	1,275,685	(13,478)	-1.0%
Officials Fees	9,900	9,300	14,000	14,000	14,000	-	0.0%
Employee Benefits	351,344	387,581	444,494	417,892	457,700	13,206	3.0%
Total Personnel	1,307,853	1,504,826	1,747,657	1,665,766	1,747,386	(271)	0.0%
Operations							
Transportation Services	2,077	3,649	4,000	5,000	5,000	1,000	25.0%
Operating Services	1,035	7,024	11,000	18,500	22,500	11,500	104.5%
Notices, Subscriptions, etc.	20,870	20,143	31,250	27,850	32,250	1,000	3.2%
Utilities	8,710	8,921	11,500	11,500	11,000	(500)	-4.3%
Contractual Services	53,838	166,231	237,000	140,000	133,000	(104,000)	-43.9%
Repair & Maintenance Services	1,699	1,733	4,250	4,100	4,250	-	0.0%
Employee programs	630	1,055	6,100	5,200	6,100	-	0.0%
Professional Development/Travel	684	15,265	45,000	44,900	83,500	38,500	85.6%
Office Supplies	6,924	11,069	16,100	17,750	19,600	3,500	21.7%
Operating Supplies	-	2,357	500	800	2,500	2,000	400.0%
Fuel & Mileage	17	1,085	600	350	600	-	0.0%
Machinery & Equipment (<\$25,000)	54,136	9,714	29,000	30,500	52,550	23,550	81.2%
Repair & Maintenance Supplies	623	-	-	-	-	-	0.0%
Operational Units	-	5,000	-	4,000	5,000	5,000	100.0%
Property & Liability Costs	6,872	9,555	10,133	11,738	12,320	2,187	21.6%
Permits	33	-	100	2,000	1,000	900	900.0%
Financial Fees	1,392	2,959	-	2,000	2,500	2,500	100.0%
Other Business Expenses	-	419	100	-	100	-	0.0%
Total Operations	159,540	266,179	406,633	326,188	393,770	(12,863)	-3.2%
Capital						-	0.0%
Total Planning & Sustain.	1,467,393	1,771,006	2,154,290	1,991,954	2,141,156	(13,134)	-0.6%

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 2024 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering							
	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	1,676,643	1,831,581	2,011,104	1,852,208	2,049,953	38,849	1.9%
Operations	-299,591	-181,763	-234,483	-237,582	-278,186	-43,703	18.6%
Capital	0	0	0	0	0	0	0.0%
Total	1,377,052	1,649,818	1,776,621	1,614,626	1,771,767	-4,854	-0.3%

Traffic Operations Center (TOC)

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	Actual	Budget	\$	%
Personnel	319,114	426,682	526,986	374,754	533,721	6,735	1.3%
Operations	227,000	222,793	418,020	363,542	760,270	342,250	81.9%
Capital	1,191,035	193,684	722,500	130,000	1,472,500	750,000	103.8%
Total	1,737,149	843,159	1,667,506	868,296	2,766,491	1,098,985	65.9%

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.

Department Summary (continued)

TRAFFIC OPERATIONS CENTER (TOC)

A primary 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. Much of these systems have been further whittled down to specific corridors, including the adaptive signal corridors. Traffic counts and turning movement counts are typically obtained at all signalized intersections within a three year window. These counts are then used to perform signal system timing optimizations on these various corridors.

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 127 traffic signals and 35 Closed Circuit Television (CCTV) cameras. In past years, the TOC has worked towards providing better traffic flow throughout the City



City of Franklin, Tennessee

FY 2024 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

through various federal congestion mitigation grants. These grants have allowed the TOC to expand communications to traffic signals and have improved signal operations through software and hardware added to the intersections. Though these tools help move traffic more efficiently, this technology has increased TOC traffic operations and maintenance responsibilities.

The TOC will be addressing new challenges as we move into the future, namely what improvements need to be made to move traffic. The Cool Springs Transportation Study and Goose Creek Coordinated Study are just two of the major planning documents that outline transportation improvements that are necessary for our growing city. This includes traffic operational improvements as congestion becomes more prevalent with increased development. Various other Traffic Impact Studies from development also outline further traffic operations needs, such as signal retiming and expansion of the traffic signal system.

Congestion Management:

Traffic Counts and 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. This program was designed to perform “turning movement counts” for each peak hour at each of our signalized intersections every three years.

Department summary (continued)

STORMWATER (Budget contained within Stormwater Fund)

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

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

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

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



Performance Measures

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, and Columbia Ave.

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

Key	
Strategic Plan: Franklin Forward	
Sustainable Franklin	

Workload (Output) Measures

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


Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.	41%	35%	35%	35%	37%
Target	35%	35%	35%	35%	35%
Meets Target?	No	Yes	Yes	Yes	No



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

 Increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)	136	136	136	139	142
Target	75	136	136	136	139
Meets Target?	Yes	Yes	Yes	Yes	Yes

Franklin Citizens Survey

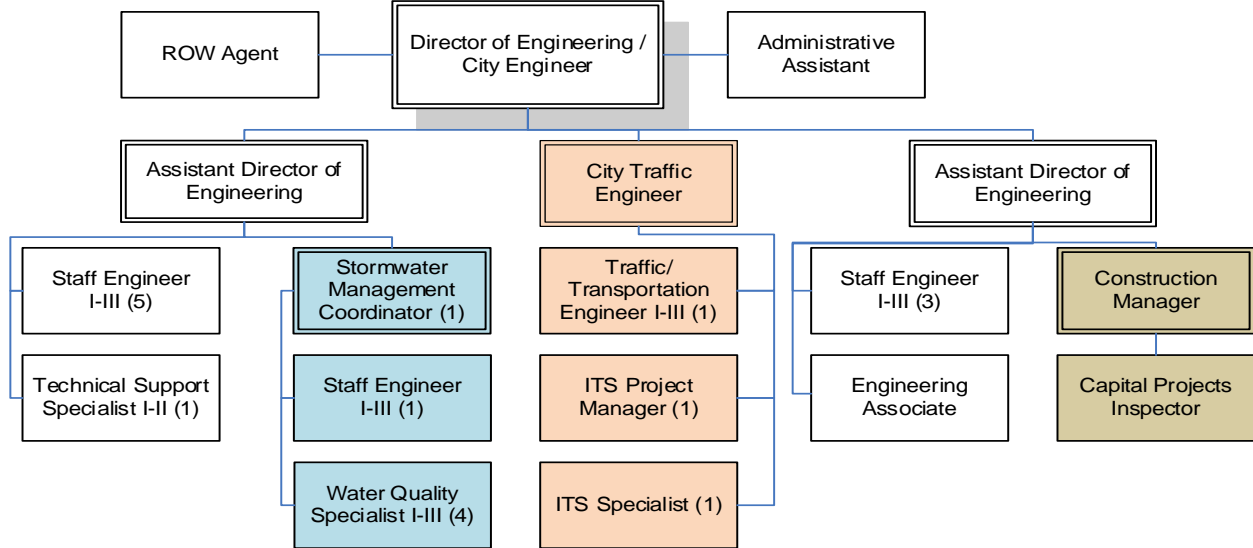
	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating traffic flow on major streets as it relates to Franklin as a whole	26%	74%	37%	63%	38%	62%
<input checked="" type="checkbox"/> % rating ease of public parking as it relates to Franklin as a whole	53%	47%	47%	53%	54%	46%
<input checked="" type="checkbox"/> % rating ease of travel by car in Franklin as it relates to Franklin as a whole	48%	52%	56%	44%	63%	37%
<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%	26%	74%
<input checked="" type="checkbox"/> % rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole	35%	65%	36%	64%	38%	62%
<input checked="" type="checkbox"/> % rating ease of walking in Franklin as it relates to Franklin as a whole	58%	42%	67%	33%	63%	37%
<input checked="" type="checkbox"/> % rating the quality of Traffic signal timing	50%	50%	56%	44%	55%	45%



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



1) Funding Allocation:

White: Positions funded through the Engineering budget are shaded in white.
Peach: Positions funded in TOC Budget are shaded in peach.
Aqua: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget.
Brown: Positions funded out of Capital Project Funds.

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



City of Franklin, Tennessee
FY 2024 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Engineering											
Director of Engineering	N	1	0	1	0	1	0	1	0	1	0
Asst. Dir. Of Engineering	L	2	0	2	0	2	0	2	0	2	0
Staff Engineer I-III	I-K	8	0	8	0	8	0	8	0	8	0
Staff Engineer I	Grade G	0	0	0	0	0	0	0	0	0	0
Right of Way Agent	I	1	0	1	0	1	0	1	0	1	0
Construction Manager	J	0	0	0	0	0	0	1	0	1	0
Capital Projects Inspector	G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Engineering Associate	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Sub-total Budgeted Positions		16	0	16	0	16	0	17	0	17	0

Total Authorized Positions	16	0	16	0	16	0	17	0	17	0
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Position	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Operations Center											
City Traffic Engineer	L	2	0	2	0	2	0	1	0	1	0
Traffic/Transportation Engineer I-III	I-K	0	0	0	0	0	0	1	0	1	0
ITS Project Manager	H	0	0	0	0	1	0	1	0	1	0
Senior ITS Specialist	---	1	0	1	0	0	0	0	0	0	0
ITS Specialist	F	0	0	0	0	1	0	1	0	1	0
TOC Operator	---	1	0	1	0	0	0	0	0	0	0
Sub-total budgeted positions		4	0	4	0	4	0	4	0	4	0

Total Authorized Positions	4	0	4	0	4	0	4	0	4	0
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City of Franklin, Tennessee

FY 2024 Operating Budget

Budget - Engineering

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	1,241,666	1,372,410	1,493,844	1,370,403	1,487,396	(6,448)	-0.4%
Employee Benefits	434,977	459,171	517,260	481,805	562,557	45,297	8.8%
Total Personnel	1,676,643	1,831,581	2,011,104	1,852,208	2,049,953	38,849	1.9%
Operations							
Transportation Services	1,175	430	1,250	1,839	1,300	50	4.0%
Operating Services	383	722	1,628	835	1,744	116	7.1%
Notices, Subscriptions, etc.	3,493	1,807	4,748	3,288	3,655	(1,093)	-23.0%
Utilities	4,920	5,184	6,067	5,902	6,954	887	14.6%
Contractual Services	23,480	66,037	83,463	82,351	78,261	(5,202)	-6.2%
Repair & Maintenance Services	614	805	1,847	1,847	2,389	542	29.3%
Employee programs	397	1,463	3,055	1,150	7,850	4,795	157.0%
Professional Development/Travel	910	8,023	10,000	10,000	13,378	3,378	33.8%
Office Supplies	1,829	5,746	3,299	4,683	4,750	1,451	44.0%
Operating Supplies	232	1,076	4,485	5,047	5,311	826	18.4%
Fuel & Mileage	2,006	3,926	3,165	3,165	3,292	127	4.0%
Machinery & Equipment (<\$25,000)	6,323	38,175	39,637	36,939	7,804	(31,833)	-80.3%
Repair & Maintenance Supplies	-	234	422	422	439	17	4.0%
Property & Liability Costs	7,404	8,809	9,223	11,722	12,309	3,086	33.5%
Permits	1,457	3,752	4,936	4,936	4,674	(262)	-5.3%
Financial Fees	-	-	264	264	275	11	4.2%
Interfund Reimbursement	(354,214)	(327,952)	(411,972)	(411,972)	(432,571)	(20,599)	5.0%
Total Operations	(299,591)	(181,763)	(234,483)	(237,582)	(278,186)	(43,703)	18.6%
Capital							
Total Engineering	1,377,052	1,649,818	1,776,621	1,614,626	1,771,767	(4,854)	-0.3%



City of Franklin, Tennessee

FY 2024 Operating Budget

Traffic Operations Center

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	222,403	297,973	379,568	262,246	396,946	17,378	4.6%
Employee Benefits	96,711	128,709	147,418	112,509	136,774	(10,644)	-7.2%
Total Personnel	319,114	426,682	526,986	374,754	533,721	6,735	1.3%
Operations							
Transportation Services	167	488	250	250	400	150	60.0%
Operating Services	-	-	528	528	1,195	667	126.3%
Notices, Subscriptions, etc.	5,318	(31)	5,693	6,638	7,120	1,427	25.1%
Utilities	3,949	3,806	4,489	4,889	4,541	52	1.2%
Contractual Services	134,235	107,503	223,850	223,850	503,000	279,150	124.7%
Repair & Maintenance Services	1,724	424	5,422	6,000	6,200	778	14.3%
Employee programs	-	150	1,373	1,256	200	(1,173)	-85.4%
Professional Development/Travel	1,325	8,099	15,000	15,000	9,650	(5,350)	-35.7%
Office Supplies	368	1,260	1,053	1,353	1,600	547	51.9%
Operating Supplies	120	2,455	4,222	4,194	4,328	106	2.5%
Fuel & Mileage	1,239	1,126	1,055	1,055	1,097	42	4.0%
Machinery & Equipment (<\$25,000)	64,479	62,368	56,250	56,787	117,762	61,512	109.4%
Repair & Maintenance Supplies	1,745	12,398	84,760	24,760	85,151	391	0.5%
Property & Liability Costs	12,261	13,291	13,955	16,833	17,675	3,720	26.7%
Permits	70	9,457	50	80	280	230	460.0%
Other Business Expenses	-	-	69	69	71	2	2.9%
Total Operations	227,000	222,793	418,020	363,542	760,270	342,250	81.9%
Infrastructure	91,318	51,734	247,500	130,000	1,247,500	1,000,000	404.0%
Machinery & Equipment (>\$25,000)	1,099,717	141,950	475,000	-	225,000	(250,000)	-52.6%
Capital	1,191,035	193,684	722,500	130,000	1,472,500	750,000	103.8%
Total TOC	1,737,149	843,159	1,667,506	868,296	2,766,491	1,098,985	65.9%



City of Franklin, Tennessee
FY 2024 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Expenditures	71,261	88,855	92,209	92,209	96,819	4,610	5.0%
Economic Development	71,261	88,855	92,209	92,209	96,819	4,610	5.0%

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 \$33,075, for the Williamson, Inc. Economic Development division (supporting the strategic plan in areas of career growth, outreach, and workforce development) in the amount of \$33,075, and to the Greater Nashville Regional Council in the amount of \$30,669.

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

Related Theme: 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).

Related Theme: Sustainable Growth & Economic Prosperity



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

Opportunities for increasing tourism experiences.

Goal: To increase tourist visits to Franklin.

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

Opportunities for revenue enhancements through tourism and sales revenues.

Goal: To increase the revenue generated from Hotel/Motel taxes.

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

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

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

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

Baseline: [Review Conference Center data for appropriate metrics]

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

Encourage job growth and retention within the city.

Goal: To increase the number of jobs in the city over the previous year.

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

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

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

Encourage expansion and retention of business opportunities in the City of Franklin.

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

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

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

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

Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProsper.com)



City of Franklin, Tennessee

FY 2024 Operating Budget

Performance Measures

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

Outcome (Effectiveness) Measures

		2018	2019	2020	2021	2022
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
	Remain below the national Cost of Living Index of 100.					
	Current Rating		TBD	TBD	TBD	TBD
	Target		< 100	< 100	< 100	< 100
	Meets Target?		TBD	TBD	TBD	TBD
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.						
	Opportunities for increasing tourism experiences.					
	Increase tourist visits to Franklin.					
	Overall Tourist visits to Williamson County	1,720,000	1,810,000	1,230,000	1,730,000	TBD
	Target	1,510,000	1,720,000	1,810,000	1,230,000	1,730,000
	Meets Target?	Yes	Yes	No	Yes	TBD
	Opportunities for revenue enhancements through tourism and sales revenues.					
	Increase the revenue generated from Hotel/Motel taxes.					
	Target (more than previous year)	\$ 4,097,695	\$ 4,103,235	\$ 3,138,814	\$ 2,709,351	\$ 4,065,607
	Target	\$ 3,721,055	\$ 4,097,695	\$ 4,103,235	\$ 3,138,814	\$ 2,709,351
	Meets Target?	Yes	Yes	No	No	Yes
	Increase local sales tax revenue growth rate compared to state sales tax growth rate.					
	Franklin Collections (in \$ millions)	\$34.151	\$36.17	\$35.45	\$41.99	\$55.20
	Franklin Collection Increase	4.5%	5.9%	-2.1%	18.3%	31.4%
	State Collections (in \$ billions)	\$8.939	\$9.410	\$9.660	\$11.020	\$12.893
	State Collection Increase	4.5%	5.3%	2.7%	14.1%	17.0%
	Meets Target?	Yes	Yes	No	Yes	Yes
	Increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center					
	Baseline: Net Operating (loss) income from Audited Financials of the Cool Springs Conference Center.					
	Annual Net Income for Conference Center	\$378,397	\$527,710	(\$124,540)	(\$1,105,134)	\$ 445,008
	Target	(\$115,916)	\$378,397	\$ 527,710	(\$124,540)	\$ (1,105,134)
	Meets Target?	Yes	Yes	No	No	Yes
Franklin will expand and retain business and job opportunities within the community as well as the county.						
	Encourage job growth and retention within the city.					
	Increase the number of jobs in the city over the previous year.					
		44,360	47,307	41,070	46,631	49,999
	Target	41,490	44,360	47,307	41,070	46,631
	Meets Target?	Yes	Yes	No	Yes	Yes
	Decrease the unemployment rate within the city over the previous year below the county and state levels.					
	Franklin's Unemployment Rate	2.7%	2.8%	6.5%	3.4%	2.5%
	Williamson County Unemployment Rate	2.8%	3.2%	6.4%	3.4%	2.6%
	Tennessee's Unemployment Rate	3.5%	3.5%	9.5%	5.6%	4.0%
	Target (Franklin's U/I for preceding year)	1.9%	2.7%	2.8%	6.5%	3.4%
	Meets Target(s)?	Yes/No	Yes/No	Yes/No	Yes	Yes
	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



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

	Maintain retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.					
	Franklin Retail & Commercial Vacancy Rate	11.50%	Data to be collected			
	Nashville MSA Retail & Commercial Vacancy Rates	9.80%				
	Target	2.94%				
	Meets Target?	No	TBD	TBD	TBD	TBD

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
<input checked="" type="checkbox"/>	% rating the quality of Economic Development services	82%	18%	84%	16%	76%	24%
<input checked="" type="checkbox"/>	% rating Employment opportunities as it relates to Franklin as a whole.	75%	25%	83%	17%	79%	21%
<input checked="" type="checkbox"/>	% rating Shopping opportunities as it relates to Franklin as a whole.	92%	8%	93%	7%	90%	10%
<input checked="" type="checkbox"/>	% rating Cost of living in Franklin as it relates to Franklin as a whole.	41%	59%	39%	61%	30%	70%
<input checked="" type="checkbox"/>	% rating the Overall quality of businesses and service establishments in Franklin as it relates to	88%	12%	92%	8%	91%	9%
<input checked="" type="checkbox"/>	% rating a Vibrant downtown/commercial areas it relates to Franklin as a whole.	88%	12%	93%	7%	91%	9%

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 2024 Operating Budget

Budget

Budget Summary	Actual	Actual	Budget	EOY	Budget	Difference	
	2021	2022	2023	2023	2024	\$	%
Economic Development / Chamber Support	19,500	30,000	31,500	31,500	33,075	1,575	5.0%
Greater Nashville Regional Council	24,761	28,855	29,209	29,209	30,669	1,460	5.0%
Williamson Chamber - Business Retention / Development	27,000	30,000	31,500	31,500	33,075	1,575	5.0%
Total Expenditures	71,261	88,855	92,209	92,209	96,819	4,610	5.0%
Total	71,261	88,855	92,209	92,209	96,819	4,610	5.0%

Notes & Objectives

A Program Enhancement Request is reflected in this budget for both the general Economic Development and Business Retention & Development support efforts of the Williamson County Chamber of Commerce.



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Community Development Block Grant Fund

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	113,066	114,745	118,476	118,476	120,976		
Revenues	332,086	311,036	697,000	699,500	380,000	-317,000	-45.48%
Expenditures	330,407	307,305	697,000	697,000	375,000	-322,000	-46.20%
Ending Balance	114,745	118,476	118,476	120,976	125,976		

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 \$2,300,000, 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 \$213,789. 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, and 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. A portion of this award has been used to assist with new job training programs in areas affected by the pandemic to revitalize the affected labor force and business sectors or to help workers re-train for expanding sectors. The City has until December 31, 2024 to fully disperse these funds. Approximately \$8,800 remains of the CDBG-CV funds



City of Franklin, Tennessee

FY 2024 Operating Budget

Community Development Block Grant Fund

Fund Goals

Acting within the HUD guidelines, the City prepares a Consolidated Plan that serves as the guiding document for how the City will expend its annual Community Development Block Grant (CDBG) funds. This plan was submitted and approved by HUD for years 2020-2025. From that plan, the City prepares an Annual Action Plan that outlines the City's goals for the coming year and reflects our projections for the next year's spending which is linked to the approved Consolidated Plan.

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 Aldermen.

The City anticipates receiving approximately \$375,000 for the 2023-2024 program year. The City will continue to identify needs and determine the best way to leverage the funds to assist with meeting goals and priorities that support our partners and non-profits to assist 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	113,066	114,745	118,477	118,477	120,977		
Revenues							
DEPT OF HOUSING AND URBAN DEV(FEDERAL)	321,813	307,306	375,000	375,000	375,000	-	0.0%
FEDERAL GRANTS (COVID-19)*	8,594	-	322,000	322,000	-	(322,000)	-100.0%
INTEREST INCOME	1,679	3,730	-	2,500	5,000	5,000	#DIV/0!
Total Available Funds	332,086	311,036	697,000	699,500	380,000	(317,000)	-45.5%
Expenses (Operations)							
LEGAL NOTICES	-	389	1,000	1,000	1,000	-	0.0%
CONSULTANT SERVICES	-	2,669	14,000	14,000	14,000	-	0.0%
OTHER CONTRACTUAL SERVICES	64,736	45,932	160,000	160,000	160,000	-	0.0%
BUILDING REPAIR & MAINTENANCE SERVICES	-	18,025	200,000	200,000	200,000	-	0.0%
GRANT PROGRAMS*	265,671	240,290	322,000	322,000	-	(322,000)	-100.0%
Total Expenditures	330,407	307,305	697,000	697,000	375,000	(322,000)	-46.2%
Ending Fund Balance	114,745	118,477	118,477	120,977	125,977		



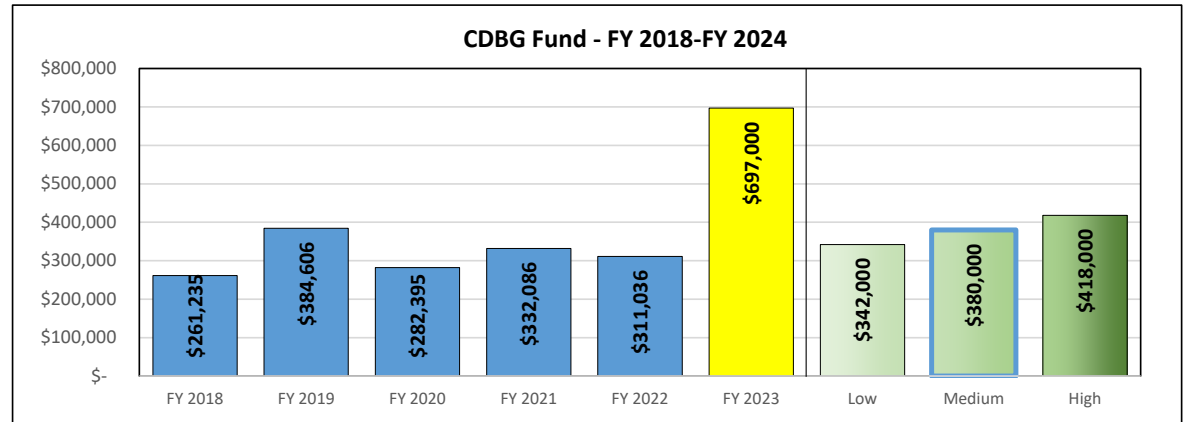
City of Franklin

Revenue Model

Fund:	Community Development Block Grant Fund	Percent of All Revenues	0.2%
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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 severely increased due to direct federal aid through the CDBG program for COVID-19 relief efforts. This projection assumes a base of \$325,000. This will be refined later in the budget process.



	Actual					Budget	Forecast (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	12.9%	47.2%	-26.6%	17.6%	-6.3%	124%	-50.9%	-45.5%	-40.0%	
CDBG GRANT (FEDERAL)	257,808	373,845	269,780	330,407	307,306	375,000	337,500	375,000	412,500	3-yr Average
COVID-19 Relief				0	0	322,000	-	-	-	\$ 308,506
INTEREST INCOME	3,427	10,761	12,615	1,679	3,730	0	4,500	5,000	5,500	0.3%
Totals	\$ 261,235	\$ 384,606	\$ 282,395	\$ 332,086	\$ 311,036	\$ 697,000	\$ 342,000	\$ 380,000	\$ 418,000	5-Yr Average
										\$ 314,271
										-0.2%

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2024 Operating Budget

Transit

Debbie Henry, Executive Director

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Balance	\$ 817,912	\$ 807,254	\$ 807,253	\$ 807,253	\$ 1,787,017		
Revenues	\$ 2,888,155	\$ 2,781,701	\$ 4,426,245	\$ 4,452,399	\$ 4,374,919	\$ (51,326)	-1.16%
Expenditures	\$ 2,898,813	\$ 2,781,702	\$ 4,426,245	\$ 3,472,635	\$ 4,391,067	\$ (35,179)	-0.79%
Ending Balance	\$ 807,254	\$ 807,253	\$ 807,253	\$ 1,787,017	\$ 1,770,869		

Department Mission:

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

Department Objectives:

- Planning, operations and management of the small system public transit system.
- Operating six days a week, service is comprised of fixed routes 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:

The TMA Group is excited to report that through the first eight months of this fiscal year the Franklin Transit fixed route passenger count is up 18% over this time last year. A more significant milestone is that Franklin Transit passenger count for the first eight months exceeded pre-covid passenger trips, representing a real system recovery trend. TMA group, in partnership with their marketing firm, Brand Wise, launched a creative social media campaign designed to increase ridership. The campaign used geofence technology to reach customers within walking distance of transit fixed routes. Ads were developed to visualize what was available to them in the City of Franklin through the use of Transit. Activities such as shopping, going to school or work, medical appointments, or just a day to get out were highlighted in the digital ads. Giving people a reason to ride is sometimes necessary, and we believe the campaign has done well.

Work on placing new transit shelters on Carothers Blvd. has continued, and we are waiting on final approval to begin construction on three new shelters.

The micro transit for Cool Springs funding is being programmed, and we will begin the first phase of installation of this service in upcoming months.



City of Franklin, Tennessee

FY 2024 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

Related Theme: Quality Life Experiences



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

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

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

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

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

Outcome Measures

	2018	2019	2020	2021	2022
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Added Transit hubs, Park& Ride sites	136	-	-	3	3
Total	136	136	136	139	142
<i>Increase from Prior year?</i>	0.00%	0.00%	0.00%	3.00%	3.00%
Meeting Goal?	Yes	Yes	Yes	Yes	Yes
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
Franklin Transit Fixed Route	46,037	53,127	45,000	26,000	53,500
Transit On Demand (TODD)	28,280	27,187	21,000	14,100	21,000
Microtransit Cool Springs					
Total	74,317	80,314	66,000	40,100	74,500
<i>Increase from Prior year?</i>	No	Yes	-17.82%	-39.24%	44.00%
Meeting Goal?	No	Yes	No	No	Yes

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

Statistics:

- 74,500 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



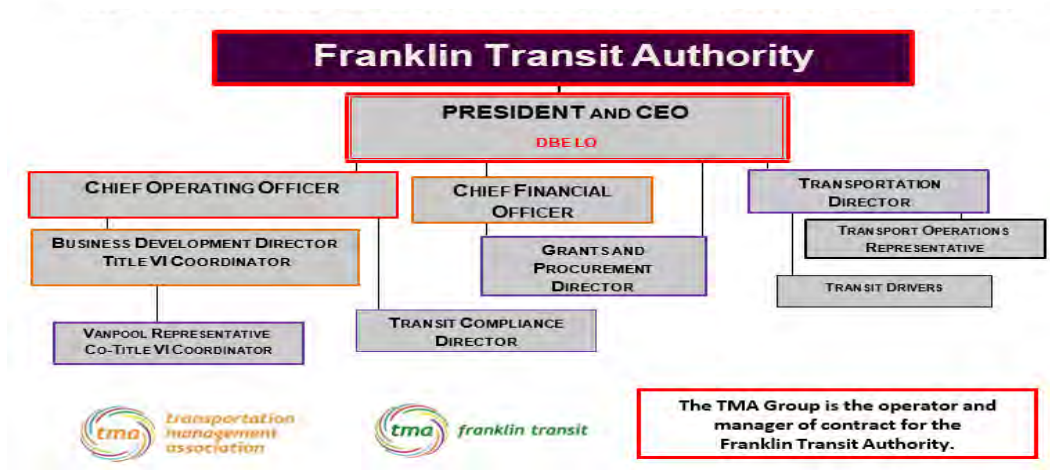
City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures (con't)

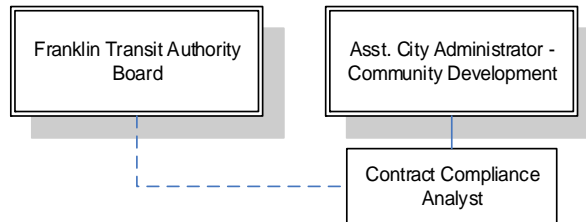
Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of bus or transit service	42%	58%	54%	46%	40%	60%

Organizational Chart - Franklin Transit Authority



Organizational Chart - City of Franklin



Staffing by Position

Budget Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Contract Compliance Analyst	Grade H	0	0	0	0	0	0	1	0	1	0
Total Authorized Positions		0	0	0	0	0	0	1	0	1	0



City of Franklin, Tennessee FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Opening Balance	817,912	807,254	807,253	807,253	1,787,017		
Revenues							
DEPT OF TRANSPORTATION (FEDERAL)	1,750,103	1,942,980	3,101,881	3,101,881	2,699,464	(402,417)	-13.0%
TDOT (STATE)	315,608	310,290	376,300	376,300	746,281	369,981	98.3%
TRANSIT FARES	33,080	68,173	123,000	109,850	148,000	25,000	20.3%
INTEREST INCOME	3,123	5,646	-	39,304	-	-	0.0%
RENTAL INCOME	8,900	9,700	9,700	9,700	9,700	-	0.0%
TRANSFER FROM GENERAL FUND*	777,341	444,912	815,364	815,364	771,473	(43,891)	-5.4%
Total Available Funds	2,888,155	2,781,701	4,426,245	4,452,399	4,374,919	(51,326)	-1.2%
Expenses (Operations)							
REGULAR PAY			-	3,993	15,000	15,000	100.0%
FICA (EMPLOYERS SHARE)			-	306	1,148	1,148	100.0%
VEHICLE LICENSES & TITLES	-	-	200	-	-	(200)	-100.0%
TRANSIT OPERATIONS	2,452,198	2,548,770	3,606,045	3,298,568	3,604,919	(1,126)	0.0%
IMPROVEMENTS	-	-	200,000	-	200,000	-	0.0%
TRANSIT PLANNING	240,986	232,932	250,000	169,768	100,000	(150,000)	-60.0%
VEHICLES (>\$25,000)	205,629	-	370,000	-	440,000	70,000	18.9%
MACHINERY & EQUIPMENT (>\$25,000)					30,000	30,000	100.0%
Total Expenditures	2,898,813	2,781,702	4,426,245	3,472,635	4,391,067	(35,179)	-0.8%
Ending Balance	807,254	807,253	807,253	1,787,017	1,770,869		

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; and
- Planning Expenses: 80% federal, 10% state, and 10% local.



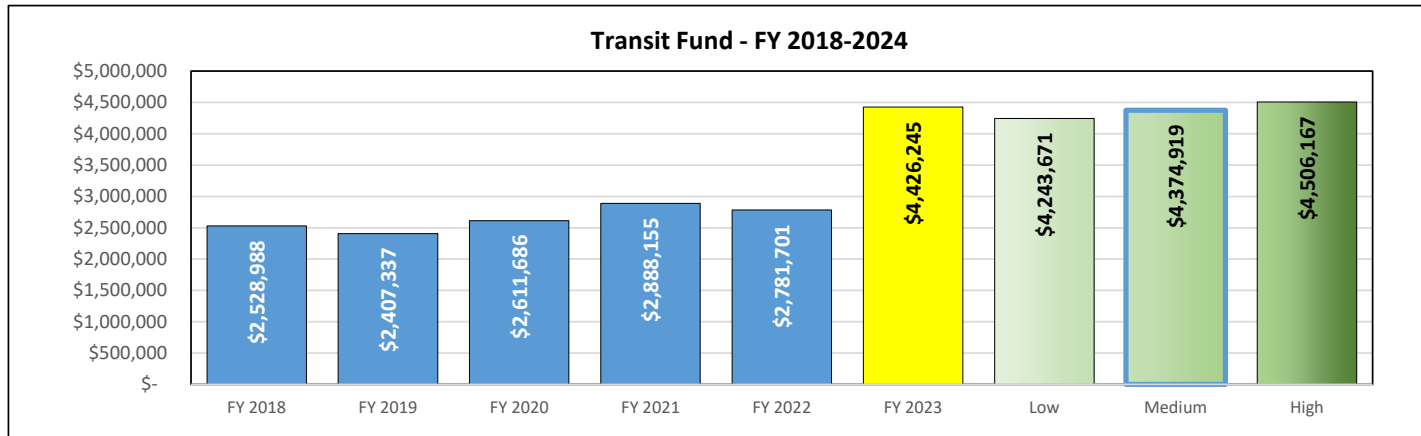
City of Franklin

Revenue Model

Fund:	Transit Fund	Percent of All Revenues	2.1%
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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 for FY 2024 is for the Transit Fund to be about the same as it was in FY 2023. This will be revised once the Franklin Transit Authority submits their budget request for FY 2024.



	Actual					Budget	Forecast (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	18.4%	-4.8%	8.5%	10.6%	-3.7%	59%	-4.1%	-1.2%	1.8%	
TRANSIT OPERATIONS GRANT (FEDERAL)	983,103	1,163,055	1,788,185	1,750,103	1,942,980	3,101,881	2,618,480	2,699,464	2,780,448	3-yr Average
TRANSIT CAPITAL GRANT (FED/STATE)	272,005	326,527	344,134	315,608	310,289	376,300	723,893	746,281	768,669	\$ 2,760,514
TRANSIT FARES	112,418	84,945	63,427	33,080	68,173	123,000	143,560	148,000	152,440	0.3%
INTEREST INCOME	7,465	27,227	33,788	3,122	5,646	0	-	-	-	5-Yr Average
RENTAL INCOME	9,600	9,700	10,500	8,900	9,700	9,700	9,409	9,700	9,991	\$ 2,643,574
SALE OF SURPLUS ASSETS	0	0	0	0	0	0	-	-	-	1.0%
TRANSFER FROM GENERAL FUND	1,144,399	795,884	371,653	777,341	444,912	815,364	748,329	771,473	794,617	
Totals	\$ 2,528,988	\$ 2,407,337	\$ 2,611,686	\$ 2,888,155	\$ 2,781,701	\$ 4,426,245	\$ 4,243,671	\$ 4,374,919	\$ 4,506,167	

Source: City of Franklin, Annual Comprehensive Financial Reports - 2009-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Streets - Maintenance

Steve Grubb, Director

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	2,779,205	3,136,832	3,841,004	3,766,166	3,866,176	25,172	0.7%
Operations	1,194,335	1,299,351	1,523,768	1,511,792	1,538,269	14,501	1.0%
Capital	176,986	95,423	569,940	569,940	0	-569,940	-100.0%
Total	4,150,526	4,531,605	5,934,712	5,847,898	5,404,445	-530,267	-8.9%

Departmental Summary

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

The 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 compost material from the landfill, thereby decreasing tipping fees.

Infrared Patch Truck

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



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

All themes applicable; none specified.

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Paved lane miles for which the jurisdiction is responsible	337	337	343	346	358
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Total Miles of Sidewalks Maintained	348	348	350	352	352
Catch Basins/Storm Drains	6,392	6,392	6,550	6,550	6,550
Stormwater Channels Maintained (Linear ft.)	183,091	183,091	183,091	183,091	183,091
Gravity Mains Maintained	12,384	12,384	12,384	12,384	12,384
Crosswalks Painted	3,450	5,390	4,000	2,200	4,688
Centerlines Painted	40,600	86,680	50,000	60,000	72,942
Number of Streets Repaired	38	67	70	141	150
Number of Potholes Repaired	364	138	250	250	235
Number of Citizen Concerns Received	983	1,142	950	637	587
Major Weather Events					
Amount of Salt Used (ton)	265	100	125	750	650
Amount of Brine Used (gallon)	18,000	6,000	750	1,800	17,000
Service Costs for maintaining/paving roads	\$ 2,663,695	\$ 3,330,000	\$ 3,500,000	\$ 3,094,749	\$ 3,027,580
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Cost to repair sidewalks	\$ 442,532	\$ 470,000	\$ 495,000	\$ 525,000	\$ 383,277
Cost of Curb & Gutter	\$ 13,988	\$ 15,600	\$ 15,600	\$ 16,100	\$ 182,758
Leaf Vacuum Season (cubic yds)	10,615	13,000	14,000	15,000	15,280

Efficiency Measures

	2018	2019	2020	2021	2022
Avg. Cost to Repair Streets (Sq. Yd.)	\$ 87.00	\$ 87.00	\$ 87.00	\$ 78.00	\$ 14.00
Avg. Cost to Repair Sidewalks (Sq. Ft.)	\$ 9.75	\$ 9.75	\$ 10.00	\$ 10.00	\$ 21.00
Avg. Cost to Repair Catch Basins/Gutters	\$ 45.00	\$ 45.00	\$ 45.00	\$ 45.00	\$ 67.50



Performance Measures

Outcome (Effectiveness) Measures

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

Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Street repair	62%	38%	57%	43%	60%	40%
<input checked="" type="checkbox"/> % rating the quality of Street cleaning	81%	19%	78%	22%	80%	20%
<input checked="" type="checkbox"/> % rating the quality of Street lighting	74%	26%	75%	25%	73%	27%
<input checked="" type="checkbox"/> % rating the quality of Snow removal	57%	43%	71%	29%	57%	43%
<input checked="" type="checkbox"/> % rating the quality of Sidewalk maintenance	71%	29%	77%	23%	71%	29%

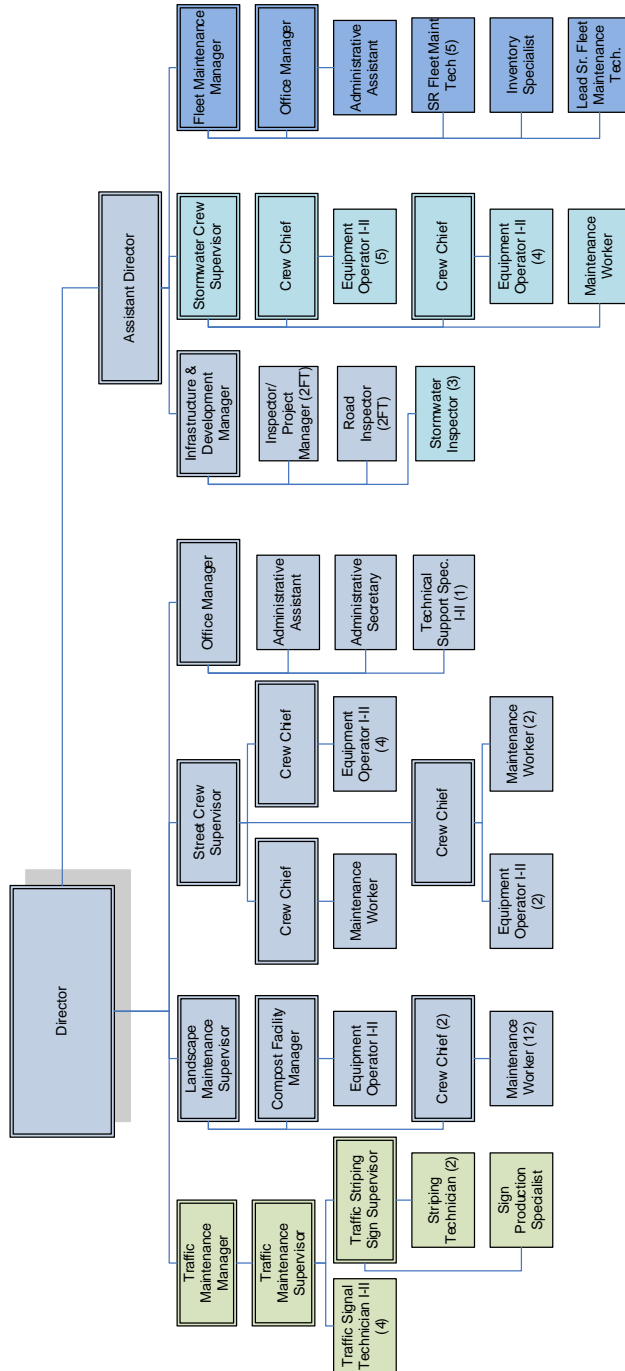


City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart

The organization chart below shows the entire Streets Department.



Light Blue: Streets - Maintenance Authorized and Budgeted Personnel in FY 2024

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



City of Franklin, Tennessee
FY 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Director of Street	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant Director	Grade K	1	0	0	0	1	0	1	0	1	0
Infrastructure & Development Manager	Grade I	0	0	0	0	0	0	0	0	1	0
Inspector/Project Manager	Grade H	0	0	0	0	0	0	0	0	2	0
Senior Road Inspector	Grade H	1	0	1	0	1	0	1	0	0	0
Landscape Maint. Super.	Grade H	1	0	1	0	1	0	1	0	1	0
Road Inspector	Grade G	4	0	4	0	4	0	4	0	2	0
Office Manager	Grade G	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 F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist I-II	Grades F-G	1	0	1	0	1	0	1	0	1	0
Crew Chief	Grade G	5	0	5	0	5	0	5	0	5	0
Infrared System Technician	Grade E	0	0	0	0	0	0	0	0	0	0
Landscape Maint. Crew Chief	Grade E	0	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade E	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	0	0	0	0	0	0	0	0	0	0
Administrative Secretary	Grade D	1	0	1	0	1	0	1	0	1	0
Maintenance Worker	Grade D	14	0	14	0	15	0	15	0	15	0
Crew Worker	Grade B	0	0	0	0	0	0	0	0	0	0
Sub-Total Budgeted Positions		40	0	39	0	41	0	41	0	41	0

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

Total Authorized Positions		40	0	40	0	41	0	41	0	41	0
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City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	1,881,229	2,077,141	2,617,869	2,667,901	2,509,887	(107,982)	-4.1%
Employee Benefits	897,976	1,059,691	1,223,135	1,098,265	1,356,288	133,153	10.9%
Total Personnel	2,779,205	3,136,832	3,841,004	3,766,166	3,866,176	25,172	0.7%
Operations							
Transportation Services	189	10	450	100	100	(350)	-77.8%
Operating Services	833	1,867	4,010	2,110	2,550	(1,460)	-36.4%
Notices, Subscriptions, etc.	3,876	6,122	4,615	3,950	4,275	(340)	-7.4%
Utilities	633,035	679,529	698,695	699,350	701,285	2,590	0.4%
Contractual Services	9,682	15,978	22,300	22,200	21,225	(1,075)	-4.8%
Repair & Maintenance Services	73,961	87,060	114,370	126,770	126,270	11,900	10.4%
Employee programs	2,791	6,800	16,500	16,500	14,000	(2,500)	-15.2%
Professional Development/Travel	120	3,597	9,500	7,200	10,580	1,080	11.4%
Office Supplies	2,894	11,516	6,125	6,400	9,725	3,600	58.8%
Operating Supplies	48,662	40,602	44,880	46,100	44,530	(350)	-0.8%
Fuel & Mileage	48,678	92,435	89,850	89,850	94,000	4,150	4.6%
Machinery & Equipment (<\$25,000)	37,276	89,674	204,410	124,410	119,300	(85,110)	-41.6%
Repair & Maintenance Supplies	216,868	173,080	206,910	229,960	229,350	22,440	10.8%
Operational Units	-	-	-	-	-	-	0.0%
Property & Liability Costs	106,161	63,472	90,653	126,667	134,329	43,676	48.2%
Rentals	9,311	15,217	6,550	6,550	23,000	16,450	251.1%
Permits	-	-	3,950	3,675	3,750	(200)	-5.1%
Financial Fees		12,390					
Total Operations	1,194,335	1,299,351	1,523,768	1,511,792	1,538,269	14,501	1.0%
Capital	176,986	95,423	569,940	569,940	-	(569,940)	-100.0%
Total Streets - Maintenance	4,150,526	4,531,605	5,934,712	5,847,898	5,404,445	(530,267)	-8.9%



City of Franklin, Tennessee

FY 2024 Operating Budget

Streets - Traffic Division

Steve Grubb, Director

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	927,719	952,888	1,087,191	1,058,125	1,088,090	899	0.1%
Operations	479,476	536,766	665,265	607,211	692,162	26,897	4.0%
Capital	0	0	40,000	40,000	152,000	112,000	100.0%
Total	1,407,194	1,489,654	1,792,456	1,705,335	1,932,252	139,796	7.8%

Department Summary

The Streets Department - Traffic Division currently maintains 125 signalized intersections within the City of Franklin, with electronic pedestrian crosswalks at a majority of these intersections.

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 a 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.

FY 2024 Outlook

We continue to install LED lighting in areas of city maintenance that previously used High Pressure Sodium or Metal Halide incandescent lighting. 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. Additionally, we have acquired 48 more High Mast LED's from TDOT at the Goose Creek interchange to maintain.

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 database system. As a major resurfacing project takes place, the Traffic division will be upgrading all signage and vehicle detection systems along the route. The upgrade to Wavetronix vehicle detection will be a key process in relieving maintenance costs 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

All themes applicable; none specified.

Workload (Output) Measures

	2018	2019	2020	2021	2022
Street Signs Created	1,467	1,400	1,400	1,632	1,498
Street Signs Replaced	1,467	1,400	1,400	849	461
Type of Sign Created					
Stop Signs	93	81	95	99	75
Speed Limit Signs	80	58	80	52	47
Street Name Signs	83	54	83	94	107
Parking Signs	112	145	100	22	35
Yield Signs	14	22	15	47	9
Warning Signs	119	112	125	64	144
Road Construction	36	14	40	8	23
All Way Stop Placards	26	25	25	17	21
Signs for Other Depts	616	784	600	783	1027
Downtown Banners	139	139	150	101	97

Efficiency Measures

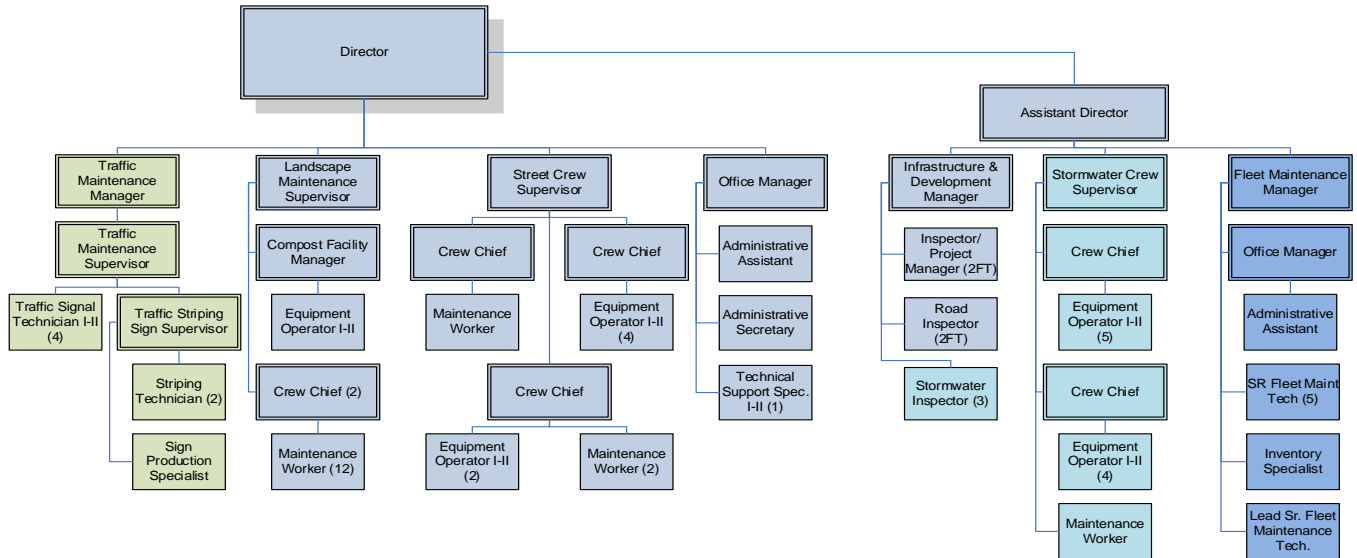
Cost/Sign Created					
Stop Signs	\$ 43	\$ 43	\$ 43	\$ 46	\$ 28
Speed Limit Signs	\$ 27	\$ 27	\$ 27	\$ 29	\$ 25
Street Name Signs	\$ 22	\$ 22	\$ 22	\$ 17	\$ 14
Parking Signs	\$ 10	\$ 10	\$ 10	\$ 13	\$ 17
Yield Signs	\$ 41	\$ 41	\$ 41	\$ 37	\$ 26
Warning Signs	\$ 29	\$ 29	\$ 29	\$ 31	\$ 29
Road Construction	\$ 35	\$ 35	\$ 35	\$ 36	\$ 25
Signs for Other Depts	\$ 23	\$ 23	\$ 23	\$ 17	\$ 12
Downtown Banners	\$ 18	\$ 18	\$ 18	\$ 21	\$ 32



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



Green: Streets - Traffic Personnel Budgeted in FY 2024.

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

Staffing by Position

Position	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maint. Manager	Grade J	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 Strip./Sign. Prod. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician I-II	Grades E-F	4	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 E	2	0	2	0	2	0	2	0	2	0
Asst. Striping Technician	---	0	0	0	0	0	0	0	0	0	0
Totals		10	0	10	0	10	0	10	0	10	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	605,568	664,971	725,834	727,122	700,273	(25,561)	-3.5%
Employee Benefits	322,151	287,917	361,357	331,003	387,818	26,461	7.3%
Total Personnel	927,719	952,888	1,087,191	1,058,125	1,088,090	899	0.1%
Operations							
Transportation Services	252	1,127	1,595	1,370	1,595	-	0.0%
Operating Services	141	-	675	-	525	(150)	-22.2%
Notices, Subscriptions, etc.	-	1,580	1,350	1,050	1,150	(200)	-14.8%
Utilities	79,388	81,925	103,400	76,894	88,700	(14,700)	-14.2%
Contractual Services	7,793	8,221	-	-	-	-	0.0%
Repair & Maintenance Services	40,966	42,433	61,950	64,020	98,950	37,000	59.7%
Employee programs	-	510	5,200	4,000	5,200	-	0.0%
Professional Development/Travel	960	2,830	19,700	10,200	19,700	-	0.0%
Office Supplies	2,322	1,660	3,400	3,400	3,400	-	0.0%
Operating Supplies	8,905	10,502	16,250	16,250	16,550	300	1.8%
Fuel & Mileage	8,857	17,941	16,700	16,700	17,535	835	5.0%
Machinery & Equipment (<\$25,000)	44,465	61,424	80,498	54,500	82,500	2,002	2.5%
Repair & Maintenance Supplies	224,016	226,242	266,548	266,548	267,850	1,302	0.5%
Property & Liability Costs	61,410	80,371	87,399	91,828	87,757	358	0.4%
Rentals	-	-	600	300	600	-	0.0%
Permits	-	-	-	150	150	150	0.0%
Total Operations	479,476	536,766	665,265	607,211	692,162	26,897	4.0%
Capital	-	-	40,000	40,000	152,000	112,000	100.0%
Total Streets - Traffic	1,407,194	1,489,654	1,792,456	1,705,335	1,932,252	139,796	7.8%



City of Franklin, Tennessee
FY 2024 Operating Budget

Streets - Fleet Maintenance

Steve Grubb, Director

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	750,108	871,442	999,365	1,007,158	1,057,401	58,036	5.8%
Operations	-9,056	-23,422	133,137	-39,691	227,428	94,291	70.8%
Capital	0	0	200,000	200,000	0	-200,000	0.0%
Total	741,052	848,020	1,332,502	1,167,467	1,284,829	-47,673	-3.6%

Departmental Summary

The Streets Department - Fleet Maintenance Division consists of ten full-time employees. This division provides mechanical services and road service calls for the 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 have become more complex requiring additional service during Preventive Maintenance (PM). The continual stop and go, and little to no interstate driving provides more needed shop time and service. City vehicles experience more wear and tear than a normally driven vehicle. 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 the customer and our data needs for Fleet and Staff. This will provide a better data source for informed decision making in regards to 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.

The division continues to improve work flow and processes, providing excellent service for all City of Franklin vehicles and equipment.

History of expenditures for service and repairs of City of Franklin's fleet, life-cycle analysis, vehicle improvements, equipment turnover and residual value are kept accurately.



Performance Measures

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

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



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

Related Theme: A Safe Clean and Livable City

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

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

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

Key:
Benchmarking Alliance of Tennessee
Strategic Plan: FranklinForward

Workload (Output) Measures

	2018	2019	2020	2021	2022
Percent Outsourced	13%	6.61%	6.33%	7.30%	6.81%
Percent of Service Calls	9%	7.80%	6.64%	7.80%	6.81%
Total Number of Repairs	2,710	2,991	2,951	2,696	3,784
Fleet Size					
Cars/Passenger Vehicles/SUV's	198	216	220	237	235
Light Trucks	162	147	151	152	109
Heavy Trucks	104	98	107	109	145
Cost of Repairs Performed by Fleet Maintenance					
Administration	\$ 600	\$ 374	\$ 477	\$ 823	\$ 515
City Hall Maintenance	\$ 600	\$ 677	\$ 430	\$ 413	\$ 4,016
Building & Neighborhood Services	\$ 6,500	\$ 7,971	\$ 10,256	\$ 5,611	\$ 8,781
Engineering	\$ 800	\$ 7,259	\$ 750	\$ 4,809	\$ 1,596
Fire	\$ 375,000	\$ 185,389	\$ 152,627	\$ 196,982	\$ 230,548
Human Resources	\$ 1,000	\$ 2,798	\$ 4,230	\$ 1,460	\$ 2,727
IT	\$ 9,000	\$ 1,511	\$ 1,601	\$ 2,603	\$ 1,435
Parks	\$ 25,000	\$ 18,499	\$ 19,139	\$ 27,457	\$ 42,922
Planning	\$ 870	\$ 197	\$ -	\$ 55	\$ 24
Police	\$ 245,000	\$ 118,306	\$ 106,001	\$ 109,723	\$ 128,509
Sanitation & Environmental Services	\$ 355,000	\$ 316,198	\$ 305,544	\$ 360,704	\$ 656,699
Street Department	\$ 125,000	\$ 122,712	\$ 125,948	\$ 113,785	\$ 229,724
Water	\$ 71,500	\$ 83,528	\$ 86,071	\$ 91,460	\$ 110,730
Total	\$ 1,215,870	\$ 865,419	\$ 813,074	\$ 915,885	\$ 1,418,226
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

Efficiency Measures

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

Outcome (Effectiveness) Measures

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

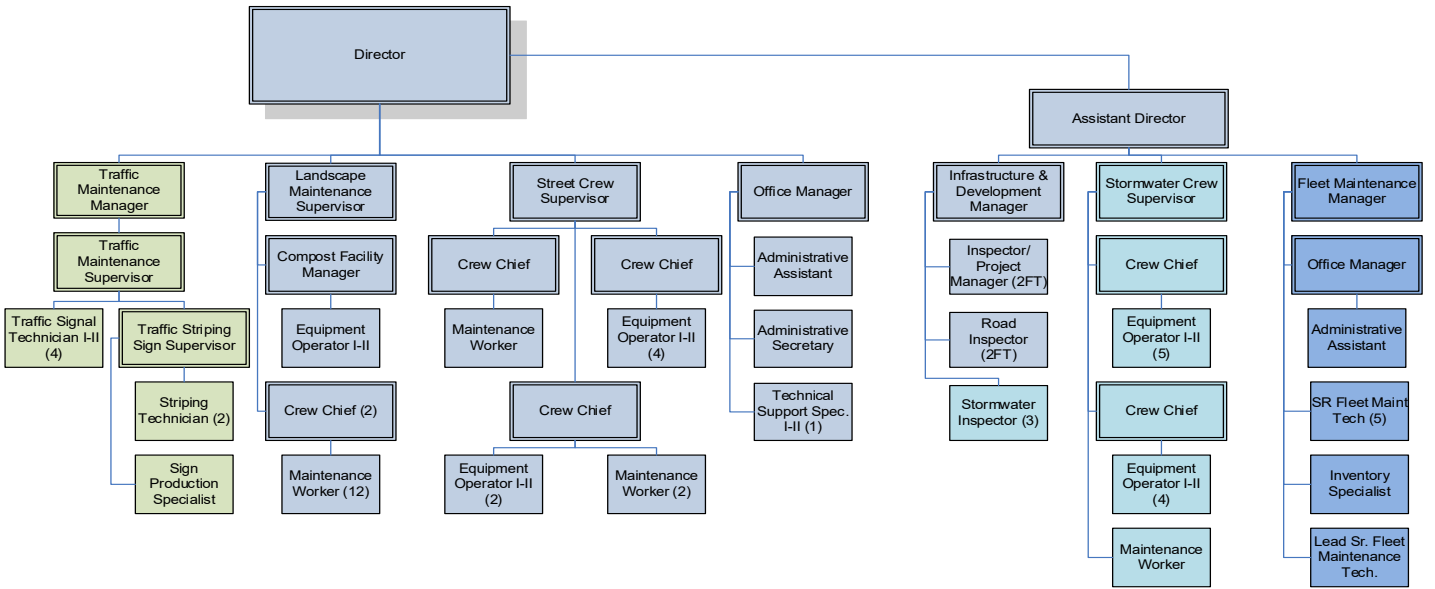
^Measure under review.



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



Dark Blue: Streets - Fleet Maintenance Personnel budgeted in FY 2024

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

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Lead Sr. Maintenance Tech	Grade H	1	0	1	0	1	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade G	5	0	5	0	5	0	5	0	5	0
Office Manager	Grade G	1	0	0	0	1	0	1	0	1	0
Administrative Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Inventory Specialist	Grade F	1	0	1	0	1	0	1	0	1	0
Sub-Total Budgeted Positions		10	0	9	0	10	0	10	0	10	0

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

Total Authorized Positions		10	0	10	0	10	0	10	0	10	0
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City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	537,032	609,454	716,909	711,568	737,345	20,436	2.9%
Employee Benefits	213,076	261,988	282,456	295,590	320,055	37,599	13.3%
Total Personnel	750,108	871,442	999,365	1,007,158	1,057,401	135,716	15.6%
Operations					-		
Transportation Services	7,259	9,549	7,775	7,775	7,775	-	0.0%
Operating Services	4,576	4,472	6,850	6,850	6,850	-	0.0%
Notices, Subscriptions, etc.	693	967	1,300	1,300	1,300	-	0.0%
Utilities	11,360	16,292	15,145	15,145	15,145	-	0.0%
Contractual Services	-	-	11,000	11,000	11,000	-	0.0%
Repair & Maintenance Services	351,797	443,579	295,500	334,564	380,738	85,238	28.8%
Employee programs	226	652	6,100	6,100	6,100	-	0.0%
Professional Development/Travel	-	1,258	9,700	9,700	9,700	-	0.0%
Office Supplies	4,650	5,259	5,270	5,470	5,470	200	3.8%
Operating Supplies	12,630	15,938	19,300	19,300	19,300	-	0.0%
Fuel & Mileage	2,875	6,029	8,000	16,342	8,000	-	0.0%
Machinery & Equipment (<\$25,000)	14,736	15,720	32,500	32,500	32,500	-	0.0%
Repair & Maintenance Supplies	(426,841)	(552,506)	(296,400)	(516,834)	(287,548)	8,852	-3.0%
Property & Liability Costs	6,637	9,369	10,572	10,572	10,573	1	0.0%
Rentals	345	-	525	525	525	-	0.0%
Total Operations	(9,056)	(23,422)	133,137	(39,691)	227,428	94,291	70.8%
Capital	-	-	200,000	200,000	-	(200,000)	-100.0%
Total Streets - Fleet	741,052	848,020	1,332,502	1,167,467	1,284,829	(47,673)	-3.6%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Capital Vehicle Fund

Budget Summary

	2020 Actual	2022 Budget	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Beginning Fund Balance	-	-	3,250,000	3,250,000	4,239,198		
Revenues	-	3,250,000	2,906,667	2,906,667	312,810	-2,593,857	-89.2%
Expenditures	-	-	2,781,708	1,917,469	3,203,489	421,781	15.2%
Ending Balance	0	3,250,000	3,374,959	4,239,198	1,348,519	-2,026,440	-60.0%

Fund Summary

The Capital Vehicle Fund was 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 was provided through FY 2022 transfers which "pre-seeded" the fund. The City will use that strategy again in FY 2023, transferring \$1,500,000 for FY 2024 needs. A smaller amount of transfer (\$312,810) is proposed for FY 2024.



City of Franklin, Tennessee **FY 2024 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 2024 Operating Budget

Budget

	Actual 2021	Budget 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Beginning Fund Balance	-	-	3,250,000	3,250,000	4,239,198		
Revenues							
Transfer From General Fund	-	3,250,000	2,906,667	2,906,667	312,810	(2,593,857)	-89.2%
Total Available Funds	-	3,250,000	2,906,667	2,906,667	312,810	(2,593,857)	-89.2%
Expenses (Operations)							
Vehicles	-	-	2,781,708	1,917,469	3,203,489	421,781	15.2%
Total Expenditures	-	-	2,781,708	1,917,469	3,203,489	421,781	15.2%
Ending Fund Balance	-	3,250,000	3,374,959	4,239,198	1,348,519	(2,026,440)	-60.0%

Notes & Objectives

FY 2024 appropriations request is as follows:

FY24 Proposed: forty-three (43) vehicles totaling \$1,858,000

FY24 Proposed: eleven (11) Police units totaling \$481,250

Total \$2,208,000

Fleet Management is still awaiting the receipt of various vehicles for FY 2023. It is expected that these vehicles will be expensed in FY 2024 for a total of \$864,239, which is reflected in the FY 2024 expenses.



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Stormwater

Steve Grubb, Streets Director

Paul Holzen, City Engineer

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v 2024	
			Budget	EOY		\$	%
Beginning Balance	2,695,401	2,951,003	2,914,022	2,914,022	2,648,764		
Revenues	2,736,221	2,700,672	2,812,451	2,816,750	2,813,758	1,307	0.0%
Personnel	1,688,289	1,915,288	2,240,513	2,031,333	2,321,386	80,873	3.6%
Operations	720,085	822,365	1,074,179	1,050,674	1,103,093	28,914	2.7%
Capital	72,245	0	145,052	0	145,052	0	0.0%
Total	2,480,619	2,737,653	3,459,744	3,082,007	3,569,532	109,788	3.2%
Ending Balance	2,951,003	2,914,022	2,266,729	2,648,764	1,892,990	-373,738	-16.5%

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v 2024	
			Budget	EOY		\$	%
Streets	1,865,866	2,060,299	2,632,157	2,258,388	2,734,785	102,628	3.9%
Engineering	614,753	677,354	827,587	823,618	834,746	7,159	0.9%
Transfers	-	-	-	-	-	-	0.0%
Total	2,480,619	2,737,653	3,459,744	3,082,006	3,569,531	109,787	3.2%

Department Summary

The Stormwater Fund has two divisions contained within it - Streets and Engineering. It consists of 22 employees: 1 coordinator, 1 staff engineer, 4 water quality specialists, 3 inspectors, 1 supervisor, 2 crew chiefs, 1 stormwater supervisor, 9 equipment operators and 1 maintenance worker.

Streets

The Streets Department - Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing drainage systems. Work activities are performed daily. We spend on average \$85,000 annually performing routine maintenance throughout local neighborhoods.

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

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



City of Franklin, Tennessee

FY 2024 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 administered through TDEC. A condition of this permit coverage is that six minimum control measures are met by the end of the permit cycle. The City is required annually to submit an “annual report,” which is essentially a report to document the progress the City is making towards meeting its current permit requirements. Current minimum control measures are:

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

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

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

Performance Measurements

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

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



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

Stormwater supports all four themes of the Strategic Plan.

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



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measurements

Workload (Output) Measures

	2018	2019	2020	2021	2022
Number of public communication /education / outreach events completed	43	13	10	19	19
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of public involvement and participation events completed	6	8	5	2	9
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Average number of active construction sites per month	N/A	159	165	177	165
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Average number of active constructions site inspections completed monthly	N/A	159	165	177	165
Percentage of active construction sites inspected monthly.	100%	100%	100%	100%	100%
Percentage of permanent stormwater management facilities inspected.	0%	2%	5%	10%	9%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of visual stream assessments completed		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%
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

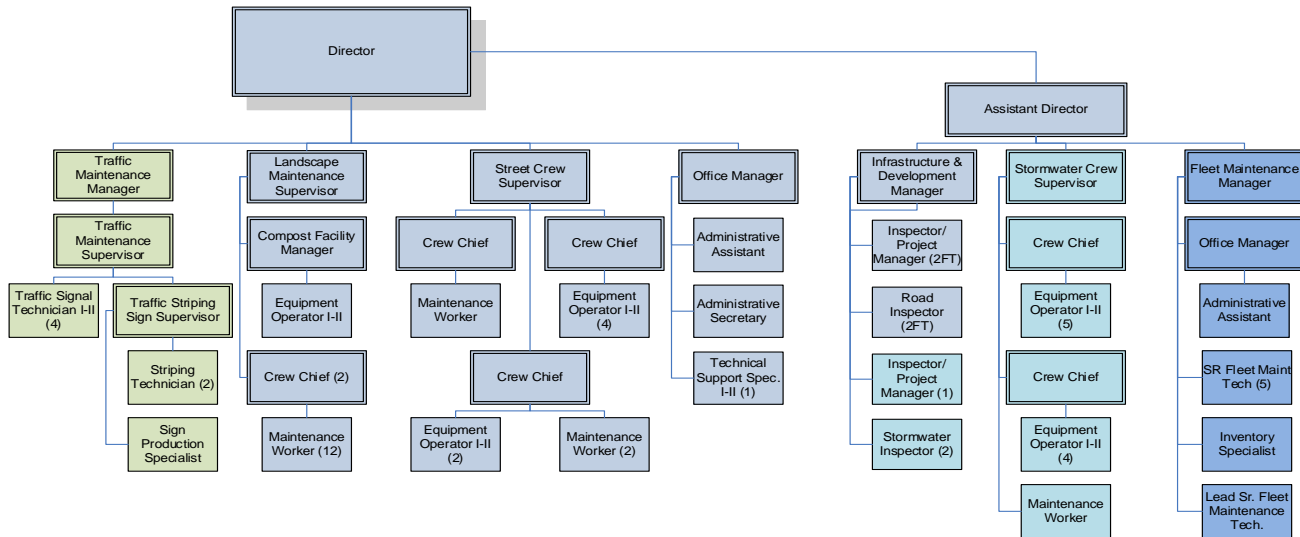
	2016 Citizens Survey		2019 Citizens Survey		2016 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Stormwater management	80%	20%	78%	22%	79%	21%



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart - Stormwater-Streets

Streets Department



Aqua: Streets - Stormwater Budgeted Personnel in FY 2024

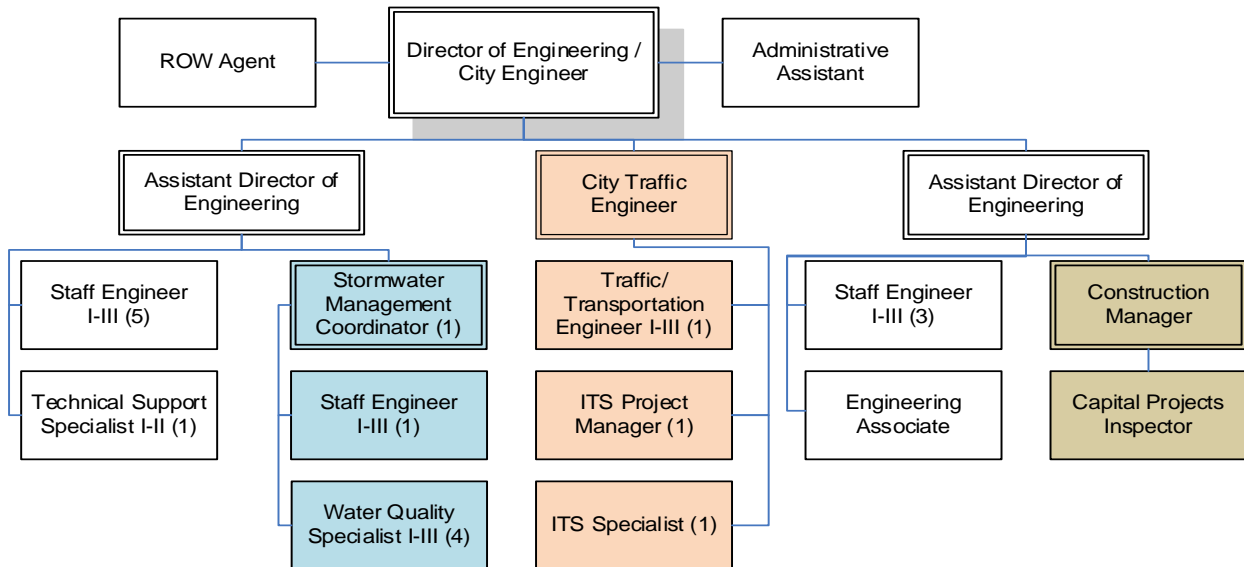
Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee
FY 2024 Operating Budget

Organizational Chart - Stormwater-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 2024 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Stormwater - Engineering											
Stormwater Man. Coordinator	I	1	0	1	0	1	0	1	0	1	0
Staff Engineer I-III	I-K	0	0	0	0	1	0	1	0	1	0
Water Quality Specialist I-III	F-H	5	0	5	0	4	0	4	0	4	0
Stormwater - Streets											
Stormwater Crew Supervisor	H	1	0	1	0	1	0	1	0	1	0
Inspector/Project Manager	H	0	0	0	0	0	0	0	0	1	0
Stormwater Inspector	G	3	0	3	0	3	0	3	0	2	0
Crew Chief	G	2	0	2	0	2	0	2	0	2	0
Equipment Operator I-II	D-E	9	0	9	0	9	0	9	0	9	0
Maintenance Worker	D	1	0	1	0	1	0	1	0	1	0
Totals		22	0	22	0	22	0	22	0	22	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	1,141,157	1,224,619	1,523,895	1,417,171	1,603,938	80,043	5.3%
Employee Benefits	547,132	690,669	716,618	614,163	717,449	831	0.1%
Total Personnel	1,688,289	1,915,288	2,240,513	2,031,333	2,321,386	80,873	3.6%
Operations							
Transportation Services	1,765	1,696	828	1,537	1,523	695	83.9%
Operating Services	(535)	185	1,816	1,416	2,763	947	52.1%
Notices, Subscriptions, etc.	20,955	31,175	35,886	35,971	35,904	18	0.1%
Utilities	23,887	31,272	37,553	31,053	36,785	(768)	-2.0%
Contractual Services	72,784	9,035	74,910	74,910	72,120	(2,790)	-3.7%
Repair & Maintenance Services	107,136	135,340	156,928	164,928	166,549	9,621	6.1%
Employee programs	4,561	1,863	7,219	6,000	7,250	31	0.4%
Professional Development/Travel	380	4,291	19,680	7,880	13,516	(6,164)	-31.3%
Office Supplies	1,154	4,223	2,959	2,678	3,950	991	33.5%
Operating Supplies	13,424	15,809	16,108	17,028	17,636	1,528	9.5%
Fuel & Mileage	38,685	88,198	57,704	57,822	88,195	30,491	52.8%
Machinery & Equipment (<\$25,000)	20,537	41,074	83,578	81,948	49,913	(33,665)	-40.3%
Repair & Maintenance Supplies	49,615	73,625	141,328	139,478	140,549	(779)	-0.6%
Operational Units	328,639	335,799	378,204	378,204	397,114	18,910	5.0%
Property & Liability Costs	32,053	26,494	44,656	35,597	54,494	9,838	22.0%
Rentals	960	18,603	7,500	7,500	7,500	-	0.0%
Permits	4,085	3,686	4,697	4,097	4,711	14	0.3%
Financial Fees	-	-	2,627	2,627	2,620	(7)	-0.3%
Total Operations	720,085	822,365	1,074,179	1,050,674	1,103,093	28,914	2.7%
Capital	72,245	-	145,052	-	145,052	-	0.0%
Total Stormwater Fund	2,480,619	2,737,653	3,459,744	3,082,007	3,569,532	109,788	3.2%



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget - Stormwater - Streets

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Personnel							
Salaries & Wages	768,964	811,065	1,028,827	921,261	1,086,357	57,530	5.6%
Employee Benefits	420,820	502,195	550,880	451,390	537,101	(13,779)	-2.5%
Total Personnel	1,189,784	1,313,259	1,579,707	1,372,650	1,623,457	43,750	2.8%
Operations							
Transportation Services	181	-	300	115	100	(200)	-66.7%
Operating Services	62	106	1,025	625	1,025	-	0.0%
Notices, Subscriptions, etc.	680	1,260	1,290	1,375	755	(535)	-41.5%
Utilities	18,754	26,088	31,750	25,250	31,725	(25)	-0.1%
Contractual Services	15,175	1,704	19,160	19,160	19,000	(160)	-0.8%
Repair & Maintenance Services	104,095	132,894	155,400	163,400	163,500	8,100	5.2%
Employee programs	628	1,605	4,350	3,200	4,350	-	0.0%
Professional Development/Travel	-	939	11,680	6,380	5,350	(6,330)	-54.2%
Office Supplies	1,065	1,434	2,025	1,250	1,650	(375)	-18.5%
Operating Supplies	11,908	13,234	12,600	12,600	12,600	-	0.0%
Fuel & Mileage	36,465	84,737	54,750	54,750	85,000	30,250	55.3%
Machinery & Equipment (<\$25,000)	15,058	34,404	44,775	41,775	46,250	1,475	3.3%
Repair & Maintenance Supplies	49,106	73,420	140,800	138,950	140,000	(800)	-0.6%
Operational Units	328,639	335,799	378,204	378,204	397,114	18,910	5.0%
Property & Liability Costs	21,061	20,816	38,691	28,704	47,257	8,566	22.1%
Rentals	960	18,603	7,500	7,500	7,500	-	0.0%
Permits	-	-	600	-	600	-	0.0%
Financial Fees	-	-	2,500	2,500	2,500	-	0.0%
Total Operations	603,837	747,040	907,398	885,738	966,276	58,878	6.5%
Capital	72,245	-	145,052	-	145,052	-	0.0%
Total Stormwater - Streets	1,865,866	2,060,299	2,632,157	2,258,388	2,734,785	102,628	3.9%



City of Franklin, Tennessee
FY 2024 Operating Budget

Budget - Stormwater - Engineering

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	372,193	413,554	495,068	495,909	517,581	22,513	4.5%
Employee Benefits	126,312	188,473	165,738	162,773	180,348	14,610	8.8%
Total Personnel	498,505	602,027	660,806	658,682	697,929	37,123	5.6%
Operations							
Transportation Services	1,584	1,696	528	1,422	1,423	895	169.5%
Operating Services	(597)	79	791	791	1,738	947	119.7%
Notices, Subscriptions, etc.	20,275	29,915	34,596	34,596	35,149	553	1.6%
Utilities	5,133	5,184	5,803	5,803	5,060	(743)	-12.8%
Contractual Services	57,609	7,331	55,750	55,750	53,120	(2,630)	-4.7%
Repair & Maintenance Services	3,041	2,447	1,528	1,528	3,049	1,521	99.5%
Employee programs	3,933	258	2,869	2,800	2,900	31	1.1%
Professional Development/Travel	380	3,352	8,000	1,500	8,166	166	2.1%
Office Supplies	89	2,789	934	1,428	2,300	1,366	146.3%
Operating Supplies	1,516	2,575	3,508	4,428	5,036	1,528	43.6%
Fuel & Mileage	2,220	3,461	2,954	3,072	3,195	241	8.2%
Machinery & Equipment (<\$25,000)	5,479	6,670	38,803	40,173	3,663	(35,140)	-90.6%
Property & Liability Costs	10,992	5,678	5,965	6,893	7,238	1,273	21.3%
Repair & Maintenance Supplies	509	205	528	528	549	21	4.0%
Permits	4,085	3,686	4,097	4,097	4,111	14	0.3%
Financial Fees	-	-	127	127	120	(7)	-5.5%
Total Operations	116,248	75,326	166,781	164,936	136,817	(29,964)	-18.0%
Capital	-	-	-	-	-	-	0.0%
Total Stormwater-Engineering	614,753	677,354	827,587	823,618	834,746	7,159	0.9%



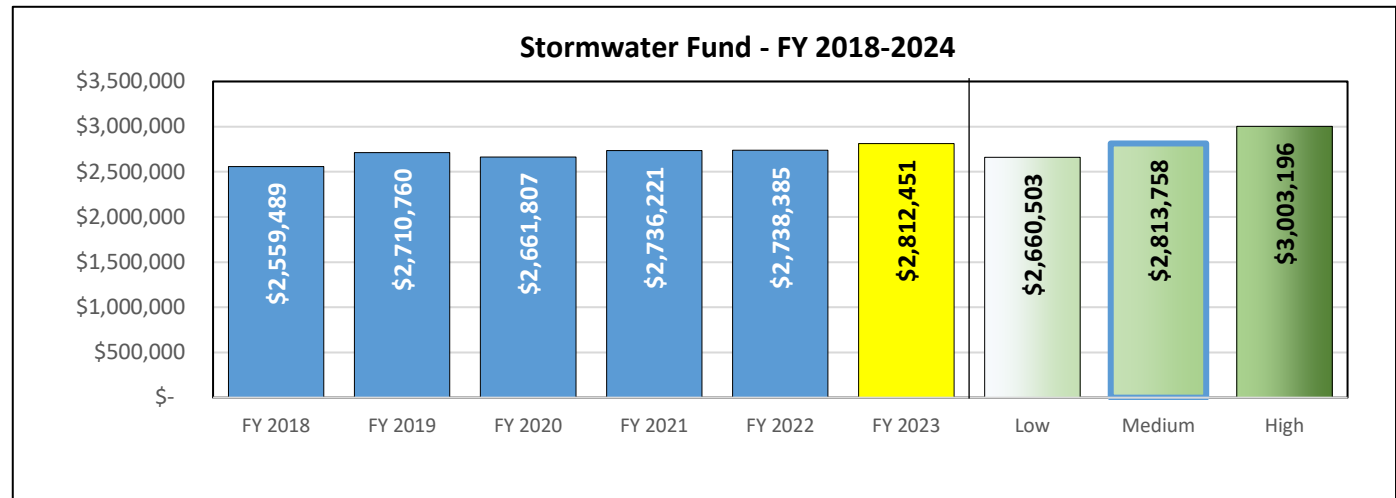
City of Franklin

Revenue Model

Fund:	Stormwater Fund	Percent of All Revenues	1.4%
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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 2024.



	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	-1.2%	5.9%	-1.8%	2.8%	0.1%	3%	-5.4%	0.0%	6.8%	
PLANS REVIEW FEE	15,000	25,900	22,300	33,200	17,400	36,250	34,438	36,250	38,063	3-yr Average
DRAINAGE INSPECTIONS	50,176	103,484	75,887	105,495	72,846	60,000	57,000	60,000	90,000	\$ 2,712,138
STORMWATER PERMIT FEE	8,913	4,200	4,850	53,075	7,250	42,000	39,900	42,000	44,100	0.3%
FEMA/TEMA GRANTS (FED/STATE)	-	-	-	1,307	-	-	1,242	1,307	1,372	5-Yr Average
STORMWATER FEES- RESIDENTIAL	2,379,597	2,403,616	2,414,161	2,424,175	2,560,384	2,554,462	2,426,739	2,554,462	2,682,185	\$ 2,681,333
STORMWATER APPEALS BOARD				5,750	0	0	-			0.4%
STORMWATER FINES	43,486	19,404	18,088	14,930	29,817	15,000	14,184	15,000	25,000	10-Yr Average
STORMWATER LATE PAY PENALTIES	23,279	21,721	15,596	22,067	27,879	21,000	19,950	21,000	22,050	\$ 2,594,174
STORMWATER QUALIFIED PROGRAM		12,000	21,750	34,200	15,075	0				0.6%
INTEREST INCOME	39,038	120,436	89,204	8,282	7,734	50,000	35,000	50,000	65,000	15-Yr Average
SALE OF SURPLUS ASSETS	0	-	(29)	33,739	-	33,739	-	-	-	\$ 2,674,460
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	-	0.2%
Totals	\$2,559,489	\$2,710,760	\$2,661,807	\$2,736,221	\$2,738,385	\$2,812,451	\$2,660,503	\$2,813,758	\$3,003,196	

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2022* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

Street Aid Fund

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	601,819	771,402	2,870,168	2,870,168	4,553,622		
Revenues	3,767,280	5,359,923	5,031,661	5,194,078	4,614,204	-417,457	-8.3%
Expenditures	3,597,697	3,261,157	5,252,400	3,510,624	6,601,742	1,349,342	25.7%
Ending Balance	771,402	2,870,168	2,649,429	4,553,622	2,566,084	-83,345	-3.1%

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



City of Franklin, Tennessee
FY 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	601,819	771,402	2,870,168	2,870,168	4,553,622		
Revenues							
TOTAL LOCAL TAXES	809,178	1,059,197	1,094,550	1,094,550	1,116,441	21,891	2.0%
GASOLINE TAX (STATE)	2,706,895	3,035,483	2,850,690	2,965,607	2,995,263	144,573	5.1%
INTEREST INCOME	1,207	15,243	2,500	50,000	2,500	-	0.0%
TRANSFER FROM GENERAL FUND	250,000	1,250,000	1,083,921	1,083,921	500,000	(583,921)	-53.9%
Total Available Funds	3,767,280	5,359,923	5,031,661	5,194,078	4,614,204	(417,457)	-8.3%
Expenses (Operations)							
OPERATING SERVICES	-	-	-	-	-	-	-
PAVING & REPAIR SERVICES	3,250,276	2,685,014	4,350,500	2,608,724	5,625,642	1,275,142	29.3%
SIDEWALK REPAIR	347,421	576,143	901,900	901,900	976,100	74,200	8.2%
OTHER OPERATING SUPPLIES	-	-	-	-	-	-	0.0%
Total Expenditures	3,597,697	3,261,157	5,252,400	3,510,624	6,601,742	1,349,342	25.7%
Ending Fund Balance	771,402	2,870,168	2,649,429	4,553,622	2,566,084	(83,345)	-3.1%

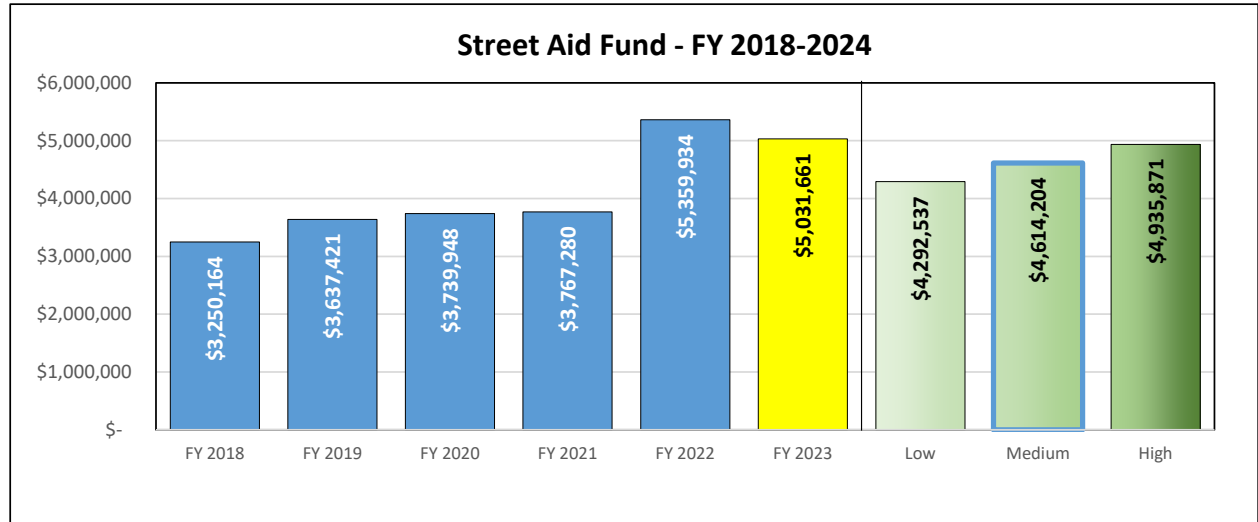
Notes & Objectives



City of Franklin
Revenue Model

Fund:	Street Aid	Percent of All Revenues	2.2%
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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.

Overall, the City is forecasting a 1% increase in the fund at this time.

	Actuals					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	11.0%	11.9%	2.8%	0.7%	42.3%	-6.1%	-14.7%	-8.3%	-1.9%	
PROPERTY TAXES COLLECTED	722,941	748,375	779,036	809,178	1,059,197	1,094,550	1,094,550	1,116,441	1,138,332	3-yr Average
GASOLINE TAX (STATE)	2,520,503	2,630,997	2,660,745	2,706,895	3,035,485	2,850,690	2,695,737	2,995,263	3,294,789	\$ 4,289,054
INTEREST INCOME	6,720	8,049	50,168	1,207	15,252	2,500	2,250	2,500	2,750	8.3%
TRANSFER FROM GENERAL FUND	-	250,000	250,000	250,000	1,250,000	1,083,921	500,000	500,000	500,000	5-Yr Average
										\$ 3,950,949
										7.1%
										10-Yr Average
										\$ 3,340,023
										12.1%
Totals	\$ 3,250,164	\$ 3,637,421	\$ 3,739,948	\$ 3,767,280	\$ 5,359,934	\$ 5,031,661	\$ 4,292,537	\$ 4,614,204	\$ 4,935,871	

Source: City of Franklin, *Annual Comprehensive Financial Reports - 1990-2022* & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

Road Impact Fund

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Beginning Fund Balance	22,442,977	25,741,274	32,202,321	32,202,321	24,010,223		
Revenues	7,061,745	9,746,863	6,834,314	5,814,961	7,286,688	452,374	6.6%
Expenditures	3,763,448	3,285,816	14,007,059	14,007,059	7,293,446	-6,713,613	-47.9%
Ending Balance	25,741,274	32,202,321	25,029,576	24,010,223	24,003,465	-1,026,111	-4.10%

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 \$7.3 in expenditures - \$6.3 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 may be transferred to support capital projects, but that decision is dependent upon ongoing economic conditions and needs for the Capital Investment Program.



City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	22,442,977	25,741,274	32,202,321	32,202,321	24,010,223		
Revenues							
ROAD IMPACT FEES - ARTERIAL	4,061,173	6,371,224	4,969,260	4,223,871	5,051,405	82,145	1.7%
ROAD IMPACT FEES - COLLECTOR	2,913,980	4,269,882	1,826,429	1,552,465	2,185,283	358,854	19.6%
INTEREST INCOME	86,592	(894,243)	38,625	38,625	50,000	11,375	29.4%
Total Available Funds	7,061,745	9,746,863	6,834,314	5,814,961	7,286,688	452,374	6.6%
Expenses (Operations)							
TRANSFER TO DEBT SERVICE FUND	2,730,454	2,893,316	2,884,346	2,884,346	3,293,445	409,099	14.2%
CONSULTANT SERVICES	-	-	50,000	50,000	-	-50,000	-100.0%
TRANSFER TO CAPITAL FUND	100,000	-	-	-	-	-	0.0%
CAPITAL PROJECTS	43,968	392,500	8,072,713	8,072,713	1,000,000	-7,072,713	-87.6%
ROAD IMPACT OFFSET AGREEMENTS	889,026	-	3,000,000	3,000,000	3,000,000	-	0.0%
Total Expenditures	3,763,448	3,285,816	14,007,059	14,007,059	7,293,446	-6,713,613	-47.9%
Ending Fund Balance	25,741,274	32,202,321	25,029,576	24,010,223	24,003,465	-1,026,111	-4.1%

Notes & Objectives

The revenue forecast for FY 2024 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 FY 2023 (and in addition to standard payments of debt service and offset agreements), \$50,000 was 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, 2) \$1,375,000 - Jordan Road (SA1), and 3) \$392,500 - Church Street (50% SA1, 50% SA2).

In FY 2024, in addition to standard payments of debt service and offset agreements, partial funding for East McEwen Phase 5 totaling \$1,000,000 is proposed to continue that CIP approved project. This request will be revised as the budget year progresses.

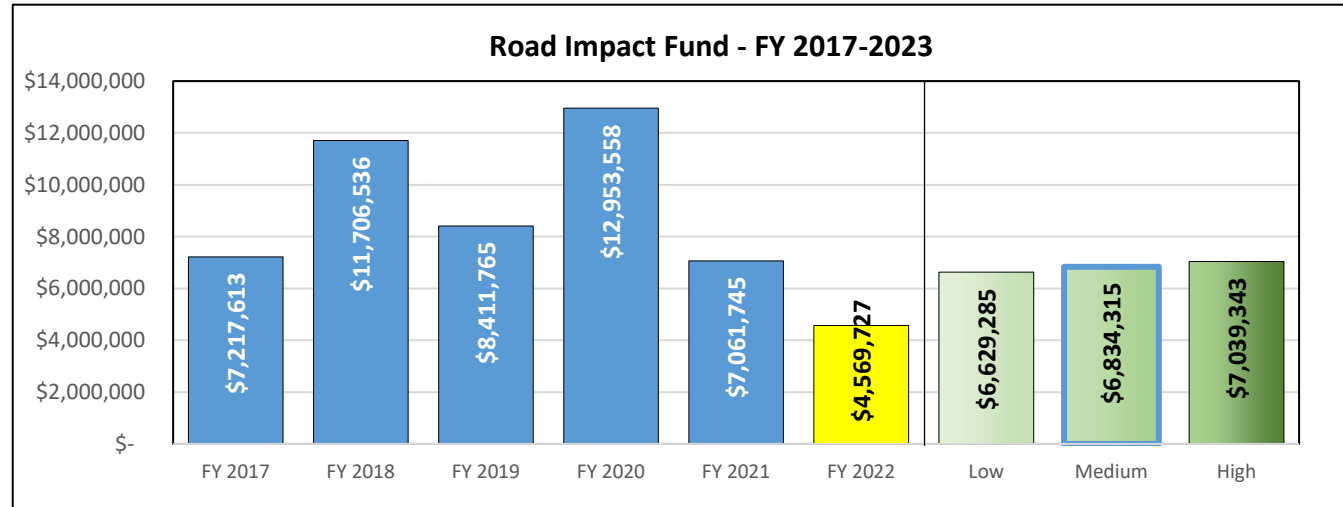


City of Franklin
Revenue Model

Fund:	Road Impact	Percent of All Revenues	3.7%
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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 2024 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	2,731,077	2,970,754	4,084,098	3,886,650	3,963,126	-120,972	-3.0%
Operations	1,739,740	1,831,773	2,418,901	2,441,356	2,553,589	134,688	5.6%
Capital	41,797	46,530	45,250	45,250	45,250	0	0.0%
Total	4,512,614	4,849,057	6,548,249	6,373,257	6,561,966	13,717	0.2%

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 2024 will be implementing new CIP projects and day-to-day services while balancing existing responsibilities at a high service level. Capital Projects will be the areas of concentration in the new fiscal year with finalizing design or bidding the Main Barn, Historic Hayes Home and Multi-purpose trail & Pedestrian Bridge at the Parks at Harlinsdale Farm. Construction will begin on Robinson Lake and the long awaited Southeast Municipal Complex. The vision will be to provide high quality, accessible parks, historic sites, new trails and recreation amenities that will create positive recreational healthy experiences for all residents and visitors of the city that make living, working, and playing in Franklin the city of choice for the region.



City of Franklin, Tennessee

FY 2024 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

REVENUES:

Parks General Fund revenue was \$127,211. For FY2024, revenues are projected to slightly increase as event gatherings and tournaments are seeing a rise in participation. 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 \$2.5 million for FY2024. Parks budgeted personnel in FY2024 for a total of forty-nine (49) 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 City partnered with Franklin Special School District to open a new baseball and softball field complex for the school and the community to utilize during seasonal/tournament play.

SUMMARY:

The City of Franklin Parks Department's FY2024 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 2024 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	

Workload (Output) Measures

	2018	2019	2020	2021	2022
Participation					
Children - All	17,973	18,512	Cancelled	19,068	12,585
Children - Franklin	17,562	18,088	Cancelled	18,631	10,450
Total participation – youth	37,132	38,245	Cancelled	39,393	12,585
Adults - All	31,042	31,973	Cancelled	32,932	38,647
Adults - Franklin Residents	30,128	31,031	Cancelled	31,962	35,625
Seniors - All	725	747	Cancelled	Cancelled	640
Registered Athletics	9,110	9,384	Cancelled	9,665	9,650
City Sponsored Events*	18,505	19,060	17,500	19,000	18,557
Non-City Sponsored Events	24,079	24,802	2,500	25,000	56,481
Total participation in programs	101,435	104,478	20,000	195,651	75,038
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Park Attendance by Scheduled Users					



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

Schools	9,631	9,919	400	10,000	940
Athletics	9,806	10,100	4,500	10,200	10,100
City Sponsored Special Events	18,505	19,060	17,500	19,250	18,557
Outside Sponsored Special Events	42,584	43,862	3,800	44,224	40,180
Parks and Recreation Acres Maintained					
Parks and Recreation Acres Maintained	937	937	937	937	1000
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Passive Parks	747	747	747	747	807
Active Parks	190	190	190	190	193
Greenway miles	16	16	16	16	17
Total miles of trails (Greenways & non-paved)	19	20	20	20	20
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Permit applications received	314	247	104	254	286
Parks and Recreation Units Managed	18	18	7	19	19
Estimated annual hours of operation of units	72,182	72,182	N/A	73,250	32,000
Revenues from user fees	\$ 100,952	\$ 139,541	\$ 27,960	\$ 140,215	\$ 152,077
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Number of volunteer hours worked	19,735	20,327	275	2,929	130
Total number of training hours	1,514	1,560	450	450	405
Grant proceeds awarded	\$ 92,230	\$ 133,630	\$ 10,905	\$ 29,152	\$ 14,700
Parkland Impact Fees	\$ 2,010,056	\$ 1,623,354	\$ 1,464,200	\$ 2,196,116	\$ 1,516,084
Total Parks & Recreation Cost	\$ 5,130,302	\$ 4,957,469	\$ 5,791,371	\$ 4,512,614	\$ 5,742,116
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Urban Forestry & Recycling					
Percentage of Urban Tree Canopy	29.61%	29.61%	30.50%	30.50%	29.61%
Benchmarking Alliance of Tennessee Average	TBD	TBD	TBD	TBD	TBD
Trees Planted	193	314	323	108	104
Tree Farm Trees	77	26	27	77	0
Trees Planted by Donation/Grants	5	282	290	28	16
Trees Purchased From Tree Bank	145	282	290	0	92
Lecture Series Attendance	5	29	0	0	0
Blue Bag Recycling	713	N/A**	N/A	N/A	N/A

*City-Sponsored Special Events were calculated differently for 2018 based on procedures of the Tennessee Municipal Benchmarking Project; The acres maintained in 2018 include the Southeast Municipal Complex and Lockwood properties, and they were counted in passive acres since they have not yet been developed but are being maintained by the Parks Department. **Blue Bag Recycling Program was discontinued in 2019.

Efficiency Measures

	2018	2019	2020	2021	2022
Cost per Franklin Resident to Support Parks*	\$ 23.83	\$ 25.97	\$ 32.50	\$ 24.54	\$ 27.91
Parks and Recreation Cost Per Capita	\$ 72.35	\$ 69.91	\$ 81.67	\$ 63.64	\$ 67.18
Percentage of Costs Supported by Parks and Recreation User Fees Collected	1.97%	2.81%	0.19%	3.11%	2.65%

*Formula is Operations Expenses / Population



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Increase the percent of Franklin citizens who perceive they have excellent / good parks, recreation, and amenities.					
Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good	91%	93%	93%	93%	85%
Target (Source: Franklin Citizens Survey)	65%	91%	91%	91%	91%
Meets Target?	Yes	Yes	Yes	Yes	No
Acres per 1000 residents					
	13.21	11.96	11.96	11.96	13.11
Target Over 10 ac. (National Parks & Recreation Association)	6	10	10	10	10
Meets Target?	Yes	Yes	Yes	Yes	Yes
Remain one of the Top Rated Healthy Cities in Tennessee					
State Rank	TBD	TBD	TBD	TBD	TBD
Target (Robert Wood Johnson Foundation, 2012)	1st	1st	1st	1st	1st
Meets Target?	TBD	TBD	TBD	TBD	TBD
Maintain Status as Tree City USA					
Number of years received	13	14	15	16	17
Target: Status Maintained? (Arbor Day Foundation?)	Yes	Yes	Yes	Yes	Yes
Meets Target?	Yes	Yes	Yes	Yes	Yes

Franklin Citizens Survey

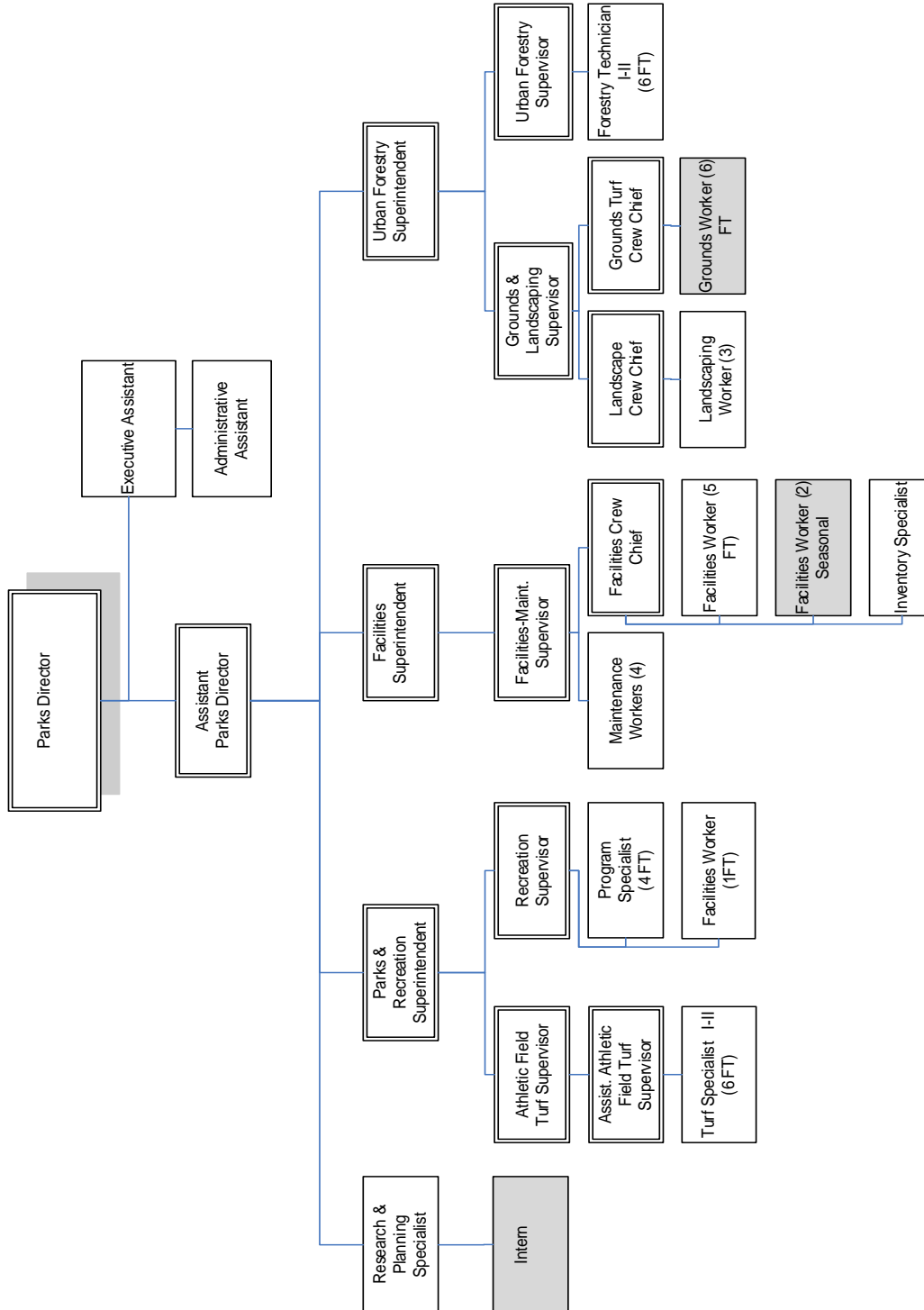
	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of City parks	91%	9%	93%	7%	85%	15%
<input checked="" type="checkbox"/> % rating the quality of Recreation programs or classes	84%	16%	87%	13%	79%	21%
<input checked="" type="checkbox"/> % rating the quality of Recreation centers or facilities	85%	15%	87%	13%	80%	20%
<input checked="" type="checkbox"/> % rating the quality of Franklin open space	70%	30%	71%	29%	70%	30%
<input checked="" type="checkbox"/> % rating Recreational opportunities as it relates to Franklin as a whole	77%	23%	84%	16%	79%	21%
<input checked="" type="checkbox"/> % rating Fitness opportunities as it relates to Franklin as a whole	77%	23%	83%	17%	80%	79%



City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart



White: Positions Authorized and Budgeted in FY 2024
 Gray: Positions Authorized and Unbudgeted in FY 2024

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



City of Franklin, Tennessee

FY 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Parks Director	L	1	0	1	0	1	0	1	0	1	0
Assistant Parks Director	K	1	0	1	0	1	0	1	0	1	0
Facilities Superintendent	J	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	J	1	0	0	0	1	0	1	0	1	0
Urban Forestry Superintendent	J	1	0	1	0	1	0	1	0	1	0
Athletic Field Turf Supervisor	H	1	0	1	0	1	0	1	0	1	0
Grounds & Landscape Supervisor	H	1	0	1	0	1	0	1	0	1	0
Facilities & Maintenance Supervisor	H	0	0	0	0	0	0	1	0	1	0
Recreation Supervisor	H	1	0	1	0	1	0	1	0	1	0
Urban Forestry Supervisor	H	0	0	0	0	1	0	1	0	1	0
Assist. Athletic Field Turf Supervisor	G	0	0	0	0	0	0	1	0	1	0
Research & Planning Specialist	G	1	0	1	0	1	0	1	0	1	0
Facilities Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Grounds Turf Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Landscaping Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	F	0	0	0	0	0	0	0	0	1	0
Turf Specialist I-II	E-F	6	0	6	0	6	0	6	0	6	0
Arborist	---	1	0	1	0	0	0	0	0	0	0
Forestry Technician I-II	D-E	0	0	0	0	6	0	6	0	6	0
Maintenance Crew Chief	---	1	0	1	0	1	0	0	0	0	0
Program Specialist	E	4	0	4	0	4	0	4	0	4	0
Admin Assistant	E	2	0	2	0	2	0	2	0	1	0
Inventory Specialist	E	1	0	1	0	1	0	1	0	1	0
Maintenance Worker	E	3	0	3	0	4	0	4	0	4	0
Facilities Worker	D	5	4	5	3	5	3	6	1	6	1
Grounds Worker	D	6	0	6	0	6	0	3	0	3	0
Landscaping Worker	D	3	0	3	0	3	0	3	0	3	0
Tree Worker I-II	---	2	1	2	0	0	0	0	0	0	0
Intern	INTERN	0	1	0	0	0	0	0	0	0	0
Sub-Total Budgeted Positions		46	6	45	3	51	3	50	1	50	1

Authorized, Unbudgeted Positions											
Parks & Recreation Superintendent	---	0	0	1	0	0	0	0	0	0	0
Grounds Worker	D	0	0	0	0	0	0	3	0	3	0
Facilities Worker	D	0	0	0	1	0	1	0	1	0	1
Tree Worker, PT	---	0	0	0	1	0	0	0	0	0	0
Intern	INTERN	0	0	0	1	0	1	0	1	0	1
Sub-Total Unbudgeted Positions		0	0	1	3	0	2	3	2	3	2

Total Authorized Positions	46	6	46	6	51	5	53	3	53	3
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City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Personnel							
Salaries & Wages	1,851,199	2,040,378	2,811,025	2,781,420	2,801,639	(9,386)	-0.3%
Employee Benefits	879,878	930,376	1,273,072	1,105,230	1,161,486	(111,586)	-8.8%
Total Personnel	2,731,077	2,970,754	4,084,097	3,886,650	3,963,125	(120,972)	-3.0%
Operations							
Transportation Services	462	75	3,810	3,585	3,962	152	4.0%
Operating Services	7,309	8,676	23,095	15,906	23,973	878	3.8%
Notices, Subscriptions, etc.	82,911	60,589	92,505	85,775	93,529	1,024	1.1%
Utilities	346,732	364,460	320,550	377,165	327,773	7,223	2.3%
Contractual Services	15,526	36,036	98,930	99,900	97,770	(1,160)	-1.2%
Repair & Maintenance Services	587,711	495,364	759,500	794,372	839,765	80,265	10.6%
Employee programs	9,992	15,947	34,910	34,909	44,964	10,054	28.8%
Professional Development/Travel	3,678	26,220	48,130	48,170	50,035	1,905	4.0%
Office Supplies	10,763	14,338	19,205	19,230	19,890	685	3.6%
Operating Supplies	83,883	113,089	133,295	133,355	138,470	5,175	3.9%
Fuel & Mileage	43,211	62,947	30,000	30,000	51,500	21,500	71.7%
Machinery & Equipment (<\$25,000)	204,321	222,775	180,910	184,383	209,240	28,330	15.7%
Repair & Maintenance Supplies	268,463	326,074	427,905	433,163	462,359	34,454	8.1%
Operational Units	-	24,500	110,000	42,000	49,250	(60,750)	-55.2%
Property & Liability Costs	58,699	39,907	74,596	77,883	81,777	7,181	9.6%
Rentals	12,618	18,398	56,805	56,805	57,277	472	0.8%
Permits	2,444	740	3,700	3,700	1,000	(2,700)	-73.0%
Other Business Expenses	1,017	1,638	1,055	1,055	1,055	-	0.0%
Total Operations	1,739,740	1,831,773	2,418,901	2,441,356	2,553,589	134,688	5.6%
Improvements	-	-	-	-	-	-	0.0%
Infrastructure	10,065	-	-	-	-	-	0.0%
Machinery & Equipment (>\$25,000)	31,732	46,530	45,250	45,250	45,250	-	0.0%
Capital	41,797	46,530	45,250	45,250	45,250	-	0.0%
Total Parks Department	4,512,614	4,849,057	6,548,249	6,373,257	6,561,966	13,717	0.2%



City of Franklin, Tennessee

FY 2024 Operating Budget

Sanitation & Environmental Services

Jack Tucker, Director

Budget Summary - Overall

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Balance	1,066,081	2,051,127	2,624,783	2,624,783	3,716,392		
Revenues	11,197,465	11,531,104	13,012,642	12,621,251	12,058,062	(954,580)	-7.3%
Expenses							
Personnel	3,352,325	3,506,162	4,472,253	4,389,090	4,529,744	57,491	1.3%
Operations	6,224,928	6,556,860	6,922,885	7,140,552	8,148,312	1,225,427	17.7%
Capital	635,165	894,427	1,586,256	0	1,989,027	402,771	25.4%
Expenses	10,212,418	10,957,449	12,981,394	11,529,642	14,667,083	1,685,689	13.0%
Ending Balance	2,051,127	2,624,783	2,656,031	3,716,392	1,107,371	-1,548,660	-58.3%

Budget Summary - By Division

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Balance	1,066,081	2,051,128	2,624,784	2,624,784	3,716,393		
Revenues	11,197,465	11,531,104	13,012,642	12,621,251	12,058,062	(954,580)	-7.3%
Expenses							
Administration	1,800,558	1,977,103	2,287,852	2,353,296	2,475,036	187,184	8.2%
Collection	3,788,459	4,316,976	5,506,111	4,149,893	6,149,550	643,439	11.7%
Disposal	4,623,401	4,663,370	5,187,430	5,026,453	6,042,496	855,066	16.5%
Expenses	10,212,418	10,957,449	12,981,394	11,529,642	14,667,083	1,685,689	13.0%
Ending Balance	2,051,128	2,624,784	2,656,032	3,716,393	1,107,372	-1,548,660	-58.3%

Departmental Summary

The Sanitation and Environmental Services (SES) Department team is responsible for collection and disposal of residential and City of Franklin government buildings solid waste, residential recyclables, yard wastes and bulky wastes. We strive to provide and maintain a high level of service through efficient use of resources. Our SES collection team collected Municipal Solid Waste (MSW) from over 2,200,000 service points in FY 2023.

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, changed our curbside blue bag recycling services to Blue Bins for our residents, and streamlined our hauling and landfilling functions through a new long-term agreement with Bi-County Solid Waste. Additionally, we have established a new long-term hauling contract with MBI Inc and a new long-term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service. Internally, we continue to make changes to ensure we are operating as efficiently as possible in order to guarantee responsible use of our existing resources as well as answering the service needs of our community.



City of Franklin, Tennessee

FY 2024 Operating Budget

Sanitation & Environmental Services

Jack Tucker, Director

Departmental Summary (con't)

Beginning in January 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 14,500 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 for 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 2023, our Department successfully performed test burns with our Air Curtain Burner which minimized the amount of ground wood waste chips sent to the landfill. The ash generated has been 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 and financial management of the department, while directly supporting other divisions within the department and overseeing management of the Municipal Services Complex.
- The Collection Division collects MSW generated from residents and downtown businesses. SES continues providing residential solid waste collection, which includes household garbage, bulky wastes, white goods, Blue Bins for recyclables, and yard waste, such as brush and brown bags.
- The Disposal Division operates the City-owned transfer station for the City and private refuse haulers, processes yard waste, separates metal recyclables from refuse, and transfers curbside recycling accepted through the facility. The disposal team transfers over 100,000 tons of MSW each year.

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 and effective way possible. We will continue to analyze the cost of each service provided and expect to make additional recommendations based on our findings.



Performance Measures

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

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



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

Related Theme: A Safe Clean and Livable City



Franklin will be a leader in residential recycling efforts.

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

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

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

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

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

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

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

Note: Measures shown herein are being revised. While the data is correct, new targets are being developed with the cooperation of the Sanitation & Environmental Services Department and Finance Department to set realistic targets for refuse and recycling statistics in Franklin.

Workload (Output) Measures

	2018	2019	2020	2021	2022
Total tons of residential refuse collected	20,000	21,027	24,937	23,892	34,290
Commercial Trash Collected (tons)	8,000	6,529	1,263	1,321	1,400
Total tons diverted from class 1 landfill	8,500	7,242	8,575	2,801	3,918
Total tons of recycling collected	3,400	3,565	3,598	2,260	2,793
Total tons of yard waste diverted	5,250	3,676	3,474	545	1,395
Trash from private haulers (tons)	50,000	54,864	72,348	63,897	58,018
Tons of residential refuse collected per 1000 population	282	297	299	286	411
Residential refuse collection points	22,300	22,750	24,610	24,415	24,806
Residential recycling collection points		14,105	12,797	14,207	14,918
Accidents / Incidents	13	15	12	13	7
Total annual collection fees	\$ 6,230,597	\$ 6,024,431	\$ 5,398,050	\$ 5,534,270	\$ 5,906,610
BOPAE Collections					



City of Franklin, Tennessee

FY 2024 Operating Budget

Performance Measures

Reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)					
Batteries (lbs)	14,592	10,680	9,180	19,240	17,095
Target	12,518	13,144	13,801	14,491	15,216
Meets Target?	Yes/No	No	No	Yes	Yes
Oil (gallons)	960	1,143	1,250	2,395	1,230
Target	772	810	851	894	938
Meets Target?	Yes	Yes	Yes	Yes	Yes
Paint (lbs)	195,230	163,490	289,769	23,917	23,532
Target**	191,210	200,771	210,809	221,350	25,000
Meets Target?	Yes/No	No	Yes	No	No
Anti-Freeze (gallons)	460	689	774	709	789
Target	872	916	962	1,010	1,060
Meets Target?	No	No	No	No	No
Electronics (lbs)	69,870	54,320	52,650	61,160	61,360
Target	290,560	305,088	320,342	336,359	353,177
Meets Target?	No	No	No	No	No

Efficiency Measures

	2018	2019	2020	2021	2022
Landfill fee per ton	\$ 35.02	\$ 35.02	\$ 35.02	\$ 37.03	\$ 37.03
Tons Collected per Collection Division FTE					
Residential Refuse (28 FTE)	1461.2	1140.9	1320.9	972.8	1414.4
Recycling (4 FTE)	553.3	891.3	899.5	565.0	698.3

Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Tons Diverted / 1,000 Population	120	102	103	34	47
Accidents / 1,000 Collection Points	0.58	0.42	0.31	0.34	^
Increase the percent of diversion through the recyclable program by 3% per year (excludes BOPAE).	18.0%	16.95%	14.43%	9.46%	8.14%
Target	15.0%	18.0%	21.0%	24.0%	27.0%
Meets Target?	No	No	No	No	No
Reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.	62%	62%	52%	58%	58%
Target	15%	60%	60%	60%	60%
Meets Target?	Yes	No	No	No	No

Franklin Citizens Survey

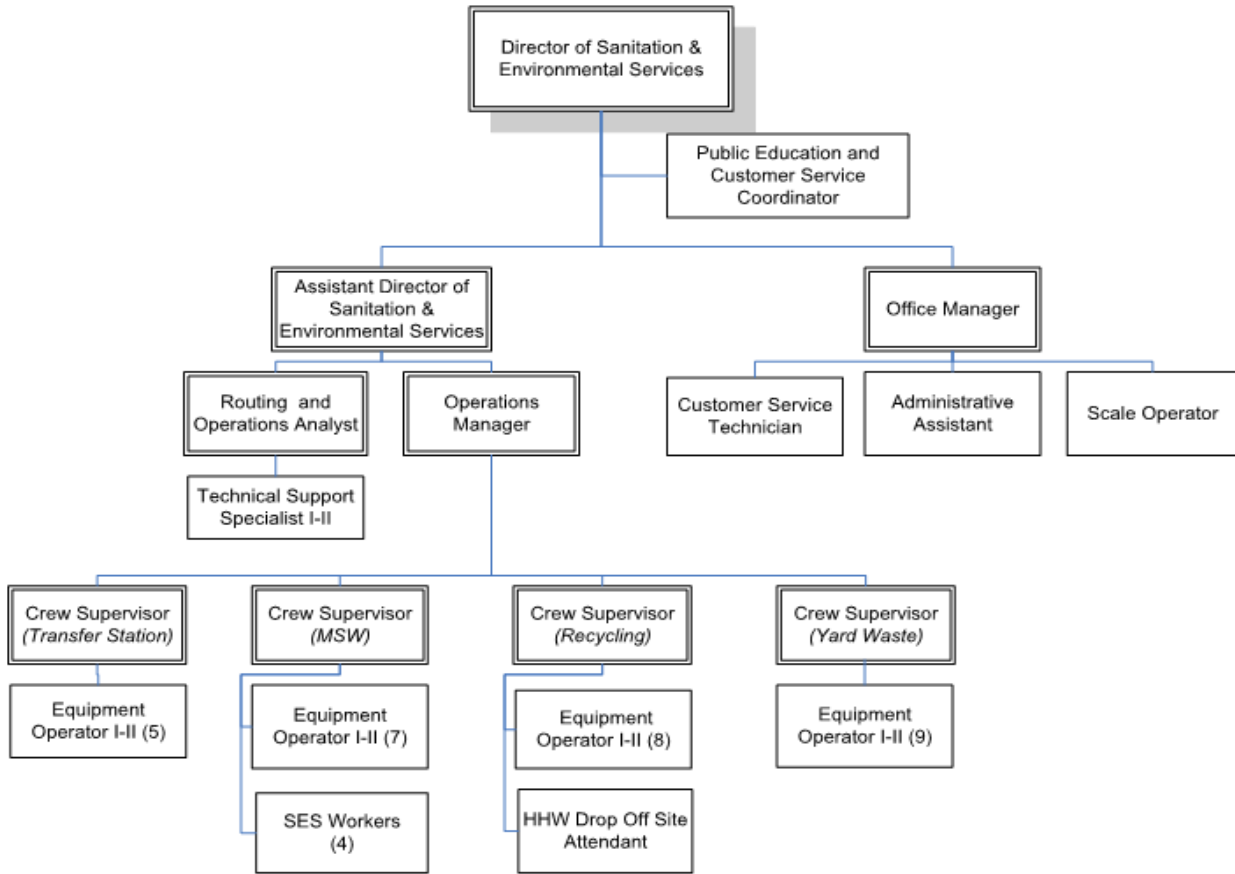
	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Garbage collection	91%	9%	90%	10%	88%	12%
<input checked="" type="checkbox"/> % rating the quality of Recycling	76%	24%	82%	18%	60%	40%
<input checked="" type="checkbox"/> % rating the quality of Yard waste pick-up	85%	15%	87%	13%	80%	20%

**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.



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 2024 Operating Budget

Organizational Chart

Budgeted Positions	Pay Grade	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Administration											
Dir. Of Sanitation & Env. Services	L	1	0	1	0	1	0	1	0	1	0
Asst. Dir. Of Sanitation & Env. Services	J	1	0	1	0	1	0	1	0	1	0
Routing and Operations Analyst	G	0	0	1	0	1	0	1	0	1	0
Office Manager	G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Public Education and Customer Service Coordinator	F	0	0	0	0	1	0	1	0	1	0
Customer Services Technician	E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	0	0	1	0	1	0	1	0	1	0
HHW Drop Off Site Attendant	D	1	0	1	0	1	0	1	0	1	0
Scale Operator	D	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	---	1	0	0	0	0	0	0	0	0	0
Totals		8	0	9	0	10	0	10	0	10	0
Collection											
Operations Manager	G	0	0	0	0	0	0	1	0	1	0
Collection Manager	---	1	0	1	0	1	0	0	0	0	0
SES Crew Supervisor	F	3	0	3	0	3	0	3	0	3	0
SES Equipment Operator I-II	D-E	21	0	21	0	23	0	24	0	24	0
SES Worker	D	5	0	4	0	4	0	4	0	4	0
SES Dispatcher	---	1	0	1	0	0	0	0	0	0	0
Totals		31	0	30	0	31	0	32	0	32	0
Disposal											
Transfer Station Manager	---	1	0	1	0	1	0	0	0	0	0
SES Crew Supervisor	F	0	0	0	0	0	0	1	0	1	0
Equipment Operator I-II	D-E	4	0	4	0	4	0	5	0	5	0
Totals		5	0	5	0	5	0	6	0	6	0
Sub-Total Budgeted Positions		44	0	44	0	46	0	48	0	48	0
Authorized, Unbudgeted Positions											
SES Worker	D	0	0	1	0	0	0	0	0	0	0
Sub-Total Unbudgeted Positions		0	0	1	0	0	0	0	0	0	0
Total Authorized Positions		44	0	45	0	46	0	48	0	48	0



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Available Funds							
Intergovernmental	14,327	61,208	417,843	479,051	-	(417,843)	-100.0%
Charges for Services	10,092,566	10,414,879	11,576,463	11,123,864	11,602,490	26,027	0.2%
Customer Service	-	-	-	-	-	-	0.0%
Fines and Fees	60,165	163,724	153,000	153,000	166,997	13,997	9.1%
Use of Money and Property	130,407	375,613	365,336	365,336	288,575	(76,761)	-21.0%
Other Revenue	900,000	515,680	500,000	500,000	-	(500,000)	0.0%
Total Available Funds	11,197,465	11,531,104	13,012,642	12,621,251	12,058,062	(954,580)	-7.3%
Personnel							
Salaries & Wages	2,230,299	2,375,285	2,983,688	3,082,856	3,122,363	138,675	4.6%
Employee Benefits	1,122,026	1,130,878	1,488,565	1,306,234	1,407,381	(81,184)	-5.5%
Total Personnel	3,352,325	3,506,162	4,472,253	4,389,090	4,529,744	57,491	1.3%
Operations							
Transportation Services	547	629	844	1,358	902	58	6.8%
Operating Services	3,838,334	3,794,473	4,086,690	4,087,606	5,150,476	1,063,786	26.0%
Notices, Subscriptions, etc.	3,351	2,813	22,655	55,073	22,705	50	0.2%
Utilities	75,184	83,381	98,838	107,236	94,005	(4,833)	-4.9%
Contractual Services	72,228	79,421	76,327	74,779	79,550	3,223	4.2%
Repair & Maintenance Services	598,227	816,491	730,852	629,079	673,679	(57,173)	-7.8%
Employee programs	20	1,610	14,000	14,055	14,000	-	0.0%
Professional Development/Travel	(196)	5,500	9,936	9,936	9,936	-	0.0%
Office Supplies	11,294	11,575	16,072	18,196	16,072	-	0.0%
Operating Supplies	148,206	166,395	190,162	195,716	196,027	5,865	3.1%
Fuel & Mileage	206,441	380,676	304,837	395,800	418,190	113,353	37.2%
Machinery & Equipment (<\$25,000)	125,267	36,736	98,021	124,546	101,783	3,762	3.8%
Repair & Maintenance Supplies	24,040	37,624	26,287	74,139	28,385	2,098	8.0%
Operational Units	821,593	839,497	945,505	945,505	992,780	47,275	5.0%
Property & Liability Costs	88,631	88,923	90,183	123,512	129,686	39,503	43.8%
Rentals	436	(1,014)	435	435	452	17	3.9%
Permits	1,901	2,578	1,787	1,787	1,858	71	4.0%
Financial Fees	22	-	162	-	166	4	2.5%
Other Business Expenses	322	-	105	105	105	-	0.0%
Transfers to Other Funds	209,080	209,551	209,187	281,690	217,554	8,367	4.0%
Total Operations	6,224,928	6,556,860	6,922,885	7,140,552	8,148,312	1,225,427	17.7%
Capital	635,165	894,427	1,586,256	-	1,989,027	402,771	25.4%
SES	10,212,418	10,957,449	12,981,394	11,529,642	14,667,083	1,685,689	13.0%



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

Administration Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Personnel							
Salaries & Wages	521,248	630,538	674,117	702,494	814,553	140,436	20.8%
Employee Benefits	267,089	325,124	369,172	314,007	363,792	(5,380)	-1.5%
Total Personnel	788,337	955,661	1,043,289	1,016,501	1,178,345	135,056	12.9%
Operations							
Transportation Services	40	18	654	654	654	-	0.0%
Operating Services	708	873	1,828	1,853	1,828	-	0.0%
Notices, Subscriptions, etc.	2,596	1,484	22,655	55,045	22,655	-	0.0%
Utilities	45,296	51,196	61,090	79,350	61,090	-	0.0%
Contractual Services	4,933	6,470	5,985	6,960	5,985	-	0.0%
Repair & Maintenance Services	48,780	51,893	80,303	73,776	80,303	-	0.0%
Employee programs	20	1,230	14,000	14,000	14,000	-	0.0%
Professional Development/Travel	(196)	5,500	9,936	9,936	9,936	-	0.0%
Office Supplies	11,294	11,244	16,072	17,957	16,072	-	0.0%
Operating Supplies	24,277	18,843	43,530	42,965	43,530	-	0.0%
Fuel & Mileage	2,944	6,833	7,350	7,800	8,190	840	11.4%
Machinery & Equipment (<\$25,000)	38,585	7,683	16,590	41,925	16,590	-	0.0%
Repair & Maintenance Supplies	2,078	8,404	6,891	23,646	6,891	-	0.0%
Operational Units	821,593	839,497	945,505	945,505	992,780	47,275	5.0%
Property & Liability Costs	9,090	11,494	12,069	15,317	16,081	4,012	33.2%
Other Business Expenses	183	-	105	105	105	-	0.0%
Total Operations	1,012,221	1,021,442	1,244,563	1,336,794	1,296,691	52,128	4.2%
Buildings							
Equipment							
Capital	-	-	-	-	-	-	0.0%
Administration	1,800,558	1,977,103	2,287,852	2,353,296	2,475,036	187,184	8.2%



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

Collection Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference \$	%
Personnel							
Salaries & Wages	1,426,124	1,602,396	1,936,641	2,137,040	2,052,974	116,333	6.0%
Employee Benefits	727,455	723,204	969,447	894,163	960,126	(9,321)	-1.0%
Total Personnel	2,153,579	2,325,600	2,906,087	3,031,203	3,013,100	107,013	3.7%
Operations							
Transportation Services	72	54	190	190	248	58	30.3%
Operating Services	1,992	1,013	4,352	5,186	4,526	174	4.0%
Notices, Subscriptions, etc.	548	1,000	-	-	-	-	0.0%
Utilities	28,885	28,895	36,353	22,443	28,500	(7,853)	-21.6%
Contractual Services	62,795	66,245	65,522	62,506	68,143	2,621	4.0%
Repair & Maintenance Services	366,422	553,917	352,862	353,174	366,976	14,114	4.0%
Employee programs	-	380	-	55	-	-	0.0%
Office Supplies	-	29	-	-	-	-	0.0%
Operating Supplies	123,137	144,249	146,632	149,205	152,497	5,865	4.0%
Fuel & Mileage	165,644	307,976	249,525	320,000	340,000	90,475	36.3%
Machinery & Equipment (<\$25,000)	86,428	20,522	81,116	81,116	84,361	3,245	4.0%
Repair & Maintenance Supplies	13,109	13,754	15,128	40,394	15,665	537	3.6%
Property & Liability Costs	49,688	48,715	47,965	68,399	71,819	23,854	49.7%
Rentals	136	-	-	-	-	-	0.0%
Other Business Expenses	139	-	-	-	-	-	0.0%
Transfers to Other Funds	104,540	104,776	14,123	16,023	14,688	565	4.0%
Total Operations	1,003,535	1,291,525	1,013,768	1,118,690	1,147,423	133,655	13.2%
Machinery & Equipment (>\$25,000)	631,345	699,851	1,586,256	-	1,989,027	402,771	25.4%
Capital	631,345	699,851	1,586,256	-	1,989,027	402,771	25.4%
Collection	3,788,459	4,316,976	5,506,111	4,149,893	6,149,550	643,439	11.7%



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

Disposal Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	282,927	142,350	372,930	243,321	254,836	(118,094)	-31.7%
Employee Benefits	127,482	82,550	149,946	98,064	83,463	(66,483)	-44.3%
Total Personnel	410,409	224,901	522,876	341,386	338,298	(184,578)	-35.3%
Operations							
Transportation Services	435	557	-	514	-	-	0.0%
Operating Services	3,835,634	3,792,587	4,080,510	4,080,567	5,144,122	1,063,612	26.1%
Notices, Subscriptions, etc.	207	329	-	28	50	50	100.0%
Utilities	1,003	3,291	1,395	5,443	4,415	3,020	216.5%
Contractual Services	4,500	6,707	4,820	5,313	5,422	602	12.5%
Repair & Maintenance Services	183,025	210,681	297,687	202,129	226,400	(71,287)	-23.9%
Office Supplies	-	302	-	239	-	-	0.0%
Operating Supplies	792	3,304	-	3,546	-	-	0.0%
Fuel & Mileage	37,853	65,867	47,962	68,000	70,000	22,038	45.9%
Machinery & Equipment (<\$25,000)	254	8,531	315	1,505	832	517	164.1%
Repair & Maintenance Supplies	8,853	15,466	4,268	10,099	5,828	1,560	36.6%
Property & Liability Costs	29,853	28,714	30,149	39,796	41,786	11,637	38.6%
Rentals	300	204	435	435	452	17	3.9%
Permits	1,901	2,578	1,787	1,787	1,858	71	4.0%
Financial Fees	22	-	162	-	166	4	2.5%
Transfers to Other Funds	104,540	104,776	195,064	265,667	202,867	7,803	4.0%
Total Operations	4,209,172	4,243,893	4,664,554	4,685,068	5,704,198	1,039,644	22.3%
Machinery & Equipment (>\$25,000)	3,820	194,576	-	-	-	-	0.0%
Capital	3,820	194,576	-	-	-	-	0.0%
Disposal	4,623,401	4,663,370	5,187,430	5,026,453	6,042,496	855,066	16.5%



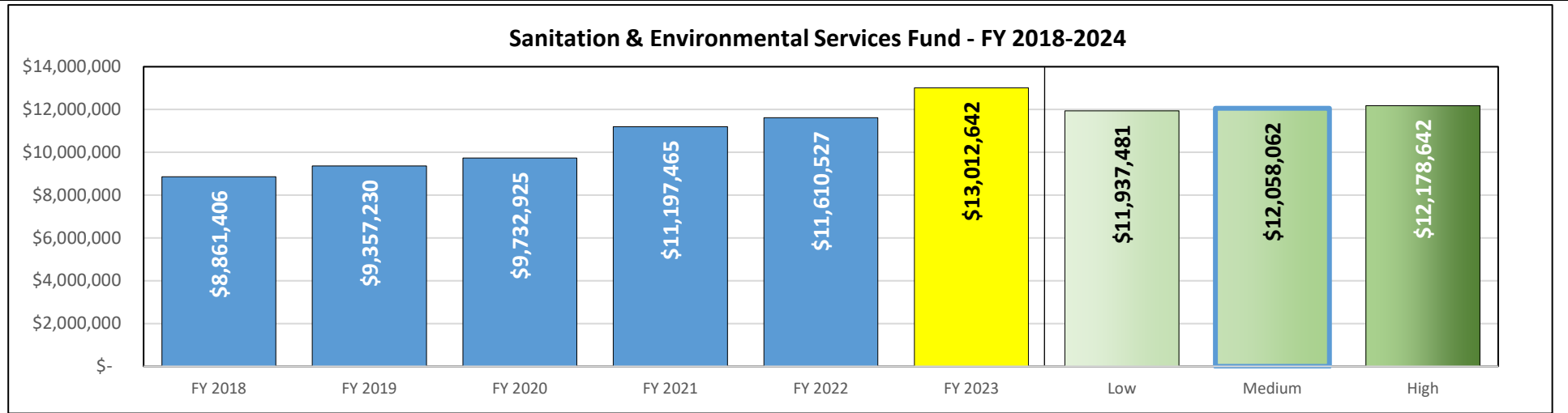
City of Franklin

Revenue Model

Fund:	Sanitation & Environmental Services Fund	Percent of All Revenues	5.9%
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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.

The forecast decrease of 1% at this time is reflective of actual collections from residential customers in FY 2022 vs. budget in FY 2023. A cost of service study is underway and a fee increase will likely be brought forward for consideration as part of the budget process.



	Actuals					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	3.8%	5.6%	4.0%	15.0%	3.7%	12.1%	-8.3%	-7.3%	-6.4%	
FEDERAL/STATE GRANTS	-	-	-	-	64,092	-	-	-	-	3-yr Average
SOLID WASTE GRANT (STATE)	-	-	-	14,327	-	417,843	-	-	-	\$ 10,846,972
SPECIAL EVENT SERVICES FEE	370	2,230	-	606	-	5,657	5,712	5,770	5,828	2.3%
COLLECTION REVENUES	5,567,066	6,024,431	5,398,050	5,534,270	6,066,329	6,924,184	6,829,750	6,898,737	6,967,725	5-Yr Average
ADDL RESIDENTIAL ROLLOUT CONTAINERS	11,000	11,410	12,305	5,595	4,290	9,168	4,332	4,376	4,420	\$ 10,151,911
BLUE BIN SETUP FEE	-	-	208,150	393,658	76,535	51,000	77,285	78,066	78,846	2.9%
TIPPING FEES	2,681,623	3,017,568	3,691,891	4,149,853	4,335,568	4,580,727	4,560,606	4,606,673	4,652,740	10-Yr Average
CARDBOARD RECYCLING	11,477	14,641	121	-	-	-	-	-	-	\$ 9,174,114
RECYCLING-BATTERIES	5,047	2,870	3,974	-	1,097	-	1,108	1,119	1,130	2.7%
RECYCLING-ELECTRONICS	14,067	17,454	101	3,643	1,980	-	1,999	2,020	2,040	20-Yr Average
RECYCLING-METAL	5,223	4,291	2,668	178	31	-	31	32	32	\$ 7,201,823
RECYCLING-WASTE OIL	-	213	-	-	-	-	-	-	-	6.1%
BUCK A BAG PROGRAM	3,093	2,678	1,994	1,998	2,046	4,144	2,066	2,087	2,108	25-Yr Average
RESIDENTIAL DUMPSTER	-	330	-	-	-	-	-	-	-	\$ 5,893,613
RESIDENTIAL BRUSH	5,375	17,110	11,750	2,625	3,250	906	3,282	3,315	3,348	9.7%
RESIDENTIAL BULKY GOODS	2,625	2,888	-	-	-	227	-	-	-	
NON-RESIDENTIAL BRUSH	375	750	95	125	289	230	292	295	298	
NON-RESIDENTIAL BULKY GOODS	1,000	-	-	-	-	220	-	-	-	
INTEREST INCOME	2,215	15,916	10,608	751	7,849	5,467	7,926	8,006	8,086	
SALE OF WASTE CONTAINERS	50,850	49,728	50,298	13,350	25,068	66,233	25,314	25,569	25,825	
LEASE OF WASTE CONTAINERS	-	-	-	-	-	38,636	-	-	-	
SALE OF SURPLUS ASSETS	-	-	243,145	84,151	342,700	255,000	252,450	255,000	257,550	
TRANSFER FROM GENERAL FUND	500,000	-	-	900,000	515,680	500,000	-	-	-	
MISCELLANEOUS OTHER REVENUE	-	-	-	44,473	-	-	-	-	-	
LATE PAY FEES	-	172,723	97,776	47,863	163,723	153,000	165,327	166,997	168,667	
Totals	\$ 8,861,406	\$ 9,357,230	\$ 9,732,925	\$ 11,197,465	\$ 11,610,527	\$ 13,012,642	\$ 11,937,481	\$ 12,058,062	\$ 12,178,642	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Water Management

Michelle Hatcher, Director

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Beginning Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	\$ 35,402,914	\$ 36,858,926	\$ 38,664,059	\$ 41,970,211	\$ 47,888,516	\$ 9,224,457	23.9%
Expenses							
Personnel	\$ 7,677,757	\$ 7,845,136	\$ 9,547,643	\$ 8,458,445	\$ 9,939,052	\$ 391,409	4.1%
Operations	\$ 25,709,888	\$ 23,774,866	\$ 24,124,795	\$ 24,536,881	\$ 25,043,264	\$ 918,470	3.8%
Capital	\$ -	\$ -	\$ 8,986,800	\$ 5,944,625	\$ 12,906,200	\$ 3,919,400	43.6%
Expenses	\$ 33,387,645	\$ 31,620,002	\$ 42,659,238	\$ 38,939,950	\$ 47,888,516	\$ 5,229,278	12.3%
Use of F/B**	\$ -	\$ -	\$ 3,995,179	\$ -	\$ -		
Surplus (Deficit)*	\$ 2,015,270	\$ 5,238,924	\$ 0	\$ 3,030,261	\$ 0	\$ 0	0.0%

Budget Summary - By Division

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Beginning Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	\$ 35,402,914	\$ 36,858,926	\$ 38,664,059	\$ 41,970,211	\$ 47,888,516	\$ 9,224,457	23.9%
Expenses							
Water	\$ 15,310,752	\$ 13,430,836	\$ 17,301,388	\$ 16,024,901	\$ 17,090,953	\$ (210,435)	-1.2%
Wastewater	\$ 17,850,694	\$ 17,960,165	\$ 25,133,727	\$ 22,738,650	\$ 30,427,441	\$ 5,293,713	21.1%
Reclaimed	\$ 226,200	\$ 229,002	\$ 224,124	\$ 176,400	\$ 370,124	\$ 146,000	65.1%
Expenses	\$ 33,387,645	\$ 31,620,002	\$ 42,659,238	\$ 38,939,950	\$ 47,888,516	\$ 5,229,278	12.3%
Use of F/B**	\$ -	\$ -	\$ 3,995,179	\$ -	\$ -		
Surplus (Deficit)*	\$ 2,015,270	\$ 5,238,924	\$ 0	\$ 3,030,261	\$ 0	\$ 0	0.0%

*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

***State of Tennessee Budget Presentation and Debt Service Coverage Calculations provided herein.



City of Franklin, Tennessee

FY 2024 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.



FY 2024 Water Management Fund Budget

State of Tennessee Presentation

Water and Wastewater Fund

Fiscal Year 2024 Budget

	FY 2021 Audited	FY 2022 Audited	FY 2023 Budget	EOY	FY 2024 Budget
Operating Revenues (by source)					
Water sales	\$ 12,837,908	\$ 13,043,130	\$ 12,308,041	\$ 13,706,754	\$ 13,749,519
Wastewater sales	\$ 21,185,908	\$ 22,617,694	\$ 20,919,392	\$ 23,254,256	\$ 22,234,248
Reclaimed sales	\$ 155,492	\$ 151,669	\$ 128,000	\$ 220,126	\$ 122,000
Other Operating Revenue	\$ 1,030,549	\$ 1,137,516	\$ 3,131,688	\$ 2,354,835	\$ 4,742,750
Total Operating Revenues	\$ 35,209,857	\$ 36,950,009	\$ 36,487,121	\$ 39,535,971	\$ 40,848,516
Operating Expenses (by type)					
Water and wastewater billing	\$ 172,633	\$ 185,400	\$ 238,804	\$ 254,030	\$ 245,686
Water distribution	\$ 2,883,039	\$ 2,027,351	\$ 3,132,357	\$ 3,378,063	\$ 3,534,354
Water plant	\$ 6,110,805	\$ 6,630,592	\$ 7,042,871	\$ 6,792,114	\$ 7,219,907
Water administration	\$ 1,789,569	\$ 1,851,331	\$ 1,832,975	\$ 1,896,313	\$ 2,078,525
Wastewater administration	\$ 3,094,005	\$ 4,267,594	\$ 2,659,228	\$ 2,724,971	\$ 2,565,838
General administration	\$ 1,406,750	\$ 1,572,844	\$ 1,926,550	\$ 1,779,643	\$ 2,451,790
Wastewater collection	\$ 2,755,929	\$ 2,919,728	\$ 3,760,012	\$ 3,381,645	\$ 3,753,986
Wastewater plant	\$ 4,108,031	\$ 4,168,738	\$ 4,822,974	\$ 4,619,403	\$ 4,987,265
Reclaimed water	\$ 99,973	\$ 99,539	\$ 111,500	\$ 134,021	\$ 257,500
Depreciation	\$ 10,303,641	\$ 7,671,008	\$ 7,500,000	\$ 7,500,000	\$ 11,897,330
Total Operating Expenses	\$ 32,724,375	\$ 31,394,125	\$ 33,027,272	\$ 32,460,203	\$ 38,992,182
Operating Income (Loss)	\$ 2,485,488	\$ 5,555,884	\$ 3,459,849	\$ 7,075,768	\$ 1,856,335
Debt Service					
Principal *	\$ (4,746,471)	\$ (6,988,147)	\$ (7,093,414)	\$ (7,093,414)	\$ (7,387,172)
Interest	\$ (1,036,008)	\$ (1,141,982)	\$ (2,909,869)	\$ (2,909,869)	\$ (2,772,195)
Total Debt Service	\$ (5,782,479)	\$ (8,130,129)	\$ (10,003,283)	\$ (10,003,283)	\$ (10,159,368)
Nonoperating Revenues(Expenses)					
Investment income (loss)	\$ 156,220	\$ (1,136,760)	\$ 100,000	\$ 43,056	\$ 100,000
Gain (loss) on sale of assets	\$ (12,282)	\$ 47,091	\$ 25,000	\$ 14,246	\$ 25,000
Capital purchases *	\$ (60,205,736)	\$ (31,565,118)	\$ (8,986,800)	\$ (5,944,625)	\$ (12,906,200)
Total Nonoperating Revenues(Expenses)	\$ (60,061,798)	\$ (32,654,787)	\$ (8,861,800)	\$ (5,887,323)	\$ (12,781,200)
Capital Contributions					
Grants	\$ 316,897	\$ 218,077	\$ -	\$ 200,000	\$ 3,000,000
Impact fees	\$ 3,848,308	\$ 3,991,231	\$ 2,176,938	\$ 2,176,938	\$ 3,915,000
Capital contributions	\$ 7,282	\$ 1,581,224	\$ -	\$ 10,000	\$ -
Developer contributions	\$ 3,355,342	\$ 1,562,626	\$ -	\$ 100,000	\$ -
Transfer to debt service fund	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)
	\$ 7,327,829	\$ 7,153,158	\$ 1,976,938	\$ 2,286,938	\$ 6,715,000
Change in Net Position	\$ 8,921,247	\$ 10,477,391	\$ 2,651,918	\$ 6,510,138	\$ 5,924,139
Beginning Net Position	\$ 222,034,076	\$ 230,955,323	\$ 241,432,714	\$ 241,432,714	\$ 247,942,852
Ending Net Position	\$ 230,955,323	\$ 241,432,714	\$ 244,084,632	\$ 247,942,852	\$ 253,866,992

* not included in ending net position



City of Franklin, Tennessee

FY 2024 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 (FY 2012 sum actual expenditures from water fund and wastewater fund).

Baseline of unaccounted water within the system is 20.8% (FY 2012).

Baseline of sanitary score is 97 (2012).

Franklin will continue to meet or exceed regulatory requirements for water quality.

Goal: To have no violations of regulatory requirements for water quality.

Baseline: Zero water quality violations in 2012. (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards)

Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.

Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.

Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan)

Adopted Strategic Schedule for each of the 5-year increments (2013).

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

Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.

[Baseline: Achieved Goal status, 2013]

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

Workload (Output) Measures

	2018	2019	2020	2021	2022
Water Production (in MGD) - Average	2.04	2.46	2.50	2.50	2.82
Water Production (in MGD) - Maximum	3.41	4.17	4.25	4.25	4.52




Outcome (Effectiveness) Measures

	2018	2019	2020	2021	2022
Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services) Goal: To have a reliable, efficient, and scalable infrastructure					
Declining or steady energy costs for water and sewage delivery	\$ 1,650,384	\$ 1,738,412	\$ 1,684,993	\$ 1,723,606	\$ 1,659,718
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	No	No
Unaccounted water within the system decreases	17%	18%	17%	16%	19%
Target (20.8% unaccounted for in FY 2012)	20.8%	20.8%	20.8%	20.8%	20.8%
Meets Target?	Yes	Yes	Yes	Yes	Yes
Sanitary score remains or improves	98	-	97	-	TBD
Target (97 from FY 2012)	97	-	97	-	TBD
Meets Target?	Yes	-	Yes	-	TBD



City of Franklin, Tennessee
FY 2024 Operating Budget

Performance Measures

 Franklin will continue to meet or exceed regulatory requirements for water quality. Goal: To have no violations of regulatory requirements for water quality.					
Franklin Water Quality Violations	2	4	4	0	NA
Target (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)	0	0	0	0	NA
Meets Target?	No	No	No	Yes	TBD
 Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042. Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.					
5% completed (2012). (Franklin Integrated Water Resource Plan.)	25.0%	30.0%	35.0%	45.0%	55.0%
Target	15.0%	15.0%	15.0%	35.0%	45.0%
Meets Target?	Yes	Yes	Yes	Yes	Yes
Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).					
Franklin Status	Adopted	Adopted	Adopted	Adopted	Adopted
Target (Adopted?)	Adopted	Adopted	Adopted	Adopted	Adopted
Meets Target?	Yes	Yes	Yes	Yes	Yes
 Franklin will achieve platinum status within the TVA sustainable Communities Program.					
Franklin status	Platinum	Platinum	Gold	Gold	Platinum
Target (Platinum)	Platinum	Platinum	Platinum	Platinum	Platinum
Meets Target?	Yes	Yes	No	No	Yes

*2022 and 2023 are estimates

Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
<input checked="" type="checkbox"/> % rating the quality of Drinking water	73%	27%	76%	24%	80%	20%
<input checked="" type="checkbox"/> % rating the quality of Sewer services	88%	12%	87%	13%	89%	11%

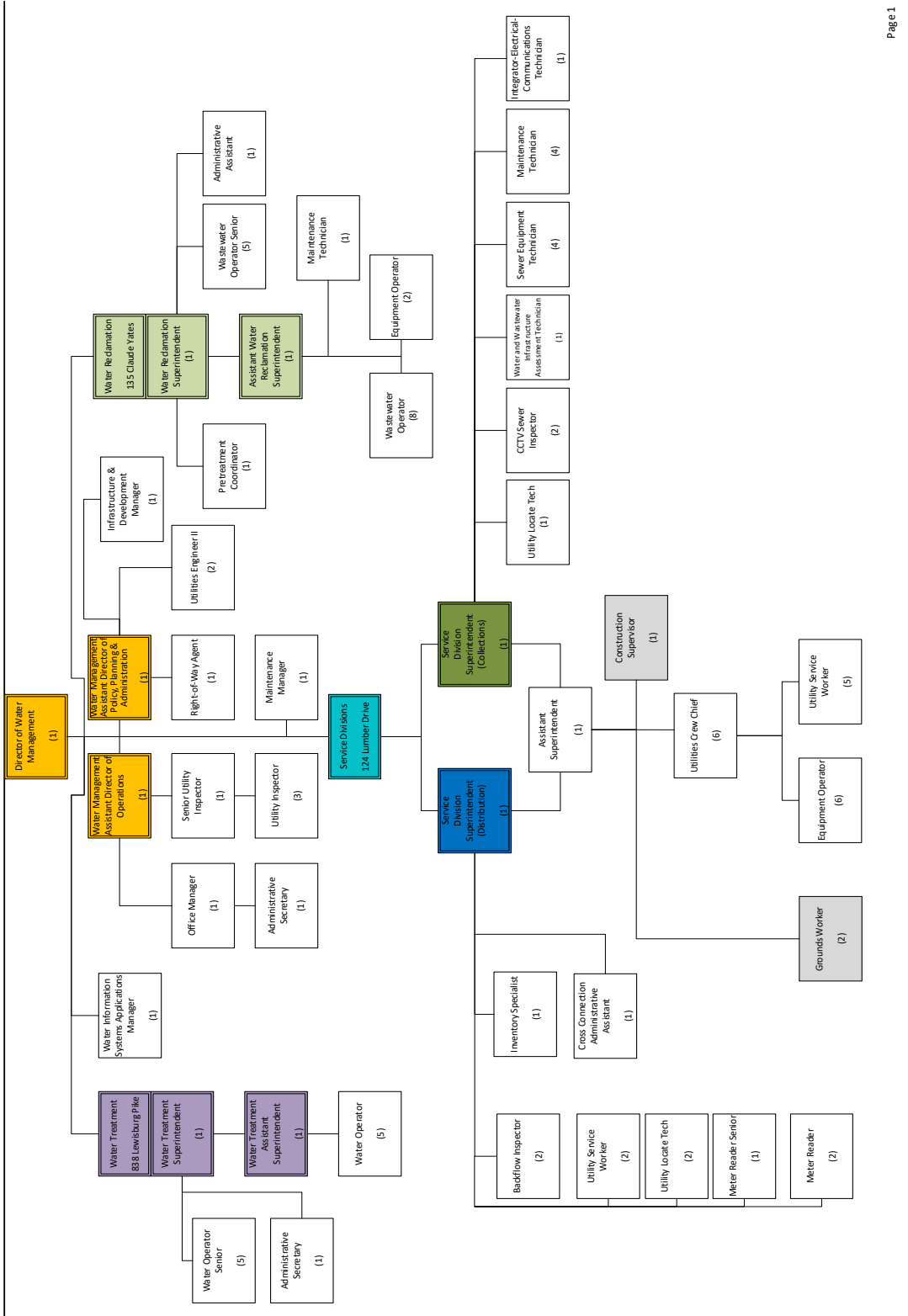


City of Franklin, Tennessee

FY 2024 Operating Budget

Organizational Chart

City of Franklin Water Management FY 2024 Budget



White: Positions Authorized and Budgeted in FY 2024
 Gray: Positions Authorized but not Budgeted in FY 2024

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



City of Franklin, Tennessee

FY 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
		F-T	F-T	F-T	F-T	F-T

Water Section

Utility Billing

Meter Reader Sr	E	1	1	1	1	1
Meter Reader	D	2	2	2	2	2
TOTALS		3	3	3	3	3

Water Distribution

Service Division Superintendent	K	1	1	1	1	1
Service Division Assistant Superintendent	H	1	1	1	1	1
Utilities Crew Chief	G	3	3	3	3	3
Backflow Inspector	F	2	2	2	2	2
Administrative Assistant	E	1	1	1	1	1
Inventory Specialist	E	1	1	1	1	1
Equipment Operator I-II	D-E	3	2	2	3	3
Utility Locate Technician	F	3	3	3	3	3
Utility Service Worker	D	4	4	4	4	4
Grounds Worker	D	2	1	1	1	1
TOTALS		21	19	19	20	20

Water Treatment Plant

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

Water Section Totals

37 34 35 36 36

Wastewater Section

Utility Administration

Director of Water Management	N	1	1	1	1	1
Water Mgmt. Asst. Director of Operations	L	1	1	1	1	1
Water Mgmt. Asst. Dir. of Policy, Planning, & Admin.	L	1	1	1	1	1
Utilities Engineer II	J	2	2	2	2	2
Facilities Maintenance Manager	I	0	0	1	1	1
Right of Way Agent	I	1	1	1	1	1
Infrastructure & Development Manager	I	0	0	1	1	1
Integrator-Electrical-Communications Technician	I	0	0	0	0	1
Water Information Systems Applications Mgr	H	1	1	1	1	1
Senior Utility Inspector	G	1	1	1	1	1
Utility Inspector	G	4	3	3	3	3
Office Manager	G	1	1	1	1	1
Administrative Secretary	D	1	1	1	1	1
TOTALS		14	13	15	15	16

Wastewater Collection

Service Division Assistant Superintendent	H	1	1	1	1	1
Construction Supervisor	G	1	1	1	1	0
Utilities Crew Chief	G	3	3	3	3	3



City of Franklin, Tennessee

FY 2024 Operating Budget

Staffing by Position

Budgeted Positions	Pay Grade	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
		F-T	F-T	F-T	F-T	F-T
Water & Wastewater Infrastructure Assessment Techn	F	1	1	1	1	1
TV Truck Sewer Inspector	E	2	2	2	2	2
Maintenance Technician	F	4	4	4	4	4
Equipment Operator I-II	D-E	3	3	3	3	3
Sewer Equipment Technician	E	4	4	4	4	4
Utility Locate Technician	---	1	0	0	0	0
Utility Service Worker	D	5	4	4	5	5
TOTALS		25	23	23	24	23

Water Reclamation						
Water Reclamation Superintendent	K	1	1	1	1	1
Assistant Water Reclamation Superintendent	I	1	1	1	1	1
Pretreatment Coordinator	G	1	1	1	1	1
Maintenance Technician	F	1	1	1	1	1
Wastewater Operator (I-II)	F-G	13	12	15	15	15
Administrative Assistant	E	1	1	1	1	1
Equipment Operator I-II	D-E	2	2	2	2	2
TOTALS		20	19	22	22	22

WASTEWATER SECTION TOTALS		59	55	60	61	61
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Authorized, Unbudgeted Positions						
Water Distribution						
Equipment Operator I-II	D-E	0	1	1	0	0
Grounds Worker	D	0	1	1	1	1
Water Treatment Plant						
Water Operator (I-II)	F-G	0	1	0	0	0
Utility Administration						
Utility Inspector	G	0	1	1	0	0
Wastewater Collection						
Construction Supervisor	G	0	0	0	0	1
Utility Locate Technician	---	0	1	1	0	0
Utility Service Worker	D	0	1	1	0	0
Water Reclamation						
Wastewater Operator(I-II)	F-G	0	1	0	0	0
Sub-Total Unbudgeted Positions		0	7	5	1	2

Total All Authorized Positions, Water & Wastewater		96	96	100	98	99
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City of Franklin, Tennessee

FY 2024 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	
	2021	2022	2023	2023	2024	\$	%
Personnel							
Salaries & Wages	4,683,060	4,928,781	6,531,774	5,900,159	6,967,323	435,549	6.7%
Employee Benefits	2,994,697	2,916,355	3,015,869	2,558,287	2,971,729	(44,140)	-1.5%
Total Personnel	7,677,757	7,845,136	9,547,643	8,458,445	9,939,052	391,410	4.1%
Operations							
Transportation Services	2,952	1,156	11,545	15,500	7,460	(4,085)	-35.4%
Operating Services	720,417	701,500	1,153,333	1,160,600	699,875	(453,458)	-39.3%
Notices, Subscriptions, etc.	56,902	23,382	25,850	21,458	20,136	(5,714)	-22.1%
Utilities	1,723,631	1,817,837	1,703,000	1,933,367	1,887,204	184,204	10.8%
Contractual Services	904,826	856,743	1,051,268	902,483	1,195,329	144,061	13.7%
Repair & Maintenance Services	545,946	552,412	844,620	1,115,856	1,035,560	190,940	22.6%
Employee programs	8,036	23,349	24,550	43,150	46,550	22,000	89.6%
Professional Development/Travel	3,443	10,775	38,200	26,600	32,650	(5,550)	-14.5%
Office Supplies	9,134	12,903	16,250	14,060	15,693	(557)	-3.4%
Operating Supplies	587,600	698,054	749,725	763,359	1,169,070	419,345	55.9%
Fuel & Mileage	90,784	155,696	138,823	183,200	199,485	60,662	43.7%
Supplies for Resale	4,197,337	4,242,706	4,674,000	4,674,000	4,655,400	(18,600)	-0.4%
Machinery & Equipment (<\$25,000)	116,626	359,299	351,302	242,910	738,000	386,698	110.1%
Repair & Maintenance Supplies	1,329,089	485,321	824,108	725,356	781,605	(42,503)	-5.2%
Operational Units	2,957,734	3,022,188	3,403,951	3,403,951	3,574,149	170,198	5.0%
Property & Liability Costs	10,606,038	8,033,590	445,338	561,916	543,313	97,975	22.0%
Rentals	6,066	56,172	8,200	34,380	26,200	18,000	219.5%
Financial Fees	187,086	244,557	278,414	278,364	287,150	8,736	3.1%
Permits	40,248	58,969	43,700	45,162	42,850	(850)	-1.9%
Debt Service and Lease Payments	1,615,993	2,418,256	8,338,618	8,391,209	8,085,585	(253,033)	-3.0%
Total Operations	25,709,888	23,774,866	24,124,795	24,536,881	25,043,264	918,470	3.8%
Buildings	-	-	67,500	-	45,000	(22,500)	-33.3%
Improvements	-	-	7,953,300	5,543,828	11,654,200	3,700,900	46.5%
Machinery & Equipment (>\$25,000)	-	-	966,000	400,797	657,000	(309,000)	-32.0%
Capital	-	-	8,986,800	5,944,625	12,906,200	3,919,400	43.6%
Total Water & Wastewater Fund	33,387,645	31,620,002	42,659,238	38,939,951	47,888,517	5,229,279	12.3%



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

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 six leaks total with an estimated loss of 50,000 gallons per day (8,760,000 gallons per year).



City of Franklin, Tennessee

FY 2024 Operating Budget

Water Budget

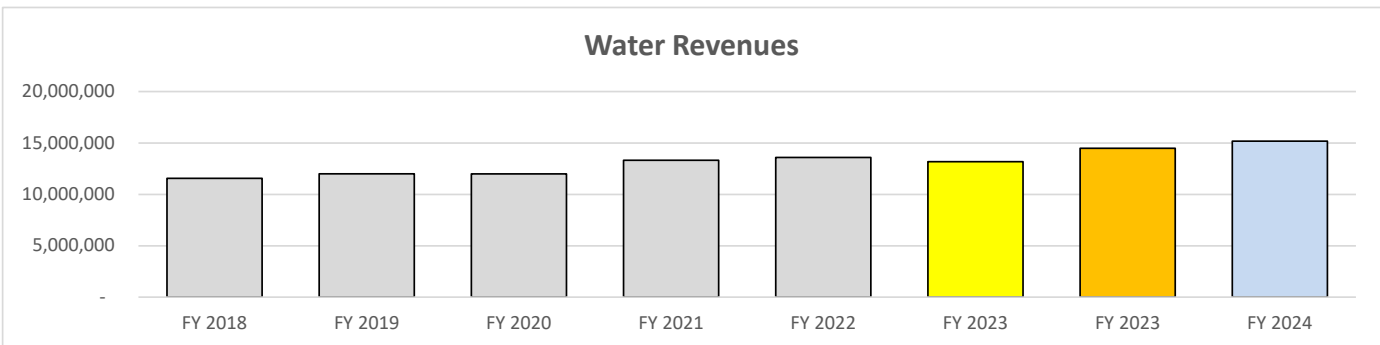
Consumption

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 2024 are projected to be 3% higher than estimated FY 2023 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 2018-FY 2022, estimated for the budgeted and projected revenues for FY 2023 and the projected revenues for FY 2024.



	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2023 EOY	FY 2024 Budget
Intergovernmental		-		36,180	70,897	-	-	-
Interest Income	69,046	103,257	118,151	156,220	3,756	100,000	16,332	100,000
Rental Income	21,075	24,000	26,000	25,000	18,113	25,000	23,083	25,000
Sale of Surplus Assets	41,046	379	3,410	-	31,643	-	14,246	-
Other Revenue	-	3,496	31,301	9,501	6,462		5,088	
Customer Service (Rates)	11,021,468	11,761,456	11,732,447	12,840,108	13,351,254	12,629,946	14,028,659	14,349,519
Inspection Fees	76,951	79,502	63,144	77,673	70,657	45,000	51,814	45,000
Other Service Revenue	327,010	24,177	14,589	170,243	35,210	55,000	19,404	55,000
Impact Fees						321,905	321,905	600,000
Contributions						-		-
Total Water Revenues*	11,556,597	11,996,267	11,989,042	13,314,925	13,587,992	13,176,851	14,480,531	15,174,519



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 Integrated Water Resources Plan (IWRP) priority projects established by the BOMA and those projects are determined based upon annual immediate prioritization. The distribution projects are renewal of existing infrastructure.



City of Franklin, Tennessee

FY 2024 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 '23 v. '24	
	2021	2022	2023	2023	2024	\$	%
Divisions							
Water Distribution	2,883,039	2,027,351	3,132,357	3,378,063	5,128,554	1,996,197	63.7%
Water Treatment/Plant	6,110,805	6,630,592	8,542,871	6,942,114	8,639,907	97,036	1.1%
Utility Billing	172,633	185,400	238,804	254,030	245,686	6,882	2.9%
Water General	6,144,276	4,587,493	5,387,356	5,450,694	3,076,806	(2,310,550)	-42.9%
Total Water	15,310,752	13,430,836	17,301,388	16,024,901	17,090,953	(210,435)	-1.2%
Expense by Category							
Personnel							
Salaries & Wages	1,626,944	1,708,857	2,295,083	1,971,095	2,489,557	194,474	8.5%
Employee Benefits	973,718	978,031	1,031,874	906,258	1,007,483	(24,391)	-2.4%
Total Personnel	2,600,662	2,686,888	3,326,957	2,877,353	3,497,040	170,083	5.1%
Operations							
Transportation Services	786	998	5,570	5,750	1,260	(4,310)	-77.4%
Operating Services	31,228	22,817	40,200	38,600	26,000	(14,200)	-35.3%
Notices, Subscriptions, etc.	11,519	8,950	7,850	7,158	5,836	(2,014)	-25.7%
Utilities	415,431	437,366	414,555	513,789	536,838	122,283	29.5%
Contractual Services	303,857	404,050	246,400	260,078	303,500	57,100	23.2%
Repair & Maintenance Services	94,360	208,601	377,250	645,750	561,250	184,000	48.8%
Employee programs	2,492	12,901	10,400	10,625	11,975	1,575	15.1%
Professional Development/Travel	867	4,196	9,700	8,200	9,950	250	2.6%
Office Supplies	4,102	5,235	6,700	5,975	5,630	(1,070)	-16.0%
Operating Supplies	336,234	422,931	390,025	376,003	716,870	326,845	83.8%
Fuel & Mileage	27,913	44,162	36,535	50,200	54,535	18,000	49.3%
Supplies for Resale	4,197,337	4,242,706	4,674,000	4,674,000	4,655,400	(18,600)	-0.4%
Machinery & Equipment (<\$25,000)	82,720	245,285	162,502	146,075	85,500	(77,002)	-47.4%
Repair & Maintenance Supplies	1,135,334	110,400	501,683	473,105	493,375	(8,308)	-1.7%
Operational Units	1,478,867	1,511,094	1,701,911	1,701,911	1,787,007	85,096	5.0%
Property & Liability Costs	4,049,217	2,551,932	195,618	217,572	187,057	(8,561)	-4.4%
Rentals	4,104	615	3,000	2,600	3,000	-	0.0%
Financial Fees	68,905	87,716	102,550	102,550	102,550	-	0.0%
Permits	32,706	33,820	35,900	38,142	36,400	500	1.4%
Debt Service and Lease Payments	432,112	388,170	1,266,281	1,377,870	995,781	(270,500)	-21.4%
Total Operations	12,710,090	10,743,948	10,188,631	10,655,951	10,579,713	391,082	3.8%
Improvements	-	-	3,785,800	2,435,800	3,014,200	(771,600)	-20.4%
Machinery & Equipment (>\$25,000)	-	-	-	55,797	-	-	0.0%
Capital	-	-	3,785,800	2,491,597	3,014,200	(771,600)	-20.4%
Total Water Summary	15,310,752	13,430,836	17,301,388	16,024,901	17,090,953	(210,435)	-1.2%



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

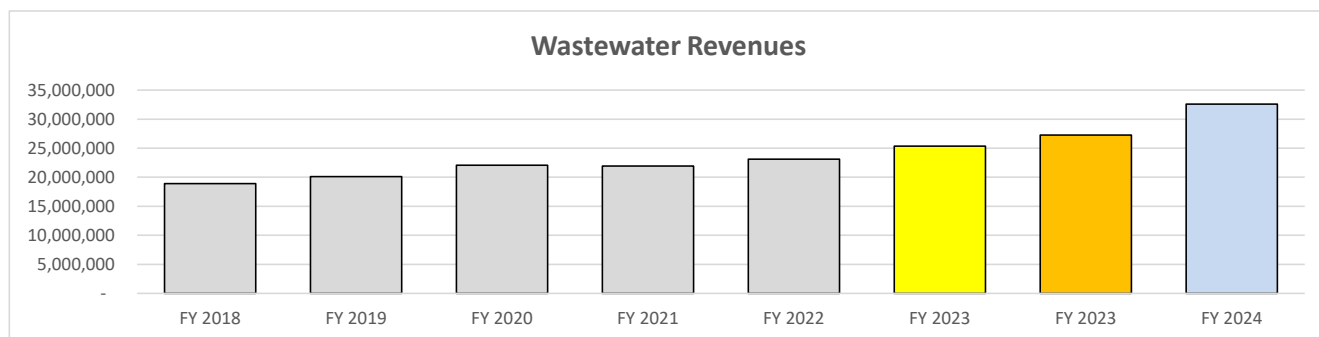
Consumption & Revenues

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 2024 are projected to be 2.5% higher than FY 2023 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 2018-FY 2022, estimated for the budgeted and projected revenues for FY 2023 and the projected revenues for FY 2024.



	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2023 EOY	FY 2024 Budget
Intergovernmental		225,000	-	280,713	-	-	200,000	3,000,000
Interest Income	181,367	793,210	849,274	156,220	17,807	575,000	26,724	575,000
Rental Income	2,210	-	-	-	-	-	-	-
Sale of Surplus Assets	-	-	-	12,282	15,448	25,000	-	25,000
Customer Service (Rates)	18,652,030	19,001,446	19,896,476	21,405,503	22,879,668	22,774,425	25,109,289	25,549,248
Inspection Fees	51,488	50,986	26,264	64,926	52,130	75,000	64,125	75,000
Other Service Revenue	15,622	36,655	10,099	8,760	144,784	50,000	4,886	50,000
Transfer from Co. Fac. Tax	-	-	1,285,000	-	-	-	-	-
Impact Fees						1,855,033	1,855,033	3,315,000
Total Wastewater Revenues*	18,902,717	20,107,297	22,067,113	21,928,404	23,109,837	25,354,458	27,260,056	32,589,248

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



Wastewater Budget

Budget Summary

Personnel – 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.



City of Franklin, Tennessee
FY 2024 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	EOY	Budget	EOY	Budget	Difference '23 v. '24	
	2021	2022	2023	2023	2024	\$	%
Divisions							
Wastewater Collection	2,755,929	2,919,728	3,957,512	3,458,673	7,530,986	3,573,474	90.3%
Wastewater Plant	4,108,031	4,168,738	5,167,974	4,964,403	5,237,265	69,291	1.3%
Utility Administration	1,406,750	1,572,844	2,372,550	1,779,643	2,451,790	79,241	3.3%
Wastewater General	9,579,984	9,294,987	13,635,691	12,535,931	15,207,399	1,571,708	11.5%
Total Wastewater	17,850,694	17,956,297	25,133,727	22,738,650	30,427,441	5,293,713	21.1%
Expense by Category							
Personnel							
Salaries & Wages	3,056,116	3,219,924	4,236,692	3,929,064	4,477,767	241,075	5.7%
Employee Benefits	2,020,979	1,938,324	1,983,995	1,652,029	1,964,246	(19,748)	-1.0%
Total Personnel	5,077,095	5,158,247	6,220,687	5,581,091	6,442,014	221,327	3.6%
Operations							
Transportation Services	2,166	158	5,975	9,750	6,200	225	3.8%
Operating Services	689,189	678,683	1,113,133	1,122,000	673,875	(439,258)	-39.5%
Notices, Subscriptions, etc.	45,370	14,432	18,000	14,300	14,300	(3,700)	-20.6%
Utilities	1,308,200	1,380,472	1,288,445	1,419,578	1,350,367	61,922	4.8%
Contractual Services	586,316	445,541	795,368	640,300	882,329	86,961	10.9%
Repair & Maintenance Services	451,338	343,196	460,370	462,510	464,310	3,940	0.9%
Employee programs	5,544	10,448	14,150	32,525	34,575	20,425	144.3%
Professional Development/Travel	2,576	6,579	28,500	18,400	22,700	(5,800)	-20.4%
Office Supplies	5,032	7,668	9,550	8,085	10,063	513	5.4%
Operating Supplies	198,248	219,571	278,700	261,250	227,200	(51,500)	-18.5%
Fuel & Mileage	62,871	111,534	102,288	133,000	144,950	42,662	41.7%
Machinery & Equipment (<\$25,000)	33,906	114,014	187,800	96,835	652,500	464,700	247.4%
Repair & Maintenance Supplies	181,676	354,179	309,425	261,911	275,230	(34,195)	-11.1%
Operational Units	1,478,867	1,511,094	1,702,040	1,702,040	1,787,142	85,102	5.0%
Property & Liability Costs	6,427,419	5,352,195	249,720	344,344	356,256	106,537	42.7%
Rentals	1,962	55,557	5,200	23,906	23,200	18,000	346.2%
Financial Fees	118,181	156,841	175,864	175,814	184,600	8,736	5.0%
Permits	7,542	25,149	7,800	7,020	6,450	(1,350)	-17.3%
Debt Service and Lease Payments	1,167,194	2,014,609	7,004,713	6,970,960	7,022,180	17,467	0.2%
Total Operations	12,773,599	12,801,918	13,757,041	13,704,531	14,138,427	381,386	2.8%
Capital							
Land	-	-	-	-	550,000	550,000	100.0%
Buildings	-	-	22,500	-	-	(22,500)	-100.0%
Improvements	-	-	4,167,500	3,108,028	8,640,000	4,472,500	107.3%
Machinery & Equipment (>\$25,000)	-	-	966,000	345,000	657,000	(309,000)	-32.0%
Total Capital	-	-	5,156,000	3,453,028	9,847,000	4,691,000	91.0%
Total Wastewater	17,850,694	17,960,165	25,133,727	22,738,650	30,427,441	5,293,713	21.1%



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.



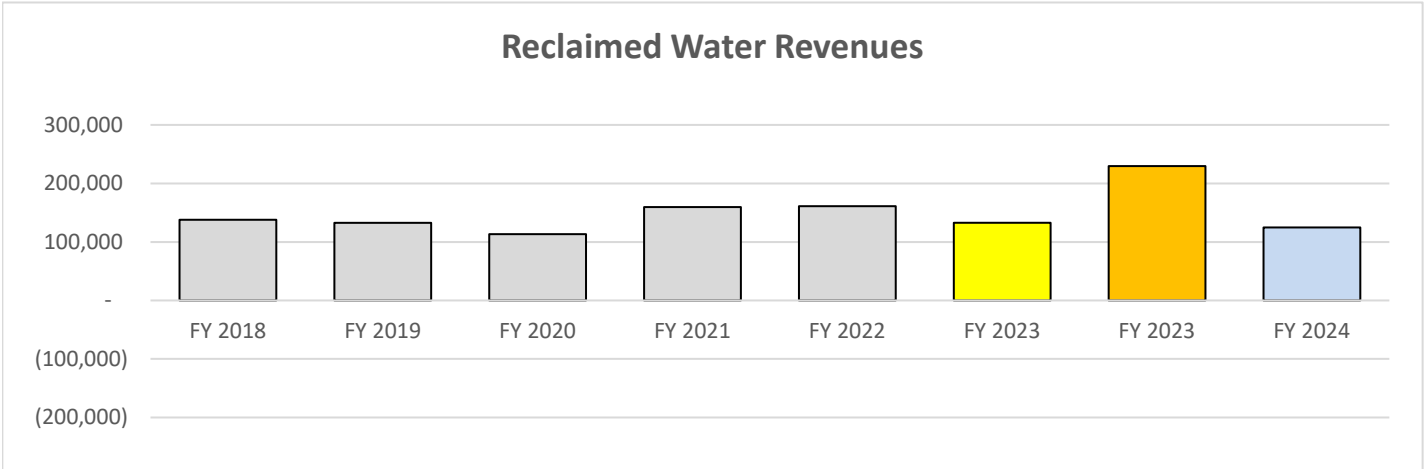
City of Franklin, Tennessee

FY 2024 Operating Budget

Reclaimed Water

Revenues

Revenues are being revised at this time. Year to date collections are stronger than anticipated. A final projection will be presented in May.



	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2023 EOY	FY 2024 Budget
Intergovernmental	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	600	1,000	-	1,000	1,000	1,000
Interest Income	691	1,958	-	-	-	-	-	-
Sale of Surplus Assets	-	-	-	-	-	-	6,198	-
Customer Service (Rates)	135,705	129,194	109,559	156,985	152,545	128,000	220,126	122,000
Inspection Fees	-	-	3,144	1,000	-	3,000	1,000	1,000
Other Service Revenue	1,500	1,500	-	600	8,552	750	1,300	750
Fund Balance Contrib.	-	-	-	-	-	-	-	-
Contributions from Develop.	-	-	-	-	-	-	-	-
Total Reclaimed Revenues	137,896	132,652	113,303	159,585	161,097	132,750	229,624	124,750



City of Franklin, Tennessee
FY 2024 Operating Budget

Reclaimed Budget

	<u>A</u>	<u>D</u>	<u>E</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	EOY	Budget	Difference '23 v. '24	
	2021	2022	2023	2023	2024	\$	%
Personnel							
Total Personnel	-	-	-	-	-	-	0.0%
Contractual Services	14,653	7,151	9,500	2,105	9,500	-	0.0%
Repair & Maintenance Services	248	615	7,000	7,596	10,000	3,000	42.9%
Operating Supplies	53,118	55,553	81,000	126,106	225,000	144,000	177.8%
Machinery & Equipment (<\$25,000)	-	-	1,000	-	-	(1,000)	-100.0%
Repair & Maintenance Supplies	12,079	20,742	13,000	(9,660)	13,000	-	0.0%
Property & Liability Costs	129,402	129,463	-	-	-	-	0.0%
Rentals	-	-	-	7,874	-	-	0.0%
Debt Service and Lease Payments	16,687	15,478	67,624	42,379	67,624	-	0.0%
Total Operations	226,200	229,002	179,124	176,400	325,124	146,000	81.5%
Capital	-	-	45,000	-	45,000	-	0.0%
Total Reclaimed Water	226,200	229,002	224,124	176,400	370,124	146,000	65.1%



City of Franklin, Tennessee
FY 2024 Operating Budget

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	Balance (2029-2037)	Total Outstanding (2024-2037)
Water Operations										
PRINCIPAL										
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	\$ 1,360,100	\$ 101,500	\$ 103,950	\$ 106,400	\$ 109,200			\$ -	\$ 319,550
ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation)	2011	\$ 1,500,000	\$ 78,310	\$ 80,546	\$ 82,848	\$ 85,215	\$ 87,648	\$ 90,153	\$ 236,805	\$ 663,215
SRF SCADA	2016	\$ 747,690	\$ 46,314	\$ 46,726	\$ 47,145	\$ 47,568	\$ 47,992	\$ 48,423	\$ 248,652	\$ 486,506
Bonds 2017 - \$12m (Water Plant)	2017	\$ 12,000,000	\$ 329,000	\$ 346,500	\$ 364,000	\$ 381,500	\$ 399,000	\$ 420,000	\$ 4,714,500	\$ 6,625,500
PRINCIPAL		\$ 15,607,790	\$ 555,124	\$ 577,722	\$ 600,393	\$ 623,483	\$ 534,640	\$ 558,576	\$ 5,199,957	\$ 8,094,771
INTEREST										
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	\$ 10,319	\$ 7,710	\$ 5,127	\$ 2,482			\$ -	\$ 15,319
ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation)	2011	2.82%	\$ 19,904	\$ 17,668	\$ 15,366	\$ 12,999	\$ 10,566	\$ 8,061	\$ 8,721	\$ 73,381
SRF SCADA	2016		\$ 4,553	\$ 4,142	\$ 3,722	\$ 3,299	\$ 2,876	\$ 2,444	\$ 5,668	\$ 22,151
Bonds 2017 - \$12m (Water Plant)	2017	3.29%	\$ 304,990	\$ 288,540	\$ 271,215	\$ 253,015	\$ 233,940	\$ 213,990	\$ 997,010	\$ 2,257,710
INTEREST			\$ 339,766	\$ 318,059	\$ 295,431	\$ 271,796	\$ 247,381	\$ 224,496	\$ 1,011,399	\$ 2,368,562
TOTAL EXPENDITURES			\$ 894,890	\$ 895,781	\$ 895,823	\$ 895,279	\$ 782,021	\$ 783,071	\$ 6,211,356	\$ 10,463,333
Sewer Operations										
PRINCIPAL										
Bonds 2005 \$24.67M (Refund 2001 / 2002)	2001, 2002, 2005	\$ 9,868,000	\$ 622,000	\$ 580,000	\$ 580,000				\$ -	\$ 1,160,000
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	\$ 194,300	\$ 14,500	\$ 14,850	\$ 15,200	\$ 15,600			\$ -	\$ 45,650
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	\$ 868,572	\$ 46,852	\$ 48,128	\$ 49,439	\$ 50,785	\$ 52,169	\$ 53,589	\$ 249,608	\$ 503,718
SRF SCADA	2016	\$ 1,518,037	\$ 92,837	\$ 93,662	\$ 94,503	\$ 95,352	\$ 96,200	\$ 97,065	\$ 498,427	\$ 975,209
SRF Loan 2017	2017	\$ 1,275,000	\$ 35,520	\$ 36,048	\$ 36,576	\$ 37,116	\$ 37,668	\$ 38,220	\$ 956,000	\$ 1,141,628
SRF Loan 2018	2018	\$ 78,500,000	\$ 2,133,900	\$ 2,165,484	\$ 2,197,524	\$ 2,230,044	\$ 2,263,056	\$ 2,296,548	\$ 62,763,192	\$ 73,915,848
SRF Loan	2020	\$ 20,000,000	\$ 540,360	\$ 548,352	\$ 556,464	\$ 564,696	\$ 573,060	\$ 581,544	\$ 16,235,438	\$ 19,059,554
WRF Bonds	2021	\$ 10,660,000	\$ 330,000	\$ 350,000	\$ 365,000	\$ 385,000	\$ 405,000	\$ 425,000	\$ 8,400,000	\$ 10,330,000
SRF Loan	2021	\$ 19,500,000	\$ 267,468	\$ 540,096	\$ 547,044	\$ 554,088	\$ 561,228	\$ 568,452	\$ 16,461,624	\$ 19,232,532
PRINCIPAL		\$ 142,383,909	\$ 4,083,437	\$ 4,376,621	\$ 4,441,750	\$ 3,932,681	\$ 3,988,381	\$ 4,060,418	\$ 105,564,288	\$ 126,364,139
INTEREST										
Bonds 2005 \$24.67M (Refund 2001 / 2002)	2001, 2002, 2005	3.00%-5.00%	\$ 84,750	\$ 53,650	\$ 24,650				\$ -	\$ 78,300
Bonds 2011A \$19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	\$ 1,462	\$ 1,101	\$ 732	\$ 355			\$ -	\$ 2,188
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	\$ 14,236	\$ 12,959	\$ 11,649	\$ 10,303	\$ 8,919	\$ 7,499	\$ 15,109	\$ 66,438
SRF SCADA	2016		\$ 9,141	\$ 8,302	\$ 7,462	\$ 6,613	\$ 5,764	\$ 4,900	\$ 11,363	\$ 44,403
SRF Loan 2017	2017		\$ 17,064	\$ 16,536	\$ 16,008	\$ 15,468	\$ 14,916	\$ 14,364	\$ 157,024	\$ 234,316
SRF Loan 2018	2018	1.47%	\$ 1,103,592	\$ 1,072,008	\$ 1,039,968	\$ 1,007,448	\$ 974,436	\$ 940,944	\$ 11,159,451	\$ 16,194,255
SRF Loan	2020		\$ 284,484	\$ 276,492	\$ 268,380	\$ 260,148	\$ 251,784	\$ 243,300	\$ 2,941,992	\$ 4,242,096
WRF Bonds	2021		\$ 468,150	\$ 451,650	\$ 434,150	\$ 415,900	\$ 396,650	\$ 376,400	\$ 2,793,650	\$ 4,868,400
SRF Loan	2021		\$ 179,530	\$ 243,012	\$ 236,064	\$ 229,020	\$ 221,880	\$ 214,656	\$ 2,724,596	\$ 3,869,228
INTEREST			\$ 2,162,408	\$ 2,135,711	\$ 2,039,063	\$ 1,945,254	\$ 1,874,349	\$ 1,802,062	\$ 19,803,185	\$ 29,599,625
TOTAL EXPENDITURES			\$ 6,245,845	\$ 6,512,332	\$ 6,480,813	\$ 5,877,935	\$ 5,862,730	\$ 5,862,480	\$ 125,367,473	\$ 155,963,764
Reclaimed Operations										
PRINCIPAL										
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	\$ 1,019,628	\$ 46,852	\$ 48,128	\$ 49,439	\$ 50,785	\$ 52,169	\$ 53,589	\$ 249,608	\$ 503,718
PRINCIPAL		\$ 1,019,628	\$ 46,852	\$ 48,128	\$ 49,439	\$ 50,785	\$ 52,169	\$ 53,589	\$ 249,608	\$ 503,718
INTEREST										
ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	\$ 14,236	\$ 12,959	\$ 11,649	\$ 10,303	\$ 8,919	\$ 7,499	\$ 15,109	\$ 66,438
INTEREST			\$ 14,236	\$ 12,959	\$ 11,649	\$ 10,303	\$ 8,919	\$ 7,499	\$ 15,109	\$ 66,438
TOTAL EXPENDITURES			\$ 61,088	\$ 61,088	\$ 61,088	\$ 61,088	\$ 61,088	\$ 61,088	\$ 264,717	\$ 570,156

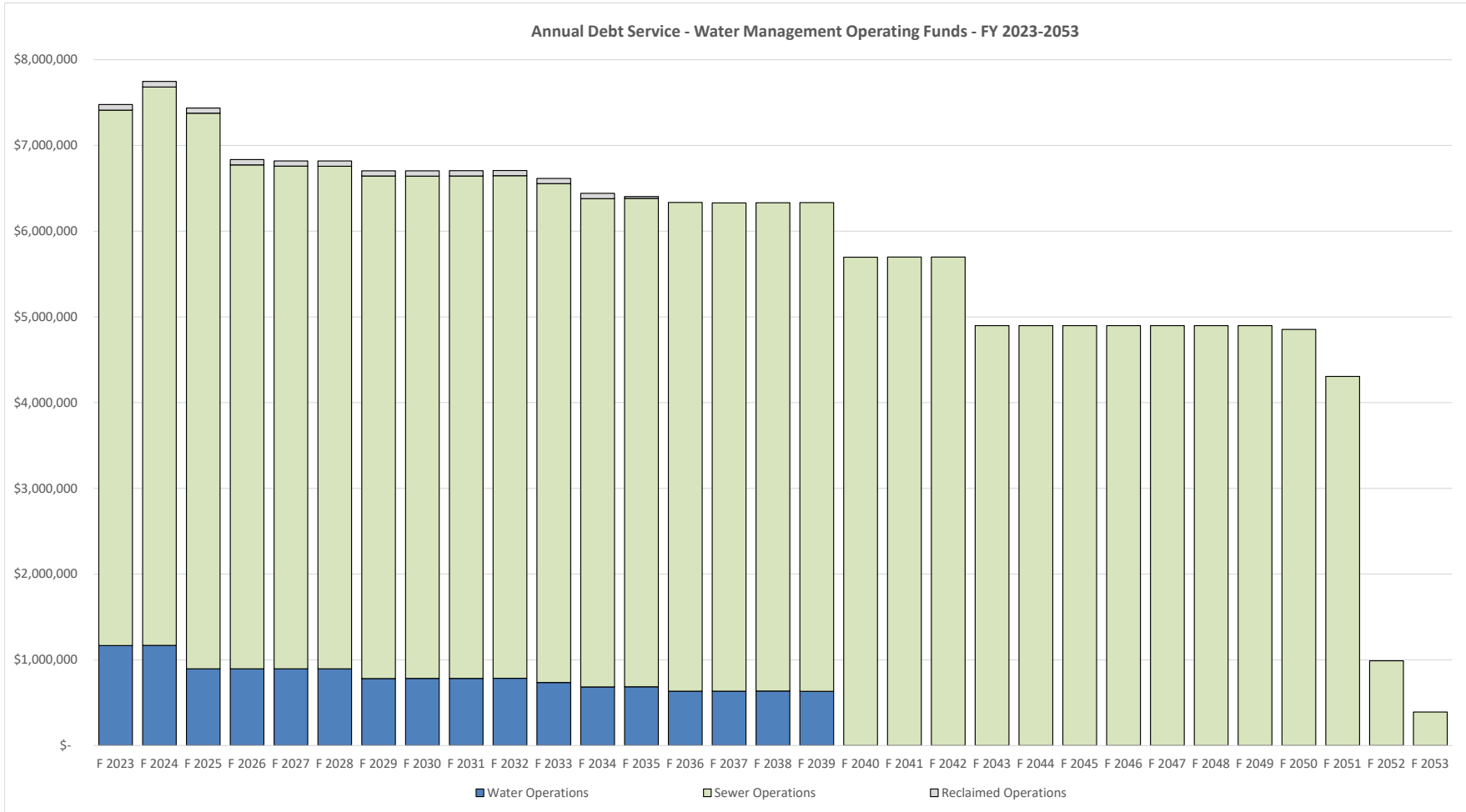
*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed.



City of Franklin, Tennessee
FY 2024 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 2023-2053. 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, Tennessee
FY 2024 Operating Budget

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Total Debt Service - Water Management Fund

Break out of Debt Total by Fund			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Balance (2029-2053)	Total Outstanding (2024-2053)
Sewer Ops (431)		**shown on previous pages**	\$ 6,245,845	\$ 6,512,332	\$ 6,480,813	\$ 5,877,935	\$ 5,862,730	\$ 5,862,480	\$ 125,367,474	\$ 155,963,765
Water Ops (421)		**shown on previous pages**	\$ 894,891	\$ 895,781	\$ 895,823	\$ 895,279	\$ 782,021	\$ 783,071	\$ 6,211,350	\$ 10,463,327
Reclaim Ops (441)		**shown on previous pages**	\$ 61,088	\$ 61,088	\$ 61,088	\$ 61,088	\$ 61,088	\$ 61,088	\$ 264,717	\$ 570,156
Sewer Impact (432)			\$ 2,178,318	\$ 2,067,075	\$ 2,022,245	\$ 1,116,825	\$ -	\$ -	\$ -	\$ 5,206,145
Water Impact (422)			\$ 527,297	\$ 527,383	\$ 527,154	\$ 527,209	\$ 271,260	\$ 271,710	\$ 2,447,790	\$ 4,572,506
Reclaim Access (442)			\$ 79,871	\$ 79,757	\$ 79,662	\$ 79,773	\$ -	\$ -	\$ -	\$ 239,192
Reclaim Taps (443)			\$ 15,974	\$ 15,951	\$ 15,932	\$ 15,955	\$ -	\$ -	\$ -	\$ 47,838
Total Debt Service			\$ 10,003,283	\$ 10,159,368	\$ 10,082,717	\$ 8,574,064	\$ 6,977,100	\$ 6,978,350	\$ 134,291,332	\$ 177,062,929
Principal			\$ 7,093,414	\$ 7,387,172	\$ 7,515,982	\$ 6,205,650	\$ 4,746,191	\$ 4,852,584	\$ 113,034,345	\$ 143,741,923
Interest			\$ 2,909,869	\$ 2,772,195	\$ 2,566,736	\$ 2,368,414	\$ 2,230,909	\$ 2,125,767	\$ 21,256,987	\$ 33,321,006
Total Debt Service			\$ 10,003,283	\$ 10,159,368	\$ 10,082,717	\$ 8,574,064	\$ 6,977,100	\$ 6,978,350	\$ 134,291,332	\$ 177,062,929



City of Franklin, Tennessee
FY 2024 Operating Budget

Debt Service Coverage

Debt Service Coverage	2022 Actual*	2023 Estimated	2024 Budget
Water Management Fund Revenues			
Total Operating Revenues	\$ 36,950,009	\$ 39,535,971	\$ 40,848,516
add Investment Income	\$ (1,136,760)	\$ 43,056	\$ 100,000
add gain (loss) on sale of Assets	\$ 47,091	\$ 14,246	\$ 25,000
Total Water Management Fund Revenues	\$ 35,860,340	\$ 39,593,273	\$ 40,973,516
Water Management Fund Expenses			
Direct Operating expenses	\$ 31,394,125	\$ 32,460,203	\$ 39,442,469
less Depreciation	\$ (7,671,008)	\$ (7,500,000)	\$ (11,897,330)
add transfers out for Debt Service	\$ 200,000	\$ 200,000	\$ 200,000
Total Water Management Fund Expenses	\$ 23,923,117	\$ 25,160,203	\$ 27,745,139
Net Revenue Available for Debt Service	\$ 11,937,223	\$ 14,433,070	\$ 13,228,378
Net Revenue Available for Debt Service divided by Debt Service (Prin. & Int.) Due	\$ 11,937,223	\$ 14,433,070	\$ 13,228,378
Debt Coverage Ratio <i>(must exceed 1.25x)</i>	1.47	1.44	1.30
Is there sufficient Debt Service Coverage?	Yes	Yes	Yes

*Ties to pages 40 & 133, 2022 ACFR



City of Franklin

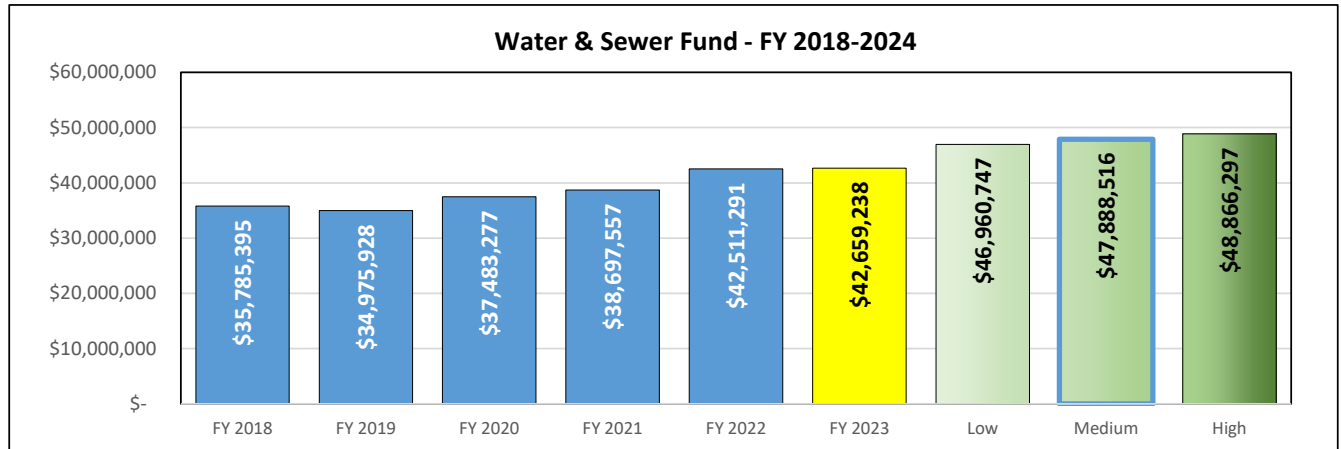
Revenue Model

Fund:	Water/Sewer Fund	Percent of All Revenues	23.1%
--------------	-------------------------	--------------------------------	--------------

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 at 3% for Water and 2% for Sewer as established by BOMA as of January 1, 2024.

**Note: Revenues shown below are for operational, impact & customer service only. Capital Contributions are not included within this total, and will not necessarily tie to audited financial information.*



	Actual					Budget	Forecast (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	25.0%	-2.3%	7.2%	3.2%	9.9%	0%	10.1%	12.3%	14.6%	
Water										3-yr Average
Use of Money & Property	131,580	127,636	147,561	52,539	78,032	125,000	100,000	125,000	150,000	\$ 39,564,042
Rates & Related Customer Service	11,425,017	11,868,631	11,841,481	13,217,446	13,534,877	12,729,946	14,175,234	14,464,524	14,753,814	2.5%
Impact Fees	699,923	440,067	601,326	768,642	586,512	321,905	500,000	500,000	500,000	5-Yr Average
Wastewater										\$ 37,890,690
Grants	-	-	-	250,000	90,122	-	3,000,000	3,000,000	3,000,000	2.4%
Use of Money & Property	183,627	793,210	849,274	68,880	300,897	600,000	500,000	600,000	750,000	
Rates & Related Customer Service	18,719,089	19,314,087	19,932,839	21,467,294	24,769,484	22,899,425	25,160,763	25,674,248	26,187,733	
Impact Fees	4,489,762	2,299,645	2,712,493	2,713,171	2,990,270	1,855,033	3,400,000	3,400,000	3,400,000	
Transfer from G/F (ARP Funds)	-	-	-	-	-	-	-	-	w	
Transfer from Co. Fac. Tax.	-	-	1,285,000	-	-	-	-	-	-	
Reclaimed Water										
Use of Money & Property	691	1,958	600	1,000	-	1,000	1,000	1,000	1,000	
Rates & Related Customer Service	135,705	130,694	112,703	158,585	161,097	131,750	123,750	123,750	123,750	
Use of F/B	-	-	-	-	-	3,995,179	-	-	-	
Totals	\$ 35,785,395	\$ 34,975,928	\$ 37,483,277	\$ 38,697,557	\$ 42,511,291	\$ 42,659,238	\$ 46,960,747	\$ 47,888,516	\$ 48,866,297	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

General Expenses

Budget Summary

	2021	2022	2023	2023	2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Personnel	-933,860	689,350	1,145,710	1,120,660	3,124,664	1,978,954	172.7%
Operations	182,287	-274,547	299,946	293,386	309,534	9,588	3.2%
Capital	0	0	0	0	0	0	0.0%
Total	-751,573	414,803	1,445,656	1,414,046	3,434,198	1,988,542	137.6%

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 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	246,154	120,660	2,950,000	2,703,846	1098.4%
Employee Benefits	(933,860)	689,350	899,556	1,000,000	174,664	(724,891)	-80.6%
Total Personnel	(933,860)	689,350	1,145,710	1,120,660	3,124,664	1,978,954	172.7%
Operations							
Notices, Subscriptions, etc.	44,705	53,612	71,954	70,963	73,534	1,580	2.2%
Utilities	691	714	550	754	550	-	0.0%
Contractual Services	90,492	111,996	219,992	214,507	228,000	8,008	3.6%
Repair & Maintenance Services	879	3,385	1,000	3,162	1,000	-	0.0%
Fuel & Mileage	26,497	(446,762)	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	16,175	-	2,000	-	2,000	-	0.0%
Rentals	-	8	100	-	100	-	0.0%
Permits	348	-	350	-	350	-	0.0%
Financial Fees	2,500	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	182,287	(274,547)	299,946	293,386	309,534	9,588	3.2%
Capital						-	0.0%
Total General Expenses	(751,573)	414,803	1,445,656	1,414,046	3,434,198	1,988,542	137.6%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Appropriations

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	446,248	509,339	661,028	661,028	685,758	24,730	3.7%
Capital	0	0	0	0	0	0	0.0%
Total	446,248	509,339	661,028	661,028	685,758	24,730	3.7%

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 2024 Operating Budget

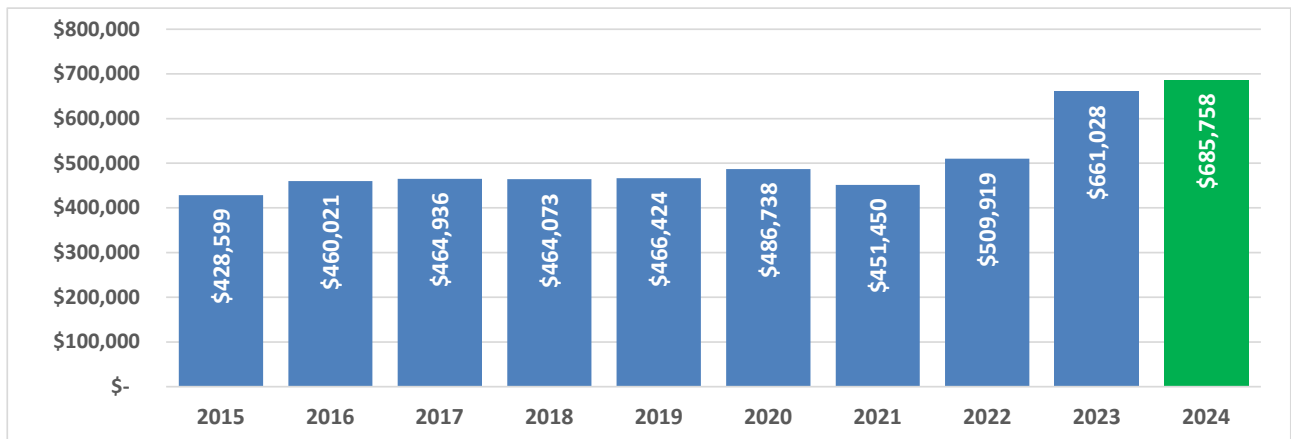
Organizational Chart

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		2022 Citizens Survey	
		Excellent/Good	Fair/Poor	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%	94%	6%
<input checked="" type="checkbox"/>	% rating the quality of services provided by Health Services	88%	12%	88%	12%	85%	15%
<input checked="" type="checkbox"/>	% rating the quality of services provided by Animal Control	79%	21%	84%	16%	85%	15%



City of Franklin, Tennessee

FY 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Operations							
Appropriations to Governments							
Health Department	19,035	19,035	21,150	21,150	22,208	1,058	5.0%
Animal Control	91,394	121,976	180,828	180,828	189,869	9,041	5.0%
Library - Books	57,798	64,220	67,431	67,431	70,803	3,372	5.0%
Regional Transit Authority - 91X Bus	56,185	56,185	56,185	56,185	56,185	-	0.0%
TN Reha @ Franklin	10,427	20,273	21,896	21,896	22,991	1,095	5.0%
Total Appropriations to Gov't	234,839	281,689	347,490	347,490	362,055	14,565	4.2%
Appropriations to Charitable Organizations							
ARC	3,807	5,000	5,250	5,250	-	(5,250)	-100.0%
Boys & Girls Club	16,200	21,500	22,575	22,575	23,704	1,129	5.0%
Bridges	13,536	18,050	20,000	20,000	21,000	1,000	5.0%
Community Child Care	26,236	30,000	31,500	31,500	33,075	1,575	5.0%
Community Housing Partnership	7,614	8,460	8,883	8,883	9,327	444	5.0%
Franklin Tomorrow	31,149	34,610	36,341	36,341	38,158	1,817	5.0%
Gentry's Education Center	18,000	22,500	23,625	23,625	24,806	1,181	5.0%
Mid Cum Hum Res/Homemaker	4,230	4,230	4,442	4,442	4,664	222	5.0%
Mid-Cum Hum Res/Ombudsman	2,250	2,250	2,363	2,363	2,481	118	5.0%
Mid-Cum Meals on Wheels	9,137	9,137	9,594	9,594	10,074	480	5.0%
One Generation Away	-	-	5,000	5,000	5,250	250	5.0%
Second Harvest/Nashville's Table	-	-	5,000	5,000	5,250	250	5.0%
Sister City Program	4,950	5,500	32,581	32,581	34,210	1,629	5.0%
Waves	20,622	22,913	24,059	24,059	25,262	1,203	5.0%
Wmson Co Emergency Relief/Graceworks	13,500	20,000	21,000	21,000	22,050	1,050	5.0%
Transit Alliance	4,500	5,000	5,250	5,250	5,513	263	5.0%
Davis House	-	15,000	20,000	20,000	21,000	1,000	5.0%
Animal Control	30,465	-	-	-	-	-	0.0%
TN Reha @ Franklin	5,213	-	-	-	-	-	0.0%
Toussaint L'Ouverture Cemetery	-	-	32,400	32,400	34,020	1,620	5.0%
Gilda's Club	-	3,500	3,675	3,675	3,859	184	5.0%
Total Appropriations to Charitable Orgs.	211,409	227,650	313,538	313,538	323,703	10,165	3.2%
Total Operations	446,248	509,339	661,028	661,028	685,758	24,730	3.7%
Total Appropriations	446,248	509,339	661,028	661,028	685,758	24,730	3.7%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Interfund Transfers

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	3,427,121	12,910,592	9,631,952	9,631,952	7,334,283	-2,297,669	-23.9%
Capital	0	0	0	0	0	0	0.0%
Total	3,427,121	12,910,592	9,631,952	9,631,952	7,334,283	-2,297,669	-23.9%

Department Summary

Interfund Transfers reflect those funds transferred from the General Fund to be accounted for in other funds of the City. Ongoing transfers appropriated here include:

- \$500,000 for State Street Aid & Transportation Aid Fund - \$250,000 for funding Sidewalks Gaps as provided through the Invest Franklin initiative (2017) and \$250,000 to begin funding an Asset Management & Paving Program of City facilities.
- \$771,473 for the Transit Fund for ongoing support of the Franklin Transit Authority's operations.
- \$312,810 for the new Capital Vehicle Fund for annual replacement of fleet vehicles and Police cruisers (balance of FY 2024 needs transferred into the Capital Vehicle Fund in FY 2023).
- \$5,750,000 is being appropriated here for the Capital Projects Fund to support approved CIP related projects. This amount comes from the recognition of the 0.5% local option sales tax being received by the City of Franklin after going to Williamson County Government from April 2018-March 2021.



City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

Interfund Transfers

Budget Summary	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
TRANSFER TO STREET AID & TRANSPORTATIOI	250,000	1,250,000	1,083,921	1,083,921	500,000	(3, 2)	- 3 %
TRANSFER TO SANITATION	900,000	515,680	500,000	500,000	-	(00,000)	- 00.0%
TRANSFER TO TRANSIT FUND	777,341	444,912	815,364	815,364	771,473	(43,)	- 9%
TRANSFER TO DEBT SERVICE FUND	94,896	-	-	-	-	-	0.0%
TRANSFER TO CAPITAL IMPROVEMENT BONDS	1,404,884	7,450,000	4,326,000	4,326,000	5,750,000	,424,000	32 %
TRANSFER TO CAPITAL VEHICLE FUND		3,250,000	2,906,667	2,906,667	312,810	(2, 4,)	- 3%
Total Operations	3,427,121	12,910,592	9,631,952	9,631,952	7,334,283	(2,297,669)	-23.9%
Capital							
						-	
Total Interfund Transfers	3,427,121	12,910,592	9,631,952	9,631,952	7,334,283	(2,297,669)	-23.9%



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

City Facilities Tax Fund

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	10,694,849	11,022,953	13,171,571	13,171,571	11,154,972		
Revenues	3,358,803	2,551,918	3,449,262	2,663,376	2,419,711	-1,029,551	-29.8%
Expenditures	3,030,699	403,300	4,842,975	4,679,975	3,762,962	-1,080,013	-22.3%
Ending Balance	11,022,953	13,171,571	11,777,858	11,154,972	9,811,721		

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, parks, and recreation expenditures. These 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 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	10,694,849	11,022,953	13,171,571	13,171,571	11,154,972		
Revenues							
FACILITIES TAXES	2,682,395	2,666,214	3,399,262	2,628,376	2,369,711	(1,029,551)	-30.3%
INTEREST INCOME	36,408	(340,740)	50,000	35,000	50,000	-	0.0%
CONTRIBUTIONS - OTHERS	640,000	226,444	-	-	-	-	0.0%
Total Available Funds	3,358,803	2,551,918	3,449,262	2,663,376	2,419,711	(1,029,551)	-29.8%
Expenses							
Total Public Safety General	-	-	-	-	-	-	0.0%
Total Police	364	-	-	-	-	-	0.0%
Total Fire	2,977,045	16,695	-	-	-	-	0.0%
Total Parks	53,291	36,680	4,137,415	4,137,415	3,568,437	(568,978)	-13.8%
Total SW Collection	-	349,925	705,560	542,560	194,525	(511,035)	-72.4%
Total SW Disposal	-	-	-	-	-	-	0.0%
Total Expenditures	3,030,699	403,300	4,842,975	4,679,975	3,762,962	(1,080,013)	-22.3%
Ending Fund Balance	11,022,953	13,171,571	11,777,858	11,154,972	9,811,721		

Notes & Objectives

The forecast for FY 2024 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.

The FY 2023 City Facilities Tax Fund Appropriations included funding for: 2 Parks related capital projects totaling \$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 for the Parks department, and two new Side Loading Refuse Packers for Sanitation costing \$705,560.

The FY 2024 City Facilities Tax Fund Appropriations include \$2,500,000 for Southeast Park and \$1,000,000 for Bicentennial Park. Several new pieces of equipment for the Parks and SES Departments are included in this budget as well.

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



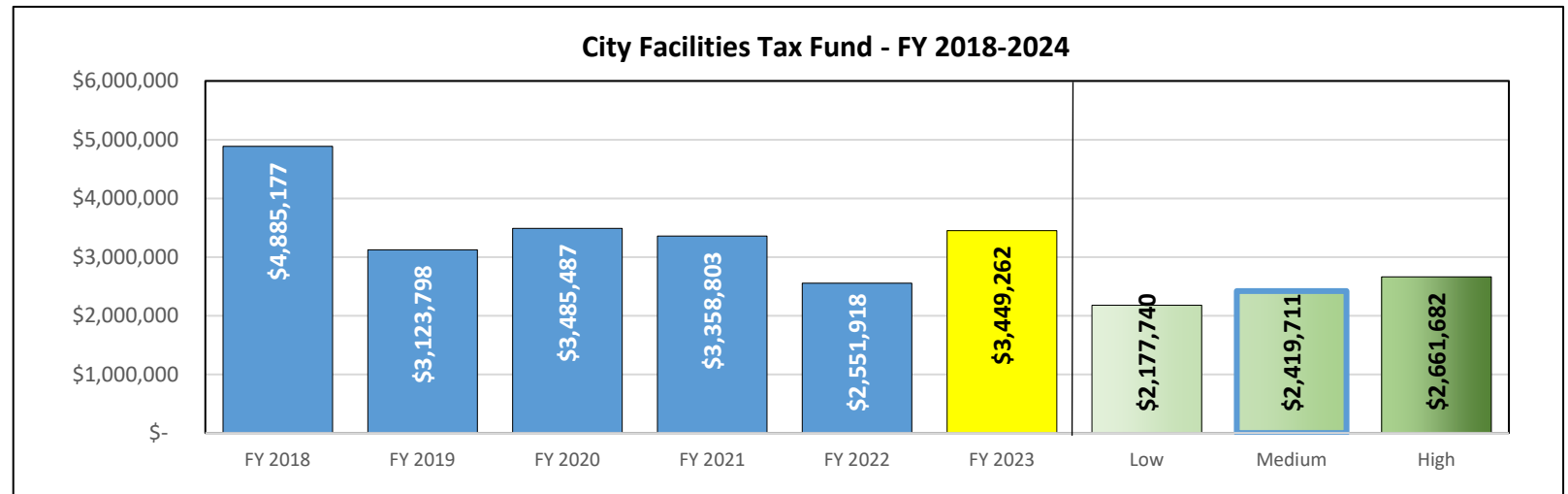
City of Franklin

Revenue Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	1.2%
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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 2024 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 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	26.9%	-36.1%	11.6%	-3.6%	-24.0%	35%	-37%	-30%	-23%	
July	202,536	140,513	166,390	137,965	267,491	173,789	123,511	137,234	150,958	3-yr Average
August	649,402	337,384	165,263	567,347	608,156	403,732	314,220	349,133	384,046	\$ 3,132,069
September	635,277	367,428	131,262	106,988	78,518	296,750	178,129	197,921	217,713	-6.2%
October	437,274	152,305	685,211	192,828	116,774	426,226	213,893	237,659	261,425	5-Yr Average
November	516,609	163,543	514,554	226,319	348,525	319,514	238,889	265,433	291,976	\$ 3,481,037
December	321,669	269,292	151,610	392,660	315,251	313,629	195,815	217,572	239,330	-5.3%
January	222,051	172,649	97,669	284,889	110,770	191,647	119,884	133,204	146,525	10-Yr Average
February	470,643	110,709	169,431	98,466	134,799	284,881	132,846	147,607	162,368	\$ 3,510,428
March	211,194	108,211	232,369	153,528	134,437	215,524	113,365	125,961	138,557	-2.7%
April	282,850	201,792	260,000	192,471	163,610	215,529	148,598	165,108	181,619	20-Yr Average
May	163,847	418,449	104,027	168,569	106,107	194,872	129,735	144,150	158,565	\$ 2,677,400
June	674,690	168,036	373,324	160,365	281,776	363,171	223,856	248,729	273,602	-0.5%
Interest Income	97,135	513,487	434,377	36,408	(340,740)	50,000	45,000	50,000	55,000	
Contributions from Others				640,000	226,444	-				
Totals	\$ 4,885,177	\$ 3,123,798	\$ 3,485,487	\$ 3,358,803	\$ 2,551,918	\$ 3,449,262	\$ 2,177,740	\$ 2,419,711	\$ 2,661,682	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

County Facilities Tax Fund

Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	3,673,984	4,498,831	4,377,131	4,377,131	4,529,780		
Revenues	949,847	878,300	913,002	752,649	699,017	155,353	20.5%
Expenditures	125,000	1,000,000	600,000	600,000	-	-400,000	100.0%
Ending Balance	4,498,831	4,377,131	4,690,133	4,529,780	5,228,797		

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 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	3,673,984	4,498,831	4,377,131	4,377,131	4,529,780		
Revenues							
COUNTY FACILITY TAX	935,555	1,003,415	898,002	742,649	684,017	155,353	20.9%
TRANSFER FROM CAPITAL PROJ	-	-	-	-	-	-	0.0%
INTEREST INCOME	14,292	(125,115)	15,000	10,000	15,000	-	0.0%
Total Available Funds	949,847	878,300	913,002	752,649	699,017	155,353	20.5%
Expenses							
CAPITAL	125,000	1,000,000	600,000	600,000	-	(400,000)	0.0%
Total Expenditures	125,000	1,000,000	600,000	600,000	-	(400,000)	0.0%
Ending Fund Balance	4,498,831	4,377,131	4,690,133	4,529,780	5,228,797		

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 96 West 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 was 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 was 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.

FY 2023 funding appropriations included: \$600,000 for the 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 later in FY 2023.

No use of the County Facilities Tax for CIP Projects is programmed for FY 2024 at this time.

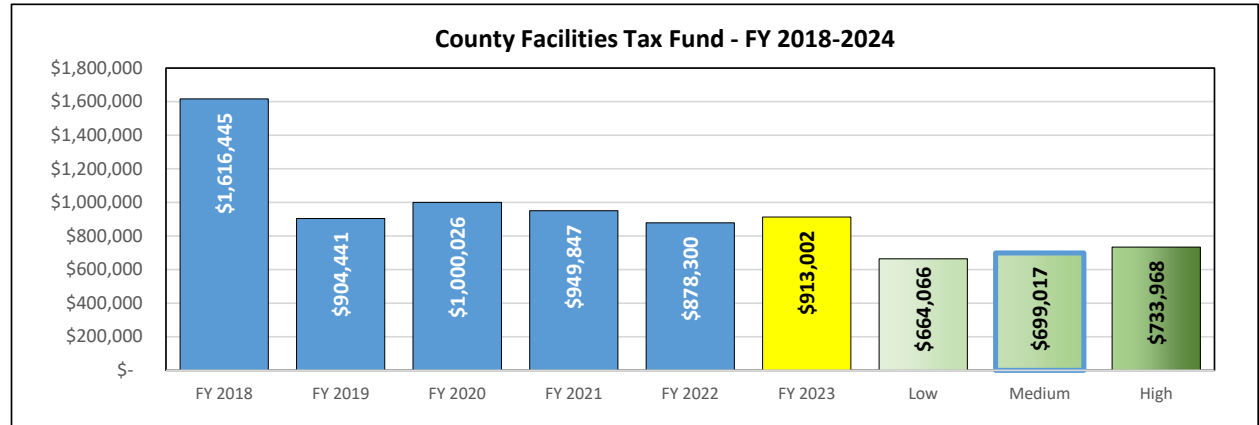


City of Franklin
Revenue Model

Fund:	County Facilities Tax Fund	Percent of All Revenues	0.3%
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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 for FY 2024 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 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	-53.7%	-44.0%	10.6%	-5.0%	-7.5%	4%	-27.3%	-23.4%	-19.6%	3-yr Average
Tax Collections	971,814	759,874	889,427	935,555	1,003,415	898,002	649,816	684,017	718,218	\$ 942,724
Transfer from Capital Fund	635,074	-	-	-	-	-	-	-	-	-1.1%
Interest Income	9,557	144,567	110,599	14,292	(125,115)	15,000	14,250	15,000	15,750	3-yr Average
										\$ 1,069,812
										-4.9%
Totals	\$ 1,616,445	\$ 904,441	\$ 1,000,026	\$ 949,847	\$ 878,300	\$ 913,002	\$ 664,066	\$ 699,017	\$ 733,968	

Source: City of Franklin, Annual Comprehensive Financial Report - 2017-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

Hotel/Motel Tax Fund

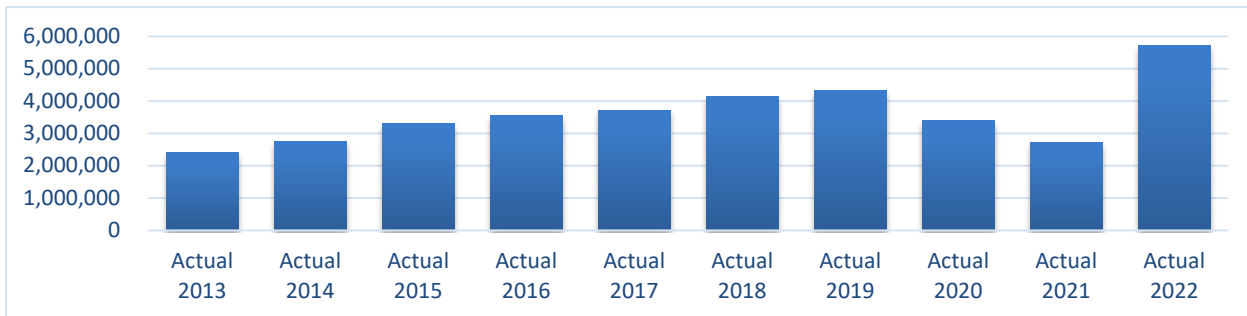
Budget Summary

	2021	2022	2023		2024	2023 v. 2024	
	Actual	Actual	Budget	EOY	Budget	\$	%
Beginning Fund Balance	7,503,829	5,927,371	8,006,647	8,006,647	7,163,958		
Revenues	2,728,865	5,704,248	4,550,851	4,879,186	4,357,759	-193,092	-4.2%
Expenditures	4,305,323	3,624,972	5,756,875	5,721,875	3,633,018	-2,123,857	-36.9%
Ending Balance	5,927,371	8,006,647	6,800,623	7,163,958	7,888,699		

Fund Summary

The Hotel/Motel Tax Fund is a special revenue fund used to account for the locally administered 4% tax levied on the occupancy of hotel and motel rooms which is in addition to state and local sales tax. The fund is used to pay debt service (previously on the Cool Springs Conference Center, and now the Harlinsdale and Battlefield parks) and expenditures related to tourism. In this budget, 1% of the 4% Hotel/Motel tax (traditionally based on collections in the previous full calendar year) is allocated to support the Williamson County Convention and Visitors Bureau.

The Hotel/Motel Tax Fund budget was impacted more than any other fund City-wide by COVID-19 due to the economic downturn. Revenues dropped in FY 2020, bottomed out in FY 2021 and rebounded to record highs in FY 2022. Revenues for the last 10 years are shown below.





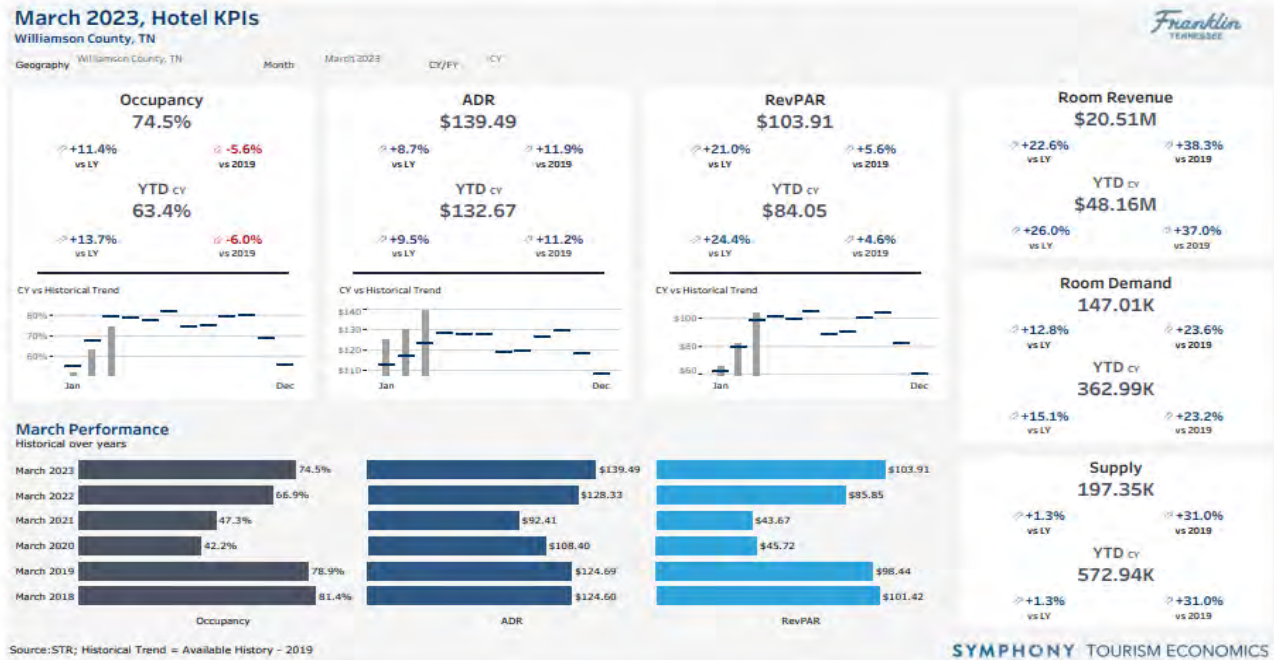
City of Franklin, Tennessee

FY 2024 Operating Budget

Hotel/Motel Tax Fund

Below is a summary of hotel sales statistics through March 2023. March was a relatively strong month with average daily rate (ADR) reaching \$139. This is particularly good news when paired with an occupancy rate of 74.5%. Overall, sales performance is strong compared to the pre-pandemic numbers for 2019.

MARKET OVERVIEW





City of Franklin, Tennessee
FY 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	7,503,829	5,927,371	8,006,647	8,006,647	7,163,957		
Revenues							
HOTEL/MOTEL TAXES	2,575,830	4,875,686	3,613,406	3,791,741	4,202,759	589,353	16.3%
SHORT TERM RENTAL	133,521	326,504	-	150,000	150,000	150,000	100.0%
US TREASURY DEPT (ARPA)	-	680,966	932,445	932,445	-	(932,445)	-100.0%
INTEREST INCOME	19,514	(182,308)	5,000	5,000	5,000	-	0.0%
MISCELLANEOUS INCOME	-	3,400	-	-	-	-	0.0%
Total Available Funds	2,728,865	5,704,248	4,550,851	4,879,186	4,357,759	(193,092)	-4.2%
Expenses							
Permits	(3,256)	-	-	-	-	-	0.0%
REPAIR & MAINT. SERVICES	677	18,172	105,000	70,000	-	(105,000)	0.0%
OPERATING SUPPLIES	-	-	100,000	100,000	-	(100,000)	-100.0%
EQUIPMENT <25,000	-	-	98,500	98,500	-	(98,500)	-100.0%
COOL SPRINGS CONF. CENT.	296,667	(414,857)	-	-	-	-	0.0%
CONTRACTED SERVICES	1,048,577	1,080,243	934,609	934,609	1,308,025	373,416	40.0%
TRANSFER TO DEBT SERV. FUND	1,281,521	1,019,071	1,017,421	1,017,421	1,154,543	137,122	13.5%
TRANSFER TO CAPITAL PROJECTS	1,466,850	1,250,000	2,737,500	2,737,500	1,002,200	(1,735,300)	-63.4%
LAND ACQUISITION	214,286	214,286	-	-	-	-	0.0%
BUILDING IMPROVEMENTS	-	163,821	295,000	295,000	-	(295,000)	0.0%
PARKS & RECREATION FACILITIES	-	-	468,845	468,845	-	(468,845)	-100.0%
INFRASTRUCTURE	-	-	-	-	103,250	103,250	100.0%
MACHINERY & EQUIPMENT	-	294,237	-	-	65,000	65,000	0.0%
Total Expenditures	4,305,323	3,624,972	5,756,875	5,721,875	3,633,018	(2,123,857)	-36.9%
Ending Fund Balance	5,927,371	8,006,647	6,800,623	7,163,957	7,888,698		

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 Tax Fund has historically been used to purchase supplies and materials for special events and tourism, and sustain ongoing capital project commitments. In FY 2023, two projects comprised the contribution to the Capital Projects Fund: \$537,500 for the joint ballfield project with Franklin Special School District, and \$2,200,000 for renovations to the Main Barn at Harlinsdale Park.

In addition, FY 2023 also included \$100,000 for a vehicle management system to be deployed to manage traffic on city streets during major events, \$403,845 for the renovation of Eastern Flank Event Center, and improvements to City garages totaling \$168,500. The latter two projects are to be paid for through American Rescue Plan Act monies.

In FY 2024, in addition to regular expenses of debt service and CVB funding, two additional approved CIP projects totaling \$1,002,200 are proposed: \$500,000 for Southeast Park, and \$502,200 for design for a Greenway from Pinkerton Park to Franklin Road. Two enhancements being funded are additional vehicle barriers (\$65,000) and phase 1 of a two year commitment to fund U.S. Line Markers for the Battle of Franklin Battlefield (\$103,250 year 1, \$92,500 year 2).



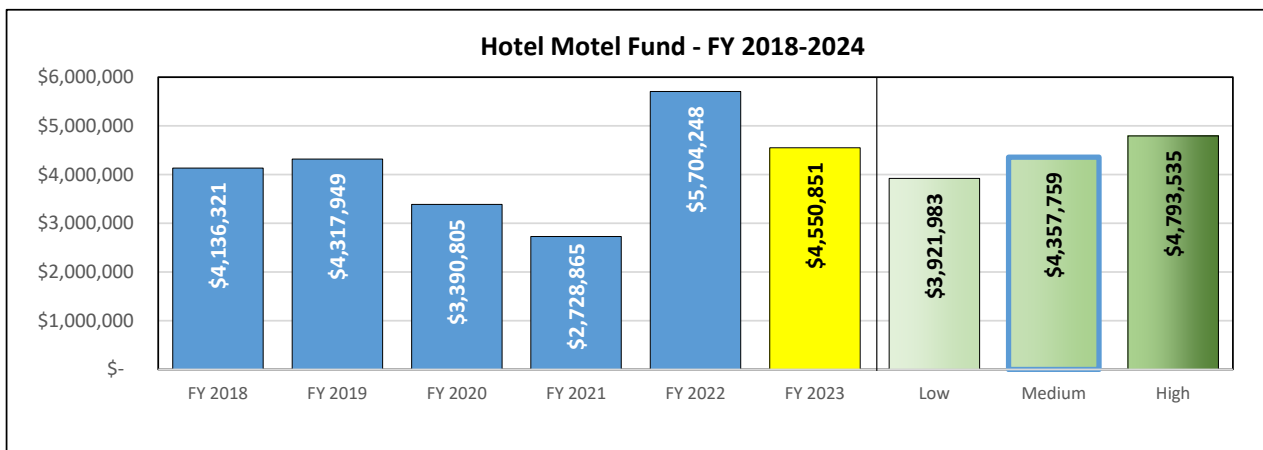
City of Franklin

Revenue Model

Fund:	Hotel/Motel Tax Fund	Percent of All Revenues	2.1%
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Hotel/Motel Tax Fund: The Hotel/Motel Tax 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 and have returned to pre-pandemic levels. This forecast will be modified later in the budget process.



	Actual					Budget	Forecasts (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	11.2%	4.4%	-21.5%	-19.5%	109.0%	-20%	-13.8%	-4.2%	5.3%	
July	553,391	403,079	358,441	269,777	431,907	439,858	398,716	443,017	487,319	3-yr Average
August	338,006	321,258	335,061	138,563	362,601	369,965	311,535	346,150	380,765	\$ 3,941,306
September	375,008	367,331	379,962	165,973	380,972	388,480	352,677	391,864	431,050	14.9%
October	387,305	406,690	420,494	209,657	456,288	465,414	385,510	428,345	471,179	5-Yr Average
November	324,040	294,609	318,100	138,935	348,856	355,829	297,551	330,612	363,673	\$ 4,055,638
December	248,608	236,852	261,294	139,075	307,469	313,619	245,559	272,843	300,128	8.1%
January	225,619	259,796	276,512	136,507	271,886	277,943	237,523	263,915	290,306	10-Yr Average
February	279,126	270,769	319,269	145,247	298,796	184,371	268,924	298,804	328,685	\$ 3,657,018
March	376,573	393,635	201,971	228,613	456,235	220,328	321,869	357,633	393,396	5.6%
April	362,495	393,281	37,682	270,729	505,452	195,732	321,956	357,729	393,502	20-Yr Average
May	372,611	372,591	75,021	335,339	509,705	200,797	325,592	361,769	397,945	\$ 2,505,802
June	254,913	383,344	155,008	397,414	545,519	201,070	315,071	350,079	385,087	6.4%
US TREASURY ARPA					680,966	932,445				
Short Term Rental Tax				133,521	326,504		135,000	150,000	165,000	
Interest Income	38,626	214,714	251,991	19,514	(182,308)	5,000	4,500	5,000	5,500	
Misc. Income					3,400	-				
Totals	\$ 4,136,321	\$ 4,317,949	\$ 3,390,805	\$ 2,728,865	\$ 5,704,248	\$ 4,550,851	\$ 3,921,983	\$ 4,357,759	\$ 4,793,535	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Debt Service Fund

Budget Summary

	2021 Actual	2022 Actual	2023 Budget	2023 EOY	2024 Budget	2023 v. 2024	
						\$	%
Beginning Fund Balance	804,607	937,169	1,161,978	1,161,978	511,978		
Revenues	15,452,370	15,962,257	15,069,469	15,069,469	16,408,628	1,339,158	8.89%
Expenditures	15,319,808	15,737,448	15,719,469	15,719,469	16,308,628	589,158	3.75%
Ending Balance	937,169	1,161,978	511,978	511,978	611,978		

Fund Summary

In the FY 2010 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 the 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 2023. Due to a variety of factors, however, the timing of the issuance will likely result in the issuance of an intent resolution first in FY 2023 and a formal issuance in FY 2024. As a result, the budget shown herein is not reflective of any issuance or servicing costs. The budget will be amended once the issuance is made and debt payments are known. Only one interest payment will be added to the budget shown herein.

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 Aldermen 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 2022)	\$ 22,985,416,480
1.75% of Full Value:	\$ 402,244,788
Current Bonded Debt (all funds)	\$ 272,359,809
As % of Full Value:	1.18%

Measure: Favorable

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

FY 2022 Operating Revenues (All Funds):	\$ 195,214,351
3x FY 2022 Operating Revenues	\$ 585,643,053
Current Bonded Debt (all funds)	\$ 272,359,809
Direct Debt as x of Operating Revenues	1.4

Measure: Favorable

3) Total Governmental Funds Debt Service as a % of expenditures less than or equal to 25%

Total Governmental Funds Debt Service:	\$ 15,719,619
Total Governmental Funds Expenditures (All Funds Expenditures LESS Water & Wastewater Funds)	\$ 164,673,689
Gov. Funds Debt Service as % of Gov. Funds Expenditures	9.5%

Measure: Favorable



City of Franklin, Tennessee

FY 2024 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 2024 Operating Budget

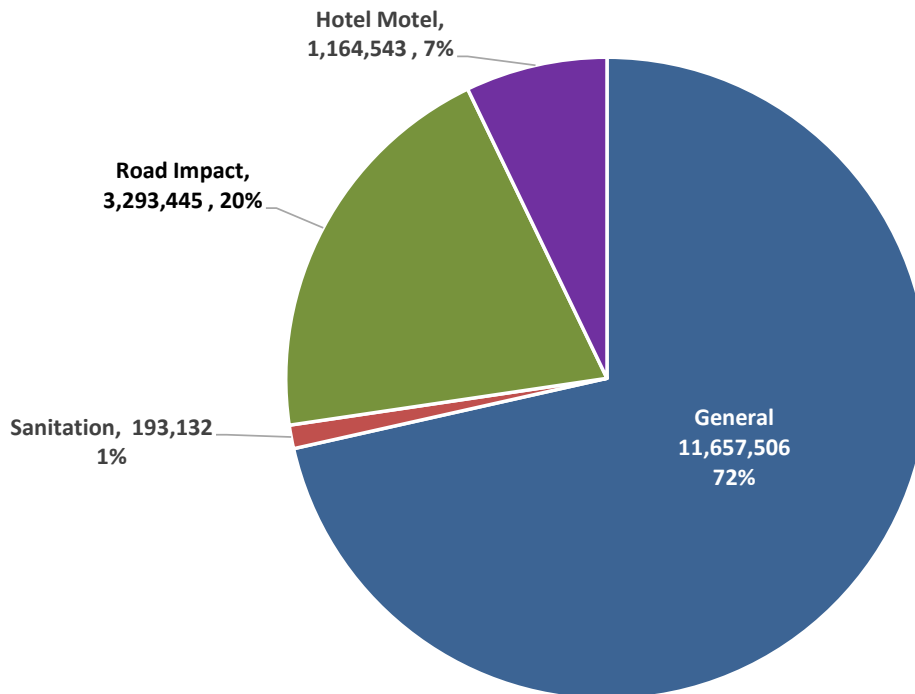
Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	804,607	937,169	1,161,978	1,161,978	511,978		
Revenues							
TOTAL LOCAL TAXES	10,918,504	11,629,983	10,658,665	10,658,665	11,457,506	798,842	7.5%
TOTAL USE OF MONEY & PROPE	17,914	10,336	100,000	100,000	100,000	-	0.0%
TOTAL OTHER REVENUE	4,515,952	4,321,938	4,310,805	4,310,805	4,851,121	540,317	12.5%
Total Available Funds	15,452,370	15,962,257	15,069,469	15,069,469	16,408,628	1,339,158	8.9%
Expenses (Debt Service by Fund)							
General	11,098,753	11,616,609	11,608,665	11,608,665	11,657,506	48,842	0.4%
Sanitation	209,081	209,512	209,186	209,186	193,132	(16,054)	-7.7%
Road Impact	2,730,453	2,892,466	2,884,346	2,884,346	3,293,445	409,100	14.2%
Hotel Motel	1,281,521	1,018,861	1,017,272	1,017,272	1,164,543	147,271	14.5%
Total Expenditures	15,319,808	15,737,448	15,719,469	15,719,469	16,308,628	589,158	3.7%
Ending Fund Balance	937,169	1,161,978	511,978	511,978	611,978		

Notes & Objectives

The Debt Service Fund for FY 2024 includes all currently issued G.O. Bonds, including the most recent issue 2019A-B and 2019C-E Refunding Bonds.

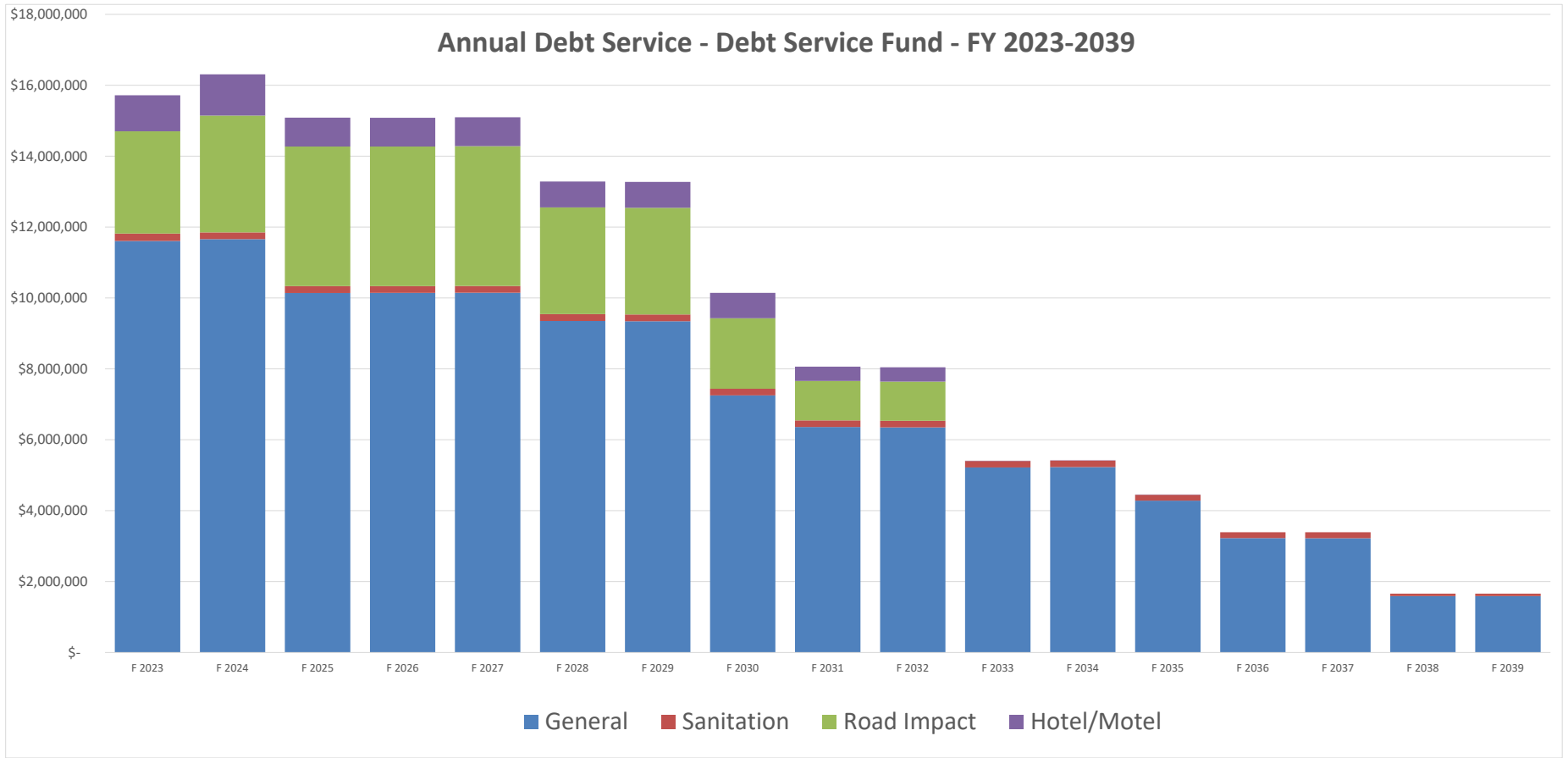
Below is FY 2024 G.O. Debt Service by fund. Water & Wastewater Debt is budgeted separately under the Water Management Department budget.





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 2023-2039. 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.

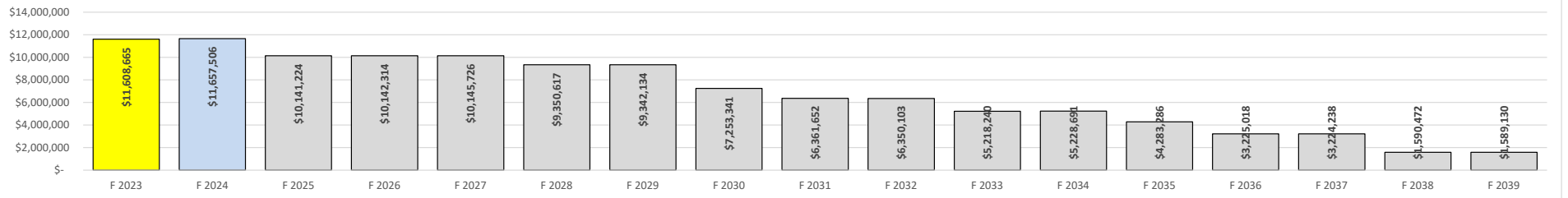




Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2039)	Total Outstanding (2024-2039)
PRINCIPAL											
Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)	2010	\$ 10,451,700	\$ 926,100	\$ 963,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 963,900
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	\$ 9,225,000	\$ 668,300	\$ 682,650	\$ 697,000	\$ 711,350	\$ 725,700	\$ -	\$ -	\$ -	\$ 2,816,700
Bonds 2013 - \$10m (Pension Bonds)	2013	\$ 10,000,000	\$ 1,090,000	\$ 1,125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,125,000
Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)	2013	\$ 7,405,000	\$ 350,000	\$ 355,000	\$ 365,000	\$ 375,000	\$ 385,000	\$ 400,000	\$ 410,000	\$ 2,275,000	\$ 4,565,000
Bonds 2015 - \$15m (Various)	2015	\$ 14,925,000	\$ 661,675	\$ 696,500	\$ 726,350	\$ 756,200	\$ 786,050	\$ 810,925	\$ 845,750	\$ 5,731,200	\$ 10,352,975
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	\$ 21,848,400	\$ 863,760	\$ 906,240	\$ 925,120	\$ 972,320	\$ 1,019,520	\$ 1,071,440	\$ 1,123,360	\$ 10,978,720	\$ 16,996,720
Bonds 2019A - \$29.585 m Roads/Equipment	2019	\$ 29,585,000	\$ 1,460,950	\$ 1,168,760	\$ 1,221,450	\$ 1,283,720	\$ 1,345,990	\$ 1,422,630	\$ 1,489,690	\$ 14,734,040	\$ 22,666,280
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 14,911,000	\$ 1,361,750	\$ 1,426,750	\$ 1,498,250	\$ 1,573,000	\$ 1,647,750	\$ 1,725,750	\$ 1,813,500	\$ -	\$ 9,685,000
Bonds 2019C - Refunding Bonds \$29.245M	2019	\$ 29,245,000	\$ 182,750	\$ 612,750	\$ 1,307,200	\$ 1,369,550	\$ 1,449,100	\$ 1,694,200	\$ 1,775,900	\$ 4,001,150	\$ 12,209,850
Bonds 2019D - Taxable Refunding Bonds	2019	\$ 2,305,000	\$ 213,750	\$ 216,600	\$ 219,450	\$ 225,150	\$ 230,850	\$ -	\$ -	\$ -	\$ 892,050
PRINCIPAL		\$ 149,901,100	\$ 7,779,035	\$ 8,154,150	\$ 6,959,820	\$ 7,266,290	\$ 7,589,960	\$ 7,124,945	\$ 7,458,200	\$ 37,720,110	\$ 82,273,475
INTEREST											
Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)	2010	2.0% - 4.0%	\$ 65,961	\$ 28,917	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,917
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	\$ 74,231	\$ 59,996	\$ 45,455	\$ 30,609	\$ 15,457	\$ -	\$ -	\$ -	\$ 151,517
Bonds 2013 - \$10m (Pension Bonds)	2013	1.0% - 3.5%	\$ 74,800	\$ 39,375	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,375
Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)	2013	2.0% - 4.0%	\$ 158,318	\$ 149,568	\$ 140,693	\$ 131,203	\$ 120,890	\$ 107,800	\$ 94,200	\$ 251,700	\$ 996,054
Bonds 2015 - \$15m (Various)	2015	3.0% - 5.0%	\$ 399,781	\$ 366,697	\$ 331,872	\$ 302,818	\$ 272,570	\$ 248,989	\$ 216,552	\$ 637,533	\$ 2,377,031
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	\$ 767,850	\$ 724,662	\$ 706,537	\$ 660,281	\$ 611,665	\$ 560,689	\$ 507,117	\$ 2,080,482	\$ 5,851,431
Bonds 2019A - \$29.585 m Roads/Equipment	2019	2.72%	\$ 1,102,754	\$ 1,029,706	\$ 971,268	\$ 910,196	\$ 846,010	\$ 778,710	\$ 707,579	\$ 3,323,829	\$ 8,567,298
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 552,338	\$ 484,250	\$ 412,913	\$ 338,000	\$ 259,350	\$ 176,963	\$ 90,675	\$ -	\$ 1,762,150
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ 598,195	\$ 589,057	\$ 558,420	\$ 493,060	\$ 424,582	\$ 352,127	\$ 267,417	\$ 307,966	\$ 2,992,628
Bonds 2019D - Taxable Refunding Bonds	2019		\$ 22,459	\$ 18,184	\$ 13,852	\$ 9,463	\$ 4,848	\$ -	\$ -	\$ -	\$ 46,348
Bonds 2023 - To be issued	2022	TBD									\$ -
Amount missing from detail										0	\$ -
INTEREST			\$ 3,816,686	\$ 3,490,412	\$ 3,181,010	\$ 2,875,630	\$ 2,555,372	\$ 2,225,278	\$ 1,883,540	\$ 6,601,509	\$ 22,812,749
PAYING AGENT & OTHER DEBT FEES											
Various			\$ 12,944	\$ 12,944	\$ 394	\$ 394	\$ 394	\$ 394	\$ 394	\$ 2,552	\$ 17,466
PAYING AGENT & OTHER DEBT FEES			\$ 12,944	\$ 12,944	\$ 394	\$ 394	\$ 394	\$ 394	\$ 394	\$ 2,552	\$ 17,466
			\$ 11,608,665	\$ 11,657,506	\$ 10,141,224	\$ 10,142,314	\$ 10,145,726	\$ 9,350,617	\$ 9,342,134	\$ 53,666,305	\$ 116,712,355
TOTAL EXPENDITURES			\$ 11,608,665	\$ 11,657,506	\$ 10,141,224	\$ 10,142,314	\$ 10,145,726	\$ 9,350,617	\$ 9,342,134	\$ 53,666,305	\$ 116,712,355

Annual Debt Service - General Fund - FY 2023-2039

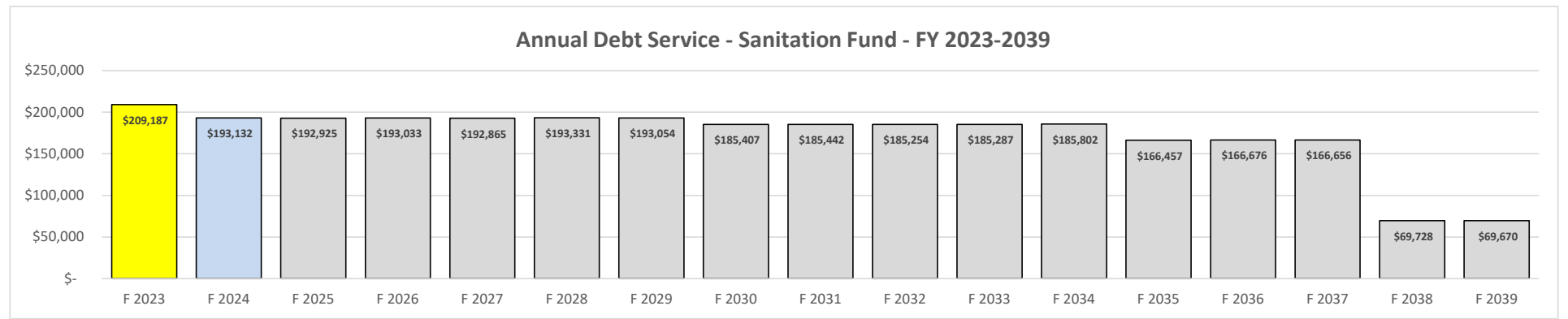




City of Franklin, Tennessee
FY 2024 Operating Budget

Debt Service Fund - Sanitation Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2039)	Total Outstanding (2024-2039)
PRINCIPAL											
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	\$ 1,271,600	\$ 51,240	\$ 53,760	\$ 54,880	\$ 57,680	\$ 60,480	\$ 63,560	\$ 66,640	\$ 651,280	\$ 1,008,280
Bonds 2019A - \$29.585m	2019	\$ 1,600,000	\$ 64,050	\$ 51,240	\$ 53,550	\$ 56,280	\$ 59,010	\$ 62,370	\$ 65,310	\$ 645,960	\$ 993,720
PRINCIPAL		\$ 4,871,600	\$ 115,290	\$ 105,000	\$ 108,430	\$ 113,960	\$ 119,490	\$ 125,930	\$ 131,950	\$ 1,297,240	\$ 2,002,000
INTEREST											
Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	\$ 45,550	\$ 42,988	\$ 41,913	\$ 39,169	\$ 36,285	\$ 33,261	\$ 30,083	\$ 123,418	\$ 347,119
Bonds 2019 - \$29.585m	2019		\$ 48,346	\$ 45,144	\$ 42,582	\$ 39,904	\$ 37,090	\$ 34,140	\$ 31,021	\$ 145,721	\$ 375,602
INTEREST			\$ 93,897	\$ 88,132	\$ 84,495	\$ 79,073	\$ 73,375	\$ 67,401	\$ 61,104	\$ 269,140	\$ 722,721
TOTAL EXPENDITURES			\$ 209,187	\$ 193,132	\$ 192,925	\$ 193,033	\$ 192,865	\$ 193,331	\$ 193,054	\$ 1,566,380	\$ 2,724,721

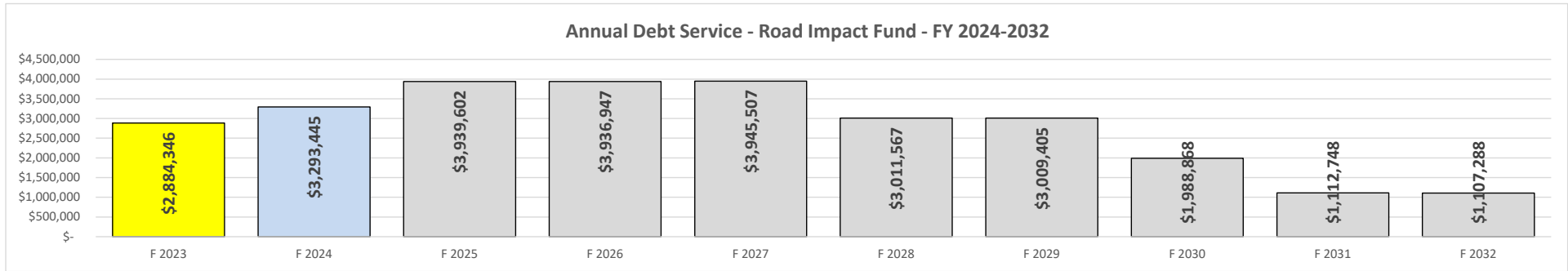




City of Franklin, Tennessee
FY 2024 Operating Budget

Debt Service Fund - Road Impact Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2032)	Total Outstanding (2024-2032)
PRINCIPAL											
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	\$ 11,475,000	\$ 831,300	\$ 849,150	\$ 867,000	\$ 884,850	\$ 902,700	\$ -	\$ -	\$ -	\$ 3,503,700
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 7,937,240	\$ 724,870	\$ 759,470	\$ 797,530	\$ 837,320	\$ 877,110	\$ 918,630	\$ 965,340	\$ -	\$ 5,155,400
Bonds 2019C - Refunding Bonds \$29.245M	2019	\$ 29,245,000	\$ 178,500	\$ 598,500	\$ 1,276,800	\$ 1,337,700	\$ 1,415,400	\$ 1,654,800	\$ 1,734,600	\$ 3,908,100	\$ 11,925,900
Bonds 2019D - Taxable Refunding Bonds	2019	\$ 2,305,000	\$ 161,250	\$ 163,400	\$ 165,550	\$ 169,850	\$ 174,150	\$ -	\$ -	\$ -	\$ 672,950
PRINCIPAL		\$ 28,724,000	\$ 1,895,920	\$ 2,370,520	\$ 3,106,880	\$ 3,229,720	\$ 3,369,360	\$ 2,573,430	\$ 2,699,940	\$ 3,908,100	\$ 21,257,950
INTEREST											
Bonds 2012 - \$22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	\$ 92,336	\$ 74,629	\$ 56,542	\$ 38,075	\$ 19,228	\$ -	\$ -	\$ -	\$ 188,474
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 294,014	\$ 257,770	\$ 219,797	\$ 179,920	\$ 138,054	\$ 94,199	\$ 48,267	\$ -	\$ 938,006
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ 584,283	\$ 575,358	\$ 545,433	\$ 481,593	\$ 414,708	\$ 343,938	\$ 261,198	\$ 300,804	\$ 2,923,032
Bonds 2019D - Taxable Refunding Bonds	2019		\$ 16,943	\$ 13,718	\$ 10,450	\$ 7,139	\$ 3,657	\$ -	\$ -	\$ -	\$ 34,964
INTEREST			\$ 987,576	\$ 921,475	\$ 832,222	\$ 706,727	\$ 575,647	\$ 438,137	\$ 309,465	\$ 300,804	\$ 4,084,476
PAYING AGENT & OTHER DEBT FEES											
Various			\$ 850	\$ 1,450	\$ 500	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ 2,950
PAYING AGENT & OTHER DEBT FEES			\$ 850	\$ 1,450	\$ 500	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ 2,950
TOTAL EXPENDITURES			\$ 2,884,346	\$ 3,293,445	\$ 3,939,602	\$ 3,936,947	\$ 3,945,507	\$ 3,011,567	\$ 3,009,405	\$ 4,208,904	\$ 25,345,376

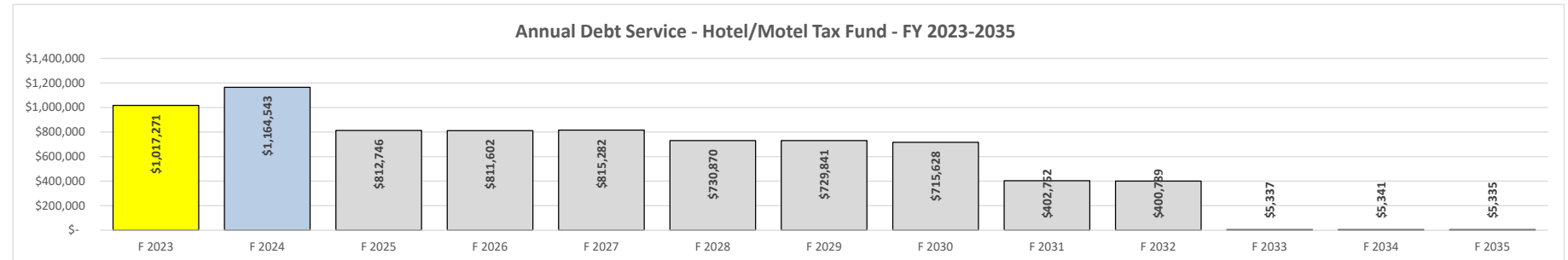




City of Franklin, Tennessee
FY 2024 Operating Budget

Debt Service Fund - Hotel / Motel Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2023	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2035)	Total Outstanding (2024-2035)
PRINCIPAL											
Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	\$ 6,138,300	\$ 543,900	\$ 566,100	\$ -					\$ -	\$ 566,100
Bonds 2012 - \$22.5m Refunding	2009 / 2012 (Refund)	\$ 1,800,000	\$ 130,400	\$ 133,200	\$ 136,000	\$ 138,800	\$ 141,600			\$ -	\$ 549,600
Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)	2015	\$ 75,000	\$ 3,325	\$ 3,500	\$ 3,650	\$ 3,800	\$ 3,950	\$ 4,075	\$ 4,250	\$ 28,800	\$ 52,025
Bonds 2019B - Refunding 2009 \$44M BAB	2019	\$ 91,760	\$ 8,380	\$ 8,780	\$ 9,220	\$ 9,680	\$ 10,140	\$ 10,620	\$ 11,160	\$ -	\$ 59,600
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ 63,750	\$ 213,750	\$ 456,000	\$ 477,750	\$ 505,500	\$ 591,000	\$ 619,500	\$ 1,395,750	\$ 4,259,250
PRINCIPAL		\$ 8,105,060	\$ 749,755	\$ 925,330	\$ 604,870	\$ 630,030	\$ 661,190	\$ 605,695	\$ 634,910	\$ 1,424,550	\$ 5,486,575
INTEREST											
Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	2.0% - 4.0%	\$ 38,739	\$ 16,983	\$ -					\$ -	\$ 16,983
Bonds 2012 - \$22.5m Refunding	2009 / 2012 (Refund)	2.13%	\$ 14,484	\$ 11,706	\$ 8,869	\$ 5,973	\$ 3,016			\$ -	\$ 29,564
Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)	2015	3.0% - 5.0%	\$ 2,009	\$ 1,843	\$ 1,668	\$ 1,522	\$ 1,370	\$ 1,251	\$ 1,088	\$ 3,204	\$ 11,945
Bonds 2019B - Refunding 2009 \$44M BAB	2019	1.90%	\$ 3,399	\$ 2,980	\$ 2,541	\$ 2,080	\$ 1,596	\$ 1,089	\$ 558	\$ -	\$ 10,844
Bonds 2019C - Refunding Bonds \$29.245M	2019		\$ 208,673	\$ 205,485	\$ 194,798	\$ 171,998	\$ 148,110	\$ 122,835	\$ 93,285	\$ 107,430	\$ 1,043,940
Amount missing from detail										\$ -	\$ -
INTEREST			\$ 267,303	\$ 238,997	\$ 207,876	\$ 181,572	\$ 154,092	\$ 125,175	\$ 94,931	\$ 110,634	\$ 1,113,276
PAYING AGENT & OTHER DEBT FEES											
Various			\$ 213	\$ 216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 216
PAYING AGENT & OTHER DEBT FEES			\$ 213	\$ 216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 216
TOTAL EXPENDITURES			\$ 1,017,271	\$ 1,164,543	\$ 812,746	\$ 811,602	\$ 815,282	\$ 730,870	\$ 729,841	\$ 1,535,184	\$ 6,887,498



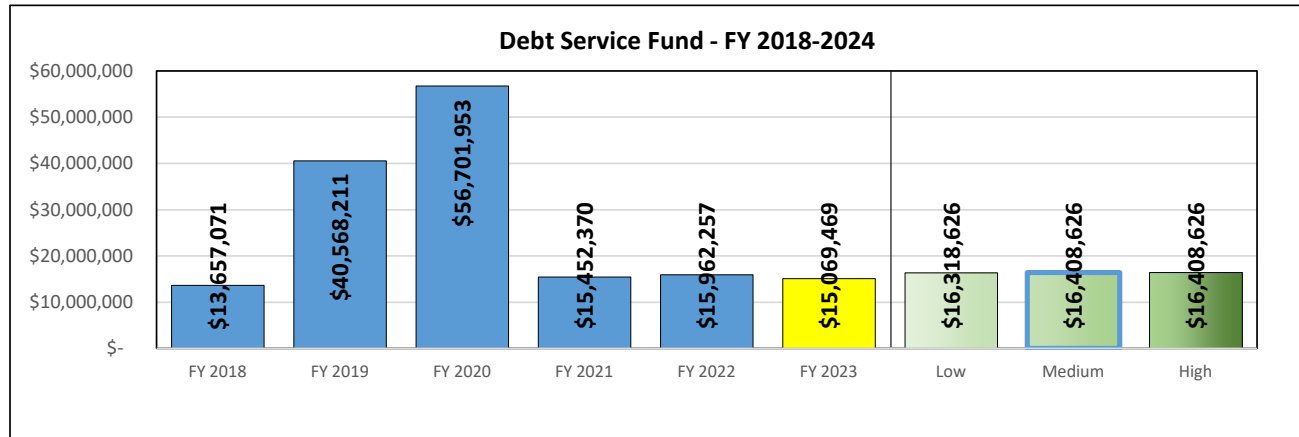


City of Franklin

Revenue Model

Fund:	Debt Service Fund	Percent of All Revenues	8.0%
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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 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
PROPERTY TAXES COLLECTED	8,505,949	8,661,198	10,958,447	10,918,504	11,629,983	10,658,665	11,457,506	11,457,506	11,457,506	3-yr Average
REBATE ON BAB / RZEDB	843,028	818,444	333,953	0	0	0	-	-	-	\$ 29,372,193
INTEREST INCOME	16,390	108,247	142,438	17,914	10,336	100,000	10,000	100,000	100,000	-15.2%
BOND PROCEEDS	0	22,940,000	31,550,000	0	0	0	-	-	-	5-Yr Average
PREMIUMS ON BONDS	0	3,870,894	7,080,224	0	0	0	-	-	-	\$ 28,468,372
TRANSFER FROM GENERAL FUND	0	0	2,500,000	94,896	0	0	-	-	-	-8.8%
TRANSFER FROM WATER	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	10-Yr Average
TRANSFER FROM SEWER	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$ 22,447,096
TRANSFER FROM SOLID WASTE	273,390	96,930	208,317	209,081	209,551	209,186	193,132	193,132	193,132	-5.8%
TRANSFER FROM ROAD IMPACT	2,699,646	2,755,143	2,636,421	2,730,454	2,893,316	2,884,346	3,293,445	3,293,445	3,293,445	
TRANSFER FROM HOTEL/MOTEL	1,118,668	1,117,355	1,092,153	1,281,521	1,019,071	1,017,272	1,164,543	1,164,543	1,164,543	
Totals	\$ 13,657,071	\$ 40,568,211	\$ 56,701,953	\$ 15,452,370	\$ 15,962,257	\$ 15,069,469	\$ 16,318,626	\$ 16,408,628	\$ 16,408,626	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2022 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

Parkland Dedication Fund

Budget Summary

	2021 Actual	2022 Actual	2023		2024 Budget	2023 v. 2024	
			Budget	EOY		\$	%
Beginning Fund Balance	8,236,553	7,550,661	8,451,071	8,451,071	6,020,202		
Revenues	825,958	1,275,410	1,139,574	2,069,131	1,071,657	-67,917	-6.0%
Expenditures	1,511,850	375,000	4,500,000	4,500,000	3,757,800	-742,200	-16.5%
Ending Balance	7,550,661	8,451,071	5,090,645	6,020,202	3,334,059		

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 2024 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 2024 Operating Budget

Budget

	Actual 2021	Actual 2022	Budget 2023	EOY 2023	Budget 2024	Difference	
						\$	%
Beginning Fund Balance	8,236,553	7,550,661	8,451,071	8,451,071	6,020,202		
Revenues							
Parkland Dedication Fees	800,544	1,516,084	1,134,574	2,062,692	1,061,657	(72,917)	-6.4%
Interest Income	25,414	(240,674)	5,000	6,439	10,000	5,000	100.0%
Total Available Funds	825,958	1,275,410	1,139,574	2,069,131	1,071,657	(67,917)	-6.0%
Expenses (Operations)							
Transfer to Capital Projects	1,511,850	375,000	4,500,000	4,500,000	3,757,800	(742,200)	-16.5%
Total Expenditures	1,511,850	375,000	4,500,000	4,500,000	3,757,800	(742,200)	-16.5%
Ending Fund Balance	7,550,661	8,451,071	5,090,645	6,020,202	3,334,059		

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 \$1,511,850 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 FY 2023.

The budget proposal for FY 2024 includes \$3,757,800 of appropriation for three approved CIP projects: From Quadrant 1, \$1,147,800 for continued work on Liberty Park Improvements and \$110,000 for design work of a Greenway from Pinkerton Park to Franklin Road, and from Quadrant 3, \$2,500,000 for continued work on the Southeast Municipal Complex/Park.



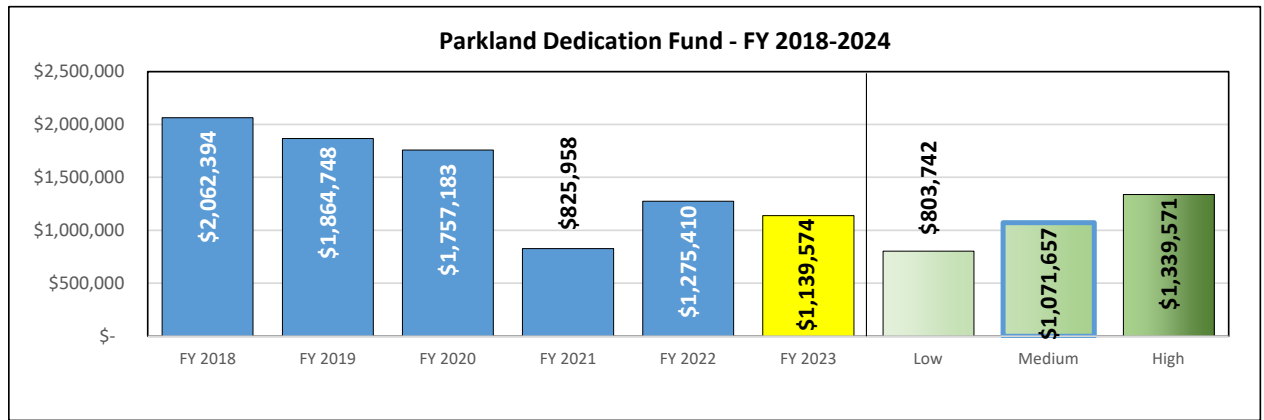
City of Franklin

Revenue Model

Fund:	Parkland Dedication Fund	Percent of All Revenues	0.5%
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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 2024 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. This forecast also makes no assumption for amount of *available* revenue as a result of changes made last year in the Parkland Dedication Ordinance, but rather gross annual receipts. Specific spendable balances will be addressed through the CIP process.



	Actual					Budget	Forecast (FY 2024)			Averages
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Low	Medium	High	
% yr/yr.	1203.9%	-9.6%	-5.8%	-53.0%	54.4%	-11%	-37.0%	-16.0%	5.0%	
In Lieu of Parkland Receipts				-	-	1,134,574	796,242	1,061,657	1,327,071	3-yr Average
Quadrant 1	1,188,552	713,244	1,411,712	383,056	-	-	-	-	-	\$ 1,286,184
Quadrant 2	88,008	178,218	-	292,672	1,516,084	-	-	-	-	-0.3%
Quadrant 3	157,110	448,230	-	4,304	-	-	-	-	-	5-Yr Average
Quadrant 4	576,386	55,080	52,488	120,512	-	-	-	-	-	\$ 1,557,138
Interest Income	52,338	241,394	292,983	25,414	(240,674)	5,000	7,500	10,000	12,500	-20.0%
Transfers from General Fund	-	228,582	-	-	-	-	-	-	-	
Totals	\$ 2,062,394	\$ 1,864,748	\$ 1,757,183	\$ 825,958	\$ 1,275,410	\$ 1,139,574	\$ 803,742	\$ 1,071,657	\$ 1,339,571	

Source: City of Franklin, *Annual Comprehensive Financial Reports - 2015-2022* & Estimates from Finance & Revenue Management Departments.



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City of Franklin, Tennessee

FY 2024 Operating Budget

APPENDICES

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 2024 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 2024 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 - Program Enhancement Requests – Recommended for Funding
 - Appendix I - Program Enhancement Requests – BOMA Prioritization
 - 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 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

APPENDICES: 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 2024 Budget**



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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 \$43.5 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately \$23.6 million is assigned to Operations and \$19.9 million to Capital.

Of the \$23.6 million assigned to Operations:

1. \$7.8 million in the General Fund is assigned as follows: a) Approximately \$1.95 Million for various equipment and improvement needs including routine machinery & equipment, computer hardware and fiber optic purchases and b) \$5.75 million transfer to Capital Projects Fund to fund a variety of ongoing approved CIP projects. Many of these are detailed in Appendix B.
2. \$6.6 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads, sidewalks and City-owned impervious surfaces (trails, parking lots, etc.)
3. \$1.0 million from the Road Impact Fund transferred to the Capital Projects Fund to continue work on the CIP approved project for East McEwen Phase 5
4. \$3.5 million from the City Facilities Tax transferred to the Capital Projects Fund to continue work on CIP approved projects, including \$2,500,000 related to Southeast Park and \$1,000,000 for Bicentennial Park
5. \$1.0 million from the Hotel/Motel Fund transferred to the Capital Projects Fund to continue work on CIP approved projects, including \$500,000 for Southeast Park and \$502,200 for design of a Greenway from Pinkerton Park to Franklin Road
6. \$3.76 million from the Parkland Dedication Fund transferred to the Capital Projects Fund to continue work on CIP approved projects, including \$2.5 million for work on Southeast Park, \$1.147 million for work on Liberty Park and \$110,000 for design of a Greenway from Pinkerton Park to Franklin Road

Of the \$19.9 million assigned to Capital:

1. \$2.7 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



City of Franklin, Tennessee

FY 2024 Operating Budget

Appendices: Capital

Center budget, offset 80% by grants), and equipment for the Fire, Parks, Police and Streets departments.

2. \$145,052 in the Stormwater Fund for vehicle and equipment replacement.
3. \$1,989,000 in the Sanitation and Environmental Services Fund for four replacement Side Loaders and a replacement knuckleboom (some delayed from FY 2023 due to manufacturing and supply chain delays)
4. \$1,688,000 in the Hotel/Motel Fund.
5. \$440,000 in the Transit Fund for replacement vehicles.
6. \$12.9 million in the Water /Sewer Fund for various improvements and equipment.

A debt issuance planned for sometime in FY 2024 (late 2023) 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 2024 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.



FY 2022-2031 Capital Investment Program Update

BOMA Work Session

February 22, 2022

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

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Financial Model



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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

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**.



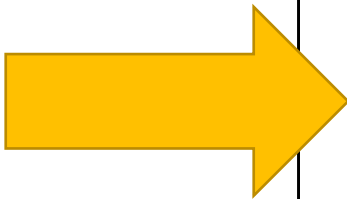
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City of Franklin, Tennessee

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



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.

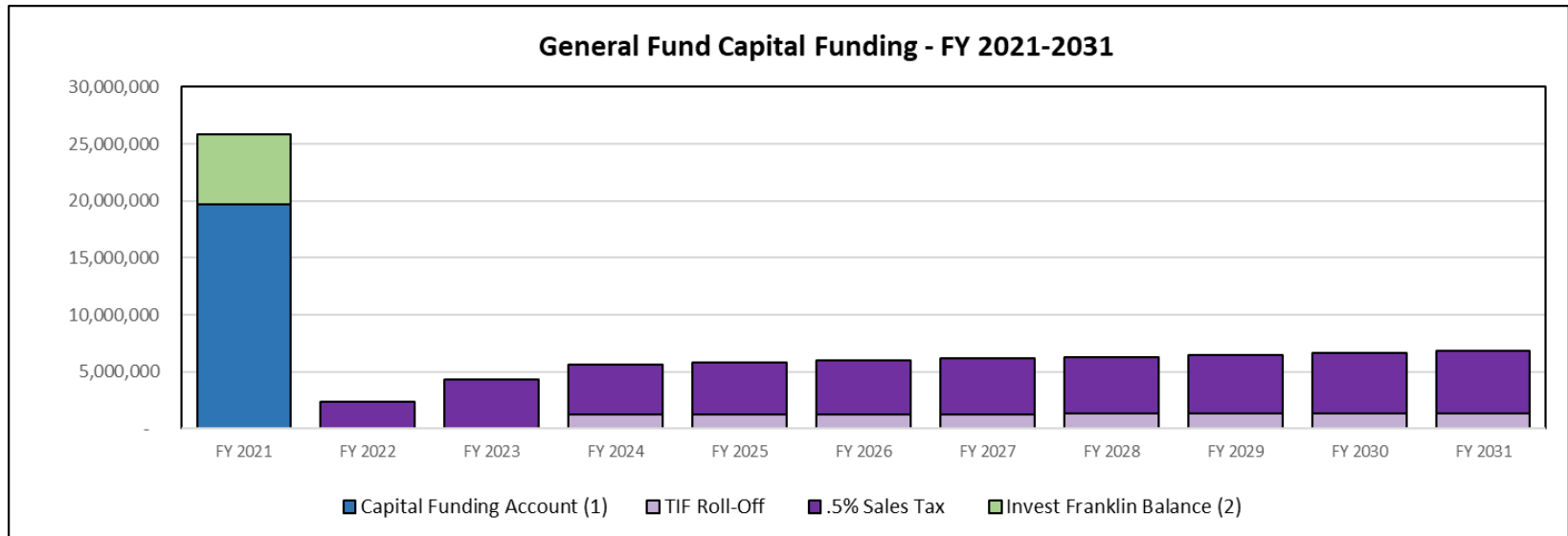


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City of Franklin, Tennessee

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.

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.

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.



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.



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 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



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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



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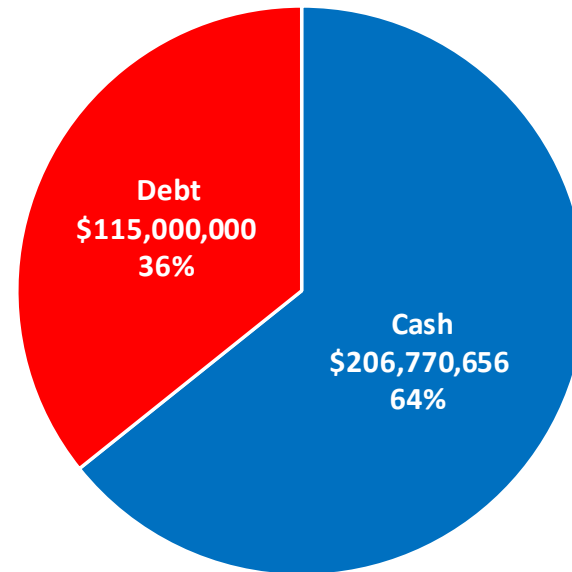
City of Franklin, Tennessee

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.



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City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

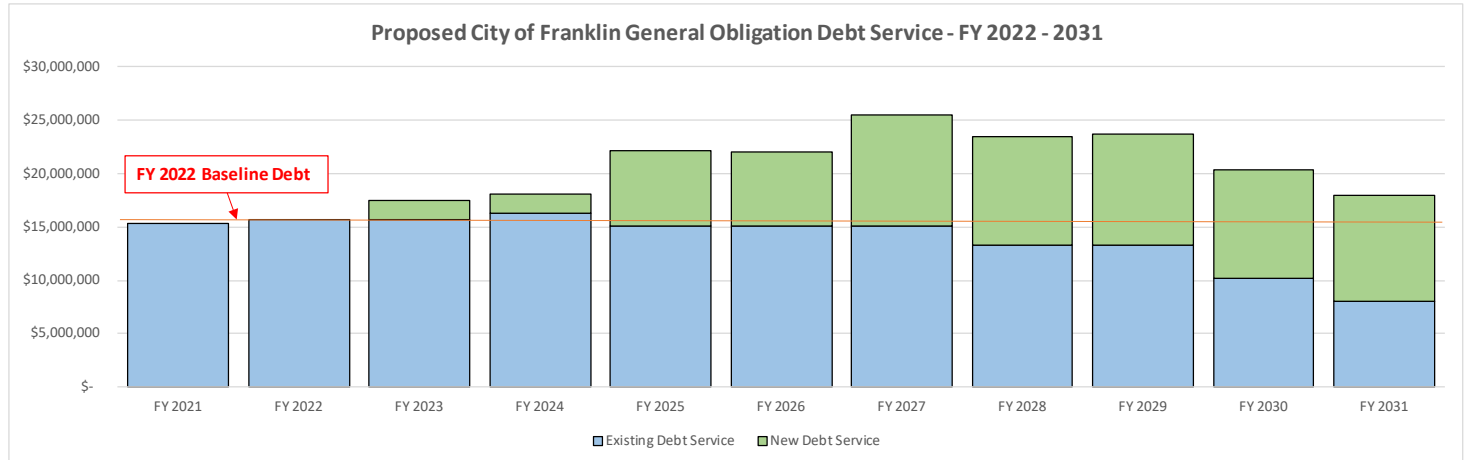
Revenues: Debt Capacity Review

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

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Project Updates

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)



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City of Franklin, Tennessee

FY 2022-2031 Capital Investment Program

FY 2022-2031 Capital Investment Plan						Project Phase				
Scorecard as of December 2021						Design	Right-Of-Way	Bidding	Construction	Complete
BOMA Top 10	Project	Category	Revised Budget	Spent to Date	Completion Date					
★★★★★	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 (Pinkertson 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						



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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



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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



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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



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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 2024 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 dedicated \$.07 of the total property tax rate (at the time \$.07 on .4165/\$100 of assessed value, currently \$.3261/\$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 2024 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS & *Invest Franklin*

FY 2017

Total Property Tax Levy (.4176/\$100 of assessed value)	\$ 19,203,126
<u>Value of one cent</u>	<u>\$ 459,845</u>
Total 2017 value of the \$.07 <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
<u>Value of one cent</u>	<u>\$ 481,961</u>
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
<u>Value of one cent</u>	<u>\$ 496,420</u>
Total 2019 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 <i>Invest Franklin</i> Collections FY 2017	\$ 2,968,915
Ending Balance <i>Invest Franklin</i> Collections FY 2018	\$ 1,595,720
Ending Balance <i>Invest Franklin</i> Collections FY 2019	\$ 1,594,442

Total Balance <i>Invest Franklin</i> Initiative (end of FY 2019)	\$ 6,159,076
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City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2024 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 2024 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 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 2024 Operating Budget

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2024 Operating Budget

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2024 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ↑ (Increase in cost), = (nominal change), ↓ (decrease in cost) and an estimate of that change. *(Estimate is an assumption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

Department	Request	Amount	Bond Funded	Total	Impact on Operations	
					Impact Indicator	Annual Amount of increase/decrease

Operations

General Fund:						
City-Wide	Fiber Optic Projects & Supplies	\$ 125,000	\$ -	\$ 125,000	↓	\$ (5,000)
City-Wide	Computer Hardware	\$ 869,980	\$ -	\$ 869,980	=	\$ -
City-Wide	Machinery & Equipment	\$ 959,516	\$ -	\$ 959,516	=	\$ -
TOTAL		\$ 1,954,496	\$ -	\$ 1,954,496		\$ (5,000)

Street Aid						
Streets	Street Resurfacing	\$ 4,125,000	\$ -	\$ 4,125,000	=	\$ -
Streets	Pavement Restoration	\$ 1,500,742	\$ -	\$ 1,500,742	↓	\$ (125,000)
Streets	Sidewalks	\$ 976,100	\$ -	\$ 976,100	=	\$ -
TOTAL		\$ 6,601,842	\$ -	\$ 6,601,842		\$ (125,000)

Capital Vehicle Fund						
City-Wide	Fleet Replacement /Police Cruisers	\$ 3,203,489		\$ 3,203,489	↓	\$ (185,000)
TOTAL		\$ 3,203,489	\$ -	\$ 3,203,489		\$ (185,000)

Total all Capital Expenditures budgeted in Operations: \$ 11,759,827 \$ (130,000)



City of Franklin, Tennessee

FY 2024 Operating Budget

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2024 Operating Budget

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2024 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ↑ (Increase in cost), = (nominal change), ↓ (decrease in cost) and an estimate of that change. *(Estimate is an assumption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

Department	Request	Amount	Bond Funded	Total	Impact on Operations	
					Impact Indicator	Annual Amount of increase/decrease
Capital						
General Fund:						
Police	Incident Command Vehicle/ Equipment	\$ 575,000		\$ 575,000	↑	\$ 10,000
Fire	Various Equipment	\$ 75,000		\$ 75,000	=	\$ -
IT	Various Equipment	\$ 405,000		\$ 405,000	↓	\$ (10,000)
TOC	Various traffic flow/control improvements	\$ 1,472,500		\$ 1,472,500	↑	\$ 25,000
Streets	Various Equipment	\$ 152,000		\$ 152,000	↓	\$ (10,000)
Parks	Various Equipment	\$ 45,250		\$ 45,250	=	\$ -
TOTAL		\$ 2,724,750	\$ -	\$ 2,724,750		\$ 15,000
Sanitation Fund:						
SES Collection	Replacement of Side Loaders & Knucklebooms	\$ 1,989,027		\$ 1,989,027	↓	\$ (105,000)
TOTAL		\$ 1,989,027	\$ -	\$ 1,989,027		\$ (105,000)
Stormwater						
Stormwater	Various Equipment	\$ 145,052		\$ 145,052	=	\$ -
TOTAL		\$ 145,052	\$ -	\$ 145,052		\$ -
Hotel/Motel Fund						
Transit	Various capital improvements	\$ 1,688,250		\$ 1,688,250	=	\$ -
TOTAL		\$ 1,688,250	\$ -	\$ 1,688,250		\$ -
Transit Fund						
Transit	Bus Shelters	\$ 240,000		\$ 240,000	=	\$ -
Transit	Replacement vehicles	\$ 200,000		\$ 200,000	=	\$ -
TOTAL		\$ 440,000	\$ -	\$ 440,000		\$ -
Water & Sewer Fund						
Water	Various capital improvements	\$ 3,014,200		\$ 3,014,200	↓	\$ (35,000)
Wastewater	Various capital improvements	\$ 9,847,000		\$ 9,847,000	↓	\$ (50,000)
Reclaimed	Various capital improvements	\$ 45,000		\$ 45,000	↓	\$ (5,000)
TOTAL		\$ 12,906,200	\$ -	\$ 12,906,200		\$ (90,000)
Total all Capital Expenditures budgeted in Capital:		\$ 19,893,279	\$ -	\$ 19,893,279	\$ -	\$ (180,000)
Total All Capital proposed FY 2024		\$ 31,653,106	\$ -	\$ 31,653,106	\$ -	\$ (310,000)



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City of Franklin, Tennessee

FY 2024 Operating Budget

APPENDICES: 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 \$33.8 million in FY 2024). 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 \$29.3 million in FY 2024). 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 these 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 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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



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 2024 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

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

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

General Fund Replenishment Priorities (Priority order):

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



Appendix D – Policies: General Fund - Fund Balance

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

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

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

Financial Stabilization Fund Subaccounts

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

A. Contingency Subaccount

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

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

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

B. Emergency Subaccount

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



City of Franklin, Tennessee

FY 2024 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 2024 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 2024 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 2024 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 2024 the City of Franklin projects to have \$33,836,265 in its stabilization account as follows:

Urgent Event	Percent of Total 33%	Amount
Contingency	5%	\$ 5,126,707
Emergency	5%	\$ 5,126,707
Cash Flow Stabilization	14%	\$14,354,779
Debt Service	3%	\$ 3,076,024
Property/Liability/Health Insurance	4%	\$ 4,101,365
Other Post Employment Benefits	2%	\$ 2,050,683
	33%	\$33,836,265

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 2024 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 2023



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FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 Operating Budget

Appendix E – Debt Management Policy

The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing seven years, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy attached on the ensuing pages is the most recent version reviewed and revised by the Board of Mayor and Alderman in December 2017.

CITY OF FRANKLIN

T E N N E S S E E

Debt Management Policy

Prepared by
Public Financial Management, Inc.
Originally Adopted on June 23, 2009
Revised and Adopted by Finance Committee, March 10, 2016
Revised and Adopted by Board of Mayor & Aldermen, April 12, 2016
Revised and Proposed by Staff, November 30, 2017

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Introduction

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.

City of Franklin
Debt Management Policy

I. Policy Statement

In managing its debt, it is the City's policy to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage interest rate risk exposure

II. Goals & Objectives

Debt policies and procedures are tools that ensure that financial resources are adequate to meet the City's long-term planning objectives. In addition, the Debt Management Policy ("Policy") helps to ensure that financings undertaken by the City satisfy certain clear objective standards which allow the City to protect its financial resources in order to meet its long-term capital needs. The adoption of clear and comprehensive financial policies enhances the internal financial management of the City.

The Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

- To guide the City and its managers in policy and debt issuance decisions
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management
- To protect the City's credit rating
- To ensure the legal use of City's debt issuance authority
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services
- To evaluate debt issuance options

III. Issuance Process

The City charter, which was approved by private Act of the Tennessee Legislature as Chapter 126 in 1967, as amended, authorizes the City to issue general obligation bonds subject to the adoption of a bond resolution by the Board of Mayor and Aldermen. Other sections of the Tennessee Code Annotated and the Federal Tax Code may govern the issuance or structure of the City's bonds.

These provisions serve as a basis for the City's affordability guidelines described later in this policy.

IV. Credit Quality and Credit Enhancement

The City's debt management activities will be conducted to receive the highest credit ratings possible, consistent with the City's financing objectives. The Finance Director will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the City's debt. The Finance Director will provide the rating agencies with periodic updates of the general financial condition of the City. Full disclosure of operations and open lines of communication shall be maintained with the rating agencies. The City, together with the Financial Advisor, shall prepare presentations to the rating agencies to assist credit analysts in making an informed decision. The Finance Director shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies will be asked to provide such rating.

The City will make an annual credit presentation to the Board of Mayor and Aldermen, explaining the City's current rating, rating agency views on the City's performance and current items which may positively or adversely affect the City's General Obligation credit rating.

The City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancements:

1. Bond Insurance

The City may purchase bond insurance when such purchase is deemed prudent and advantageous for negotiated sales. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds. For competitive sales, the purchaser of the bonds will determine whether bond insurance will be used.

The City will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale, allow bidders to request bond insurance. In a negotiated sale, the City will select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine the provider of bond insurance.

2. Letters of Credit

The City may enter into a letter-of-credit (LOC) agreement when such an agreement is deemed prudent and advantageous. The City will prepare and distribute a request for qualifications to qualified banks or other qualified financial institutions which includes terms and conditions that are acceptable to the City.

V. Debt Affordability

The ratios and standards identified below are intended to provide guidelines which permit and facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations. The City shall consider the ability to repay debt as it relates to the total budget resources and the property tax base:

Total Budget Resources

- Net Direct Debt divided by Operating Revenues $\leq 3.00X$

As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.

- Total Governmental Funds Debt Service as a percent of Expenditures $\leq 25\%$

As defined by Standard & Poor's U.S. Local Governments General Obligation Ratings: Methodology and Assumptions dated September 12, 2013.

Property Tax Base

- Net Direct Debt as a percent of Full Value (Market or Taxable Value) $\leq 1.75\%$

As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.

As part of the City's effort to manage these metrics and the impact such have on the City's credit rating, the City, along with its Financial Advisor, will calculate the indicative ratings per Moody's and S&P's applicable local government criteria.

VI. Bond Structure

The City shall establish all terms and conditions relating to the issuance of bonds and will invest all bond proceeds pursuant to the terms of the City's Investment Policy. Unless otherwise authorized by the City, the following shall serve as the Policy for determining structure:

1. Term

All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, and in consideration of the ability of the City to absorb the additional debt service expense within the debt affordability guidelines, but in no event will the term exceed thirty (30) years.

2. Capitalized Interest

From time to time certain financings may require the use of capitalized interest from the issuance date until the City has beneficial use and/or occupancy of the financed project. Interest may be financial (capitalized) through a period permitted by federal law and State statute if it is determined that doing so is beneficial to the financing by the Finance Director.

3. Debt Service Structure

General Obligation debt issuance shall be planned to achieve relatively net level debt service or level principal amortization considering the City's outstanding debt obligations, while matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream. Debt which is supported by project revenues and is intended to be self-supporting will be structured to achieve level proportional coverage to expected available revenues.

4. Call Provisions

In general, the City's securities will include a call feature no later than ten (10) years from the date of delivery of the bonds. The City will avoid the sale of long-term non-callable bonds absent careful evaluation by the City's Finance Director with respect to the value of the call option.

5. Original Issuance Discount/Premium

Bonds with original issuance discount/premium will be permitted.

6. Deep Discount Bonds

Deep discount bonds may provide a lower cost of borrowing in certain capital markets. The City's Finance Director will carefully consider their value and effect on any future refinancing as a result of the lower-than-market coupon.

7. Structured Products

The determination of the City to consider the use of structured products as a hedge against interest rate risk or a method to lower its cost of borrowing will be made by the Finance Director. The City will comply with state guidelines and will be able to quantify and understand the potential risks or to achieve fixed and/or variable rate exposure targets. The City will not use structured products for speculative purposes.

VII. Types of Debt

When the City determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

Security Structure

1. General Obligation 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 2024 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

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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.

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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

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- 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

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- 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

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- 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

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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.

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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.

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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

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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.

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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 2024 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.



HISTORIC
FRANKLIN
TENNESSEE

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.

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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 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget

APPENDICES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
 - **Appendix H - Program Enhancement Requests – Recommended for Funding**
 - **Appendix I - Program Enhancement Requests – BOMA Prioritization**
 - **Appendix J - Pay Structure**
 - **Appendix K - FranklinForward – Strategic Plan**



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget Request

Recommended

Appendix H: Program Enhancement Summary - Recommended for Funding

Priority Request FF Theme Compensation Benefits Operating Capital Total Request

Administration

1	Customer Service Liaison	EFS	\$ 42,426	\$ 6,340	\$ -	\$ -	\$ 48,766	
Total			\$ 42,426	\$ 6,340	\$ -	\$ -	\$ 48,766	\$ -

1

Project and Facilities Management

1	City of Franklin Garage Repairs	EFS	\$ -	\$ -	\$ 168,500	\$ -	\$ 168,500	\$ 168,500
2	Station 5 Men's and Women's Locker Room Renovations	EFS	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000	
3	Station 5 Kitchen Remodel	EFS			\$ 45,000	\$ -	\$ 45,000	
4	New Roof Fire Station 5	EFS			\$ 239,000	\$ -	\$ 239,000	\$ 239,000
5	Replacement of COF Fire Station 6 Roof	EFS	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000	
Total			\$ -	\$ -	\$ 787,500	\$ -	\$ 787,500	\$ 407,500

Communications

1	Reclassification Part time to full time Production Asst./Public Outreach Coord.	QLE	\$ 23,095	\$ 25,016	\$ 1,900	\$ -	\$ 50,011	\$ 50,011
Total			\$ 23,095	\$ 25,016	\$ 1,900	\$ -	\$ 50,011	\$ 50,011

0.5

Purchasing

1	Electronic (ID-read) access-control locks for Purchasing Office	EFS	\$ -	\$ -	\$ 5,060	\$ -	\$ 5,060	\$ 5,060
2	Electronic access-control devices for remote diesel sites	EFS	\$ -	\$ -	\$ 15,200	\$ -	\$ 15,200	
3	Procurement training for City staff outside Purchasing	EFS	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	
Total			\$ -	\$ -	\$ 25,260	\$ -	\$ 25,260	\$ 5,060

Information Technology

1	Infrastructure Division Reorganization	EFS	\$ 11,718	\$ 1,751	\$ -	\$ -	\$ 13,469	
2	Restoration of Assistant Director of IT for Infrastructure	EFS	\$ 128,066	\$ 36,045	\$ -	\$ -	\$ 164,111	
3	IS Developer I Position	EFS	\$ 60,407	\$ 25,935	\$ -	\$ -	\$ 86,342	
4	Camera Replacement	EFS	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 35,000
Total			\$ 200,191	\$ 63,731	\$ 100,000	\$ -	\$ 363,922	\$ 35,000

2

Finance

1	Overfill Comptroller Position (Jan-Jun 2024)	EFS	\$ 75,000	\$ 19,661	\$ -	\$ -	\$ 94,661	\$ 94,661
2	AP Automation Program	EFS			\$ 25,000	\$ -	\$ 25,000	\$ 25,000
			\$ 75,000	\$ 19,661	\$ 25,000	\$ -	\$ 119,661	\$ 119,661

0.5

Traffic Operations Center

1	Signalization Improvement - South Margin/Lewisburg/5th Avenue	SGEP	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ 150,000
2	Signalization Improvement - Donelson Creek at Lewisburg	SGEP	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 100,000
			\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ 250,000

Human Resources

1	Certificate of Insurance Tracking System	EFS	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ 15,000
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City of Franklin, Tennessee
FY 2024 Operating Budget Request

Recommended

Appendix H: Program Enhancement Summary - Recommended for Funding

Priority	Request	FF Theme	Compensation	Benefits	Operating	Capital	Total Request	
2	Increase to Recruitment Budget	EFS	\$ -	\$ -	\$ 14,000	\$ -	\$ 14,000	\$ 14,000
Total			\$ -	\$ -	\$ 29,000	\$ -	\$ 29,000	\$ 29,000

Planning & Sustainability

1	Continuing Education-DRT Peer City Travel	SGEP	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ 35,000
2	U.S. Line Markers Proposal	QLE	\$ -	\$ -	\$ -	\$ 103,250	\$ 103,250	\$ 103,250
			\$ -	\$ -	\$ 35,000	\$ 103,250	\$ 138,250	\$ 138,250

Building and Neighborhood Services

1	Professional Consulting Services	SCL	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 25,000
Total			\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 25,000

Police

1	Incident Command Vehicle	SCL	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000
2	Upgrade 3 Police Officer Positions to MPO	SCL	\$ 50,340	\$ 7,522	\$ -		\$ 57,862	\$ 57,862
3	Rifle Plates and Carriers	SCL	\$ -	\$ -	\$ -	\$ 134,368	\$ 134,368	\$ 134,368
4	Increase Overtime Budget	SCL	\$ 190,000	\$ 28,392	\$ -		\$ 218,392	\$ 100,000
5	Increase Dive Team Budget	SCL	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000	
Total			\$ 240,340	\$ 35,914	\$ 15,000	\$ 634,368	\$ 925,622	\$ 792,230

Fire

1	Add Nine (9) Shift Personnel Firefighters	EFS	\$ 507,418	\$ 259,264	\$ 105,750	\$ -	\$ 872,432	\$ 290,811
2	Reclass 3 Firefighters to Shift Lieutenants	EFS	\$ 44,928	\$ 7,291	\$ -	\$ -	\$ 52,219	\$ 52,219
3	Add Master Firefighter Pay Grade	EFS	\$ 225,181	\$ 33,841	\$ -	\$ -	\$ 259,022	
4	Add Administrative Services Captain	EFS	\$ 90,311	\$ 33,877	\$ 11,750	\$ -	\$ 135,938	
5	Reclassification of Administrative Asst. to Office Manager	EFS	\$ 5,086	\$ 952	\$ 2,000	\$ -	\$ 8,039	\$ 8,039
6	Add Three (3) Fire Safety Officers	EFS	\$ 214,068	\$ 93,135	\$ 35,250	\$ 30,000	\$ 372,453	
7	Add one (1) Training Instructor/Coordinator (FAC)	EFS	\$ 71,356	\$ 31,045	\$ 11,750	\$ -	\$ 114,151	
8	Air Compressor	EFS	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
9	Burn Building Repairs	EFS	\$ -	\$ -	\$ -	\$ 115,000	\$ 115,000	
10	Personal Emergency Bail Out System	EFS	\$ -	\$ -	\$ 105,000	\$ -	\$ 105,000	
11	Lifepak 15 Scheduled Replacement (Option 1)	SCL	\$ -	\$ -	\$ 647,250	\$ -	\$ 647,250	\$ 172,600
11	Lifepak 15 to Zoll Replacement (Option 2)	SCL	\$ -	\$ -	\$ 690,000	\$ -	\$ 690,000	
12	Air/Light Response Vehicle (Facilities Tax)	EFS	\$ -	\$ -	\$ 17,500	\$ 985,000	\$ 1,002,500	
13	Tower 7 (Facilities Tax)	EFS	\$ -	\$ -	\$ 18,500	\$ 1,822,866	\$ 1,841,366	\$ -
14	Mobile Incident Command Vehicle (FAC)	EFS	\$ -	\$ -	\$ 34,000	\$ 450,000	\$ 484,000	
15	Replace Ladder 4, Ladder 5 and Ladder 8	EFS	\$ -	\$ -	\$ 32,000	\$ 3,800,000	\$ 3,832,000	
16	Behavioral Health & Wellness Program	EFS	\$ -	\$ -	\$ 118,830	\$ -	\$ 118,830	\$ 50,000
17	Station 3 Architectural Services	SGEP	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000	
18	Add One Fire Inspector	EFS	\$ 71,356	\$ 31,045	\$ -	\$ -	\$ 102,401	
Total			\$ 1,229,703	\$ 490,451	\$ 1,829,580	\$ 7,652,866	\$ 11,202,601	\$ 648,669

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Emergency Management

1	Vehicle Barrier System	SCL	\$ -	\$ -	\$ 65,000	\$ -	\$ 65,000	\$ 65,000
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City of Franklin, Tennessee
FY 2024 Operating Budget Request

Recommended

Appendix H: Program Enhancement Summary - Recommended for Funding

Priority	Request	FF Theme	Compensation	Benefits	Operating	Capital	Total Request	
2	Weather Data Transmission Network (DTN)	SCL	\$ -	\$ -	\$ 5,760	\$ -	\$ 5,760	
Total			\$ -	\$ -	\$ 70,760	\$ -	\$ 70,760	\$ 65,000

Streets

1	Platform Truck ST-220 Replacement	SCL	\$ -	\$ -	\$ -	\$ 112,000	\$ 112,000	\$ 112,000
2	Inspector Re-classification	EFS	\$ 12,035	\$ 1,798	\$ -	\$ -	\$ 13,833	\$ 13,833
3	Mack Hatcher @ Lewisburg Pk Traffic Signal	SCL	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ 35,000
4	Asset Management Facilities Paving Program	SGEP	\$ -	\$ -	\$ 753,864	\$ -	\$ 753,864	\$ 250,000
5	Main Street Bollard, Street light, Signal Pole	SCL	\$ -	\$ -	\$ 180,000	\$ -	\$ 180,000	
6	Mobile Lifts	EFS	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	
7	Interstate Beautification Program	SCL	\$ -	\$ -	\$ 375,000	\$ -	\$ 375,000	
8	Tracked Skid Steer	EFS	\$ -	\$ -	\$ -	\$ 57,500	\$ 57,500	
Total			\$ 12,035	\$ 1,798	\$ 1,343,864	\$ 289,500	\$ 1,647,197	\$ 410,833

Parks

1	New: Self Propelled Stump Grinder	EFS	\$ -	\$ -	\$ 34,637	\$ -	\$ 34,637	\$ 34,637
2	New: Heavy Duty Utility Vehicle	EFS	\$ -	\$ -	\$ 33,800	\$ -	\$ 33,800	\$ 33,800
3	Tree Inventory For R.O.W. Trees Under The Responsibility of The City.	EFS	\$ -	\$ -	\$ 24,250	\$ -	\$ 24,250	\$ 24,250
4	Liberty Park Sports Field Irrigation & LED Sports Lighting Replacement	QLE			\$ -	\$ 738,400	\$ 738,400	
Total			\$ -	\$ -	\$ 92,687	\$ 738,400	\$ 831,087	\$ 92,687

Economic Development

1	Chamber-Business Retention	SGEP	\$ -	\$ -	\$ 8,500	\$ -	\$ 8,500	\$ 1,575
1	Chamber-Economic Development	SGEP	\$ -	\$ -	\$ 18,500	\$ -	\$ 18,500	\$ 1,575
Total			\$ -	\$ -	\$ 27,000	\$ -	\$ 27,000	\$ 3,150

Appropriations to Outside Agencies

1	Additional Requests	QLE			\$ 72,797		\$ 72,797	\$ 24,730
Total					\$ 72,797		\$ 72,797	\$ 24,730

General Fund Summary - Program Enhancement Requests

	Compensation	Benefits	Operating	Capital	Total	
Total G/F Requests	\$ 1,822,790	\$ 642,911	\$ 4,755,348	\$ 9,418,384	\$ 16,639,434	\$ 3,096,780

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City of Franklin, Tennessee
FY 2024 Operating Budget Request

Recommended

Appendix H: Program Enhancement Summary - Recommended for Funding

Priority Request FF Theme Compensation Benefits Operating Capital Total Request

Other Funds

Sanitation and Environmental Services

Priority	Request	FF Theme	Compensation	Benefits	Operating	Capital	Total Request
1	Add Air Curtain Incinerator	SCL	\$ -	\$ -	\$ -	\$ 163,000	\$ 163,000
2	Replace Rear Loader 136	SCL	\$ -	\$ -	\$ 2,525	\$ 207,890	\$ 210,415
3	Replace Knuckle Boom 138	SCL	\$ -	\$ -	\$ 2,525	\$ 194,881	\$ 197,406
4	Replace Knuckle Boom 148	SCL	\$ -	\$ -	\$ 2,525	\$ 194,881	\$ 197,406
5	Admin Staff Support Vehicle for SES	EFS	\$ -	\$ -	\$ 1,525	\$ 30,000	\$ 31,525
Total			\$ -	\$ -	\$ 9,100	\$ 790,653	\$ 799,753

			Compensation	Benefits	Expenses	Total	
Total Sanitation Fund Requests						\$ 799,753	\$ 602,346

Stormwater - Streets Division

Priority	Request	FF Theme	Compensation	Benefits	Expenses	Total Request
1	Inspector Re-classification	EFS	\$ 3,985	\$ 595	\$ -	\$ 4,581
2	Stormwater Vac Truck	SCL	\$ -	\$ -	\$ 481,536	\$ 481,536
Total			\$ 3,985	\$ 595	\$ -	\$ 486,117

			Compensation	Benefits	Expenses	Total	
Total Stormwater Requests						\$ 486,117	

Water Management

Priority	Request	FF Theme	Compensation	Benefits	Expenses	Total Request
1	Integrator-Electrical-Communication Technician	EFS	\$ 13,268	\$ 18,975	\$ -	\$ 32,243
2	Replace Sewer Vac truck	EFS				\$ 412,735
2	Biosolids Dump Truck	SCL	\$ -	\$ -	\$ 25	\$ 165,000
3	Stand Alone Inspection Camera	SGEP	\$ -	\$ -	\$ -	\$ 90,000
4	Rubber Tracked Mini Excavator	SCL	\$ -	\$ -	\$ -	\$ 57,000
5	Administrative Secretary Reclassification	QLE	\$ 4,619	\$ 690	\$ -	\$ 5,309
6	Rubber Tracked Skid Steer	EFS	\$ -	\$ -	\$ -	\$ 105,000
Total			\$ 17,887	\$ 19,665	\$ 25	\$ 417,000

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			Compensation	Benefits	Expenses	Total Request	
Total Water Management Requests						\$ 867,312	\$ 450,287



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee
FY 2024 Operating Budget Request

Appendix I: Program Enhancement Summary - BOMA Prioritization

Sheet 1 : BOMA Top 10 Summaries

Moore

1	Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	\$ 150,000
2	Add Nine (9) Shift Personnel Firefighters	Fire	\$ 872,432
3	Lifepak 15 Scheduled Replacement (Option 1)	Fire	\$ 647,250
4	New Roof Fire Station 5	Fire	\$ 239,000
5	Replacement of COF Fire Station 6 Roof	Facilities	\$ 300,000
6	U.S. Line Markers Proposal	Planning	\$ 103,250
7	Replace Rear Loader 136	SES	\$ 210,415
8	Stormwater Vac Truck	Stormwater	\$ 481,536
9	Reclassification Part time to full time Production Asst./Public Outreach Coord.	Communications	\$ 50,011
10	Main Street Bollard, Street light, Signal Pole Painting	Streets	\$ 180,000
			\$ 3,233,894

Baggett

1	Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	\$ 150,000
2	Increase Overtime Budget	Police	\$ 218,392
3	Rifle Plates and Carriers	Police	\$ 134,368
4	Interstate Beautification Program	Streets	\$ 375,000
5	Chamber-Economic Development	Econ. Dev.	\$ 18,500
6	Behavioral Health & Wellness Program	Fire	\$ 118,830
7	Vehicle Barrier System	Emer. Man.	\$ 65,000
8	Reclass 3 Firefighters to Shift Lieutenants	Fire	\$ 52,219
9	Add Master Firefighter Pay Grade	Fire	\$ 259,022
10	Customer Service Liaison	Admin	\$ 48,766
			\$ 1,440,097

Barnhill

1	Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	\$ 150,000
2	New: Self Propelled Stump Grinder	Parks	\$ 34,637
3	Vehicle Barrier System	Emer. Man.	\$ 65,000
4	Air Compressor	Fire	\$ 75,000
5	Add one (1) Training Instructor/Coordinator (FAC)	Fire	\$ 114,151
6	Upgrade 3 Police Officer Positions to MPO	Police	\$ 57,862
7	Incident Command Vehicle	Police	\$ 500,000
8	Electronic (ID-read) access-control locks for Purchasing Office	Purchasing	\$ 5,060
9	Customer Service Liaison	Admin	\$ 48,766
10	Lifepak 15 to Zoll Replacement (Option 2)	Fire	\$ 690,000
			\$ 1,740,476

Burger

1	Electronic (ID-read) access-control locks for Purchasing Office	Purchasing	\$ 5,060
2	Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	\$ 150,000
3	Incident Command Vehicle	Police	\$ 500,000
4	Add Nine (9) Shift Personnel Firefighters	Fire	\$ 872,432
5	Vehicle Barrier System	Emer. Man.	\$ 65,000
6	Platform Truck ST-220 Replacement	Streets	\$ 112,000



City of Franklin, Tennessee
FY 2024 Operating Budget Request

Appendix I: Program Enhancement Summary - BOMA Prioritization

Sheet 1 : BOMA Top 10 Summaries

7	New: Self Propelled Stump Grinder	Parks	\$ 34,637
8	Interstate Beautification Program	Streets	\$ 375,000
9	Liberty Park Sports Field Irrigation & LED Sports Lighting Replacement	Parks	\$ 738,400
10	Reclass 3 Firefighters to Shift Lieutenants	Fire	\$ 52,219
			\$ 2,904,748

Blanton

1	Add Nine (9) Shift Personnel Firefighters	Fire	\$ 872,432
2	Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	\$ 150,000
3	Incident Command Vehicle	Police	\$ 500,000
4	Platform Truck ST-220 Replacement	Streets	\$ 112,000
5	New: Self Propelled Stump Grinder	Parks	\$ 34,637
6	Tree Inventory For R.O.W. Trees Under The Responsibility of the City	Parks	\$ 24,250
7	City of Franklin Garage Repairs	Facilities	\$ 168,500
8	Reclassification Part time to full time Production Asst./Public Outreach Coord.	Communications	\$ 50,011
9	Reclass 3 Firefighters to Shift Lieutenants	Fire	\$ 52,219
10	Biosolids Dump Truck	Water	\$ 165,025
			\$ 2,129,074

Brown

1	Add Nine (9) Shift Personnel Firefighters	Fire	\$ 872,432
2	Upgrade 3 Police Officer Positions to MPO	Police	\$ 57,862
3	Reclass 3 Firefighters to Shift Lieutenants	Fire	\$ 52,219
4	Vehicle Barrier System	Emer. Man.	\$ 65,000
5	Add Master Firefighter Pay Grade	Fire	\$ 259,022
6	Overfill Comptroller Position (Jan-Jun 2024)	Finance	\$ 94,661
7	Incident Command Vehicle	Police	\$ 500,000
8	Rifle Plates and Carriers	Police	\$ 134,368
9	Increase Overtime Budget	Police	\$ 218,392
10	Reclassification Part time to full time Production Asst./Public Outreach Coord.	Communications	\$ 50,011
			\$ 2,303,967

Hanson

1	New Roof Fire Station 5	Fire	\$ 239,000
2	Stormwater Vac Truck	Stormwater	\$ 481,536
3	IS Developer I Position	Info. Tech	\$ 86,342
4	Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	\$ 150,000
5	Upgrade 3 Police Officer Positions to MPO	Police	\$ 57,862
6	Rifle Plates and Carriers	Police	\$ 134,368
7	Replace Sewer Vac truck	Water	\$ 412,735
8	Add Three (3) Fire Safety Officers	Fire	\$ 372,453
9	Replace Knuckle Boom 138	SES	\$ 197,406
10	Additional Requests	Appropriations	\$ 72,797
			\$ 2,204,500



City of Franklin, Tennessee
FY 2024 Operating Budget Request

Appendix I: Program Enhancement Summary - BOMA Prioritization

Sheet 1 : BOMA Top 10 Summaries

Petersen

1	Add Nine (9) Shift Personnel Firefighters	Fire	\$ 872,432
2	Incident Command Vehicle	Police	\$ 500,000
3	Platform Truck ST-220 Replacement	Streets	\$ 112,000
4	Restoration of Assistant Director of IT for Infrastructure	Info. Tech.	\$ 164,111
5	Replace Ladder 4, Ladder 5 and Ladder 8	Fire	\$ 3,832,000
6	Mobile Lifts	Streets	\$ 120,000
7	Replace Rear Loader 136	SES	\$ 210,415
8	Burn Building Repairs	Fire	\$ 115,000
9	City of Franklin Garage Repairs	Facilities	\$ 168,500
10	Station 5 Men's and Women's Locker Room Renovations	Facilities	\$ 35,000
			\$ 6,129,458

Potts

1	Add Nine (9) Shift Personnel Firefighters	Fire	\$ 872,432
2	Incident Command Vehicle	Police	\$ 500,000
3	Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	\$ 150,000
4	Overfill Comptroller Position (Jan-Jun 2024)	Finance	\$ 94,661
5	Signalization Improvement - Donelson Creek at Lewisburg	TOC	\$ 100,000
6	Add Air Curtain Incinerator	SES	\$ 163,000
7	Platform Truck ST-220 Replacement	Streets	\$ 112,000
8	Upgrade 3 Police Officer Positions to MPO	Police	\$ 57,862
9	Reclass 3 Firefighters to Shift Lieutenants	Fire	\$ 52,219
10	Rifle Plates and Carriers	Police	\$ 134,368
			\$ 2,236,542



City of Franklin, Tennessee
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Appendix I: Program Enhancement Summary - BOMA Prioritization

Sheet 2: BOMA Top 10 Summaries - Single Count Rankings

Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Hanson	Petersen	Potts	Count
Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	x	x	x	x		x	x		x	7
Add Nine (9) Shift Personnel Firefighters	Fire	x			x	x	x		x	x	6
Incident Command Vehicle	Police			x	x	x	x		x	x	6
Reclass 3 Firefighters to Shift Lieutenants	Fire		x		x	x	x			x	5
Platform Truck ST-220 Replacement	Streets				x		x		x	x	4
Vehicle Barrier System	Emer. Man.		x	x		x	x				4
Rifle Plates and Carriers	Police		x			x		x		x	4
Upgrade 3 Police Officer Positions to MPO	Police			x		x		x		x	4
New: Self Propelled Stump Grinder	Parks			x	x		x				3
Reclassification Part time to full time Production Asst./Public Outreach Coord.	Communications	x			x	x					3
New Roof Fire Station 5	Facilities	x						x			2
Replace Rear Loader 136	SES	x							x		2
Stormwater Vac Truck	Stormwater	x						x			2
Customer Service Liaison	Administration		x	x							2
City of Franklin Garage Repairs	Facilities				x				x		2
Interstate Beautification Program	Streets		x				x				2
Electronic (ID-read) access-control locks for Purchasing Office	Purchasing			x			x				2
Increase Overtime Budget	Police		x			x					2
Overfill Comptroller Position (Jan-Jun 2024)	Finance					x				x	2
Lifepak 15 Scheduled Replacement (Option 1)	Fire	x									1
Replacement of COF Fire Station 6 Roof	Facilities	x									1
U.S. Line Markers Proposal	Planning	x									1
Main Street Bollard, Street light, Signal Pole Painting	Streets	x									1
Chamber-Economic Development	Econ. Dev.		x								1
Behavioral Health & Wellness Program	Fire		x								1
Add Master Firefighter Pay Grade	Fire		x			x					2
Air Compressor	Fire			x							1
Add one (1) Training Instructor/Coordinator (FAC)	Fire			x							1
Lifepak 15 to Zoll Replacement (Option 2)	Fire			x							1
Tree Inventory For R.O.W. Trees Under The Responsibility of the City	Parks				x						1
Biosolids Dump Truck	Water				x						1
IS Developer I Position	Info. Tech.							x			1
Replace Sewer Vac truck	Water							x			1
Add Three (3) Fire Safety Officers	Fire							x			1
Replace Knuckle Boom 138	SES							x			1
Additional Requests to Outside Agencies	Appropriations							x			1
Restoration of Assistant Director of IT for Infrastructure	Info. Tech.								x		1
Replace Ladder 4, Ladder 5 and Ladder 8	Fire								x		1
Mobile Lifts	Streets								x		1
Burn Building Repairs	Facilities								x		1
Station 5 Men's and Women's Locker Room Renovations	Facilities								x		1
Liberty Park Sports Field Irrigation & LED Sports Lighting Replacement	Parks						x				1
Signalization Improvement - Donelson Creek at Lewisburg	TOC									x	1
Add Air Curtain Incinerator	SES									x	1
Total Count		10	10	10	10	10	10	10	10	10	



City of Franklin, Tennessee
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Appendix I: Program Enhancement Summary - BOMA Prioritization

Sheet 3: BOMA Top 10 Summaries - Averaged Rankings

Scale: 1 = Top Priority, 10 = Lowest Priority. Lowest Point total is thus the highest rated priority overall

Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Hanson	Petersen	Potts	Average
Add Nine (9) Shift Personnel Firefighters	Fire	2			1	1	4		1	1	1.67
Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	1	1	1	2		2	4		3	2.00
New Roof Fire Station 5	Facilities	4						1			2.50
Lifepak 15 Scheduled Replacement (Option 1)	Fire	3									3.00
IS Developer I Position	Info. Tech.							3			3.00
Incident Command Vehicle	Police			7	3	7	3		2	2	4.00
Air Compressor	Fire			4							4.00
Restoration of Assistant Director of IT for Infrastructure	Info. Tech.								4		4.00
Electronic (ID-read) access-control locks for Purchasing Office	Purchasing			8			1				4.50
New: Self Propelled Stump Grinder	Parks			2	5		7				4.67
Overfill Comptroller Position (Jan-Jun 2024)	Finance					6				4	5.00
Platform Truck ST-220 Replacement	Streets				4		6		3	7	5.00
Add one (1) Training Instructor/Coordinator (FAC)	Fire			5							5.00
Stormwater Vac Truck	Stormwater	8						2			5.00
Vehicle Barrier System	Emer. Man.		7	3		4	5				4.75
Replacement of COF Fire Station 6 Roof	Facilities	5									5.00
Chamber-Economic Development	Econ. Dev.		5								5.00
Replace Ladder 4, Ladder 5 and Ladder 8	Fire								5		5.00
Signalization Improvement - Donelson Creek at Lewisburg	TOC									5	5.00
Upgrade 3 Police Officer Positions to MPO	Police			6		2		5		8	5.25
Increase Overtime Budget	Police		2			9					5.50
Interstate Beautification Program	Streets		4				8				6.00
U.S. Line Markers Proposal	Planning	6									6.00
Behavioral Health & Wellness Program	Fire		6								6.00
Tree Inventory For R.O.W. Trees Under The Responsibility of the City	Parks				6						6.00
Mobile Lifts	Streets								6		6.00
Add Air Curtain Incinerator	SES									6	6.00
Rifle Plates and Carriers	Police		3			8		6		10	6.75
Replace Rear Loader 136	SES	7							7		7.00
Replace Sewer Vac truck	Water							7			7.00
Add Master Firefighter Pay Grade	Fire		9			5					7.00
Reclass 3 Firefighters to Shift Lieutenants	Fire		8		9	3	10			9	7.80
City of Franklin Garage Repairs	Facilities				7				9		8.00
Add Three (3) Fire Safety Officers	Fire							8			8.00
Burn Building Repairs	Facilities								8		8.00
Reclassification Part time to full time Production Asst./Public Outreach Coord.	Communications	9			8	10					9.00
Replace Knuckle Boom 138	SES							9			9.00
Liberty Park Sports Field Irrigation & LED Sports Lighting Replacement	Parks						9				9.00
Customer Service Liaison	Administration		10	9							9.50
Main Street Bollard, Street light, Signal Pole Painting	Streets	10									10.00
Lifepak 15 to Zoll Replacement (Option 2)	Fire			10							10.00
Biosolids Dump Truck	Water				10						10.00
Additional Requests to Outside Agencies	Appropriations							10			10.00
Station 5 Men's and Women's Locker Room Renovations	Facilities								10		10.00
		55	55	55	55	55	55	55	55	55	



City of Franklin, Tennessee

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Appendix I: Program Enhancement Summary - BOMA Prioritization

Sheet 4: BOMA Top 10 Summaries - Weighed Rankings

Weighed Rankings = Average Ranking 1-10 / Number of times (Single Count Ranking) Enhancement was selected = Weighted Ranking. Lower number = Top Priority

A B C (B/A)
 Sheet 2 Sheet 3

Program Enhancement	Department	Count	Average	Weighed Ranking	Adjusted Rank	Cost	Running Cost	
Add Nine (9) Shift Personnel Firefighters	Fire	6	1.7	0.28	1	\$ 872,432	\$ 872,432	1
Signalization Improvement - South Margin/Lewisburg/5th Avenue	TOC	7	2.0	0.29	2	\$ 150,000	\$ 1,022,432	2
Incident Command Vehicle	Police	6	4.0	0.67	3	\$ 500,000	\$ 1,522,432	3
Vehicle Barrier System	Emer. Man.	4	4.8	1.19	4	\$ 65,000	\$ 1,587,432	4
New Roof Fire Station 5	Facilities	2	2.5	1.25	5	\$ 239,000	\$ 1,826,432	5
Platform Truck ST-220 Replacement	Streets	4	5.0	1.25	5	\$ 112,000	\$ 1,938,432	6
Upgrade 3 Police Officer Positions to MPO	Police	4	5.3	1.31	7	\$ 57,862	\$ 1,996,294	7
New: Self Propelled Stump Grinder	Parks	3	4.7	1.56	8	\$ 34,637	\$ 2,030,931	8
Reclass 3 Firefighters to Shift Lieutenants	Fire	5	7.8	1.56	8	\$ 52,219	\$ 2,083,150	9
Rifle Plates and Carriers	Police	4	6.8	1.69	10	\$ 134,938	\$ 2,218,088	10
Electronic (ID-read) access-control locks for Purchasing Office	Purchasing	2	4.5	2.25	11	\$ 5,060	\$ 2,223,148	11
Stormwater Vac Truck	Stormwater	2	5.0	2.50	12	\$ 481,536	\$ 2,704,684	12
Overfill Comptroller Position (Jan-Jun 2024)	Finance	2	5.0	2.50	12	\$ 94,661	\$ 2,799,345	13
Increase Overtime Budget	Police	2	5.5	2.75	14	\$ 218,392	\$ 3,017,737	14
Lifepak 15 Scheduled Replacement (Option 1)	Fire	1	3.0	3.00	15	\$ 647,250	\$ 3,664,987	15
IS Developer I Position	Info. Tech.	1	3.0	3.00	15	\$ 86,342	\$ 3,751,329	16
Interstate Beautification Program	Streets	2	6.0	3.00	15	\$ 375,000	\$ 4,126,329	17
Reclassification Part time to full time Production Asst./Public Outreach Coord.	Communications	3	9.0	3.00	15	\$ 50,011	\$ 4,176,340	18
Replace Rear Loader 136	SES	2	7.0	3.50	19	\$ 210,415	\$ 4,386,755	19
Add Master Firefighter Pay Grade	Fire	2	7.0	3.50	19	\$ 259,022	\$ 4,645,777	20
Air Compressor	Fire	1	4.0	4.00	21	\$ 75,000	\$ 4,720,777	21
Restoration of Assistant Director of IT for Infrastructure	Info. Tech.	1	4.0	4.00	21	\$ 164,111	\$ 4,884,888	22
City of Franklin Garage Repairs	Facilities	2	8.0	4.00	21	\$ 168,500	\$ 5,053,388	23
Customer Service Liaison	Administration	2	9.5	4.75	24	\$ 48,766	\$ 5,102,154	24
Add one (1) Training Instructor/Coordinator (FAC)	Fire	1	5.0	5.00	25	\$ 114,151	\$ 5,216,305	25
Replacement of COF Fire Station 6 Roof	Facilities	1	5.0	5.00	25	\$ 300,000	\$ 5,516,305	26
Chamber-Economic Development	Econ. Dev.	1	5.0	5.00	25	\$ 18,500	\$ 5,534,805	27
Replace Ladder 4, Ladder 5 and Ladder 8	Fire	1	5.0	5.00	25	\$ 3,832,000	\$ 9,366,805	28
Signalization Improvement - Donelson Creek at Lewisburg	TOC	1	5.0	5.00	25	\$ 100,000	\$ 9,466,805	29
U.S. Line Markers Proposal	Planning	1	6.0	6.00	30	\$ 103,250	\$ 9,570,055	30
Behavioral Health & Wellness Program	Fire	1	6.0	6.00	30	\$ 118,830	\$ 9,688,885	31
Tree Inventory For R.O.W. Trees Under The Responsibility of the City	Parks	1	6.0	6.00	30	\$ 24,250	\$ 9,713,135	32
Mobile Lifts	Streets	1	6.0	6.00	30	\$ 120,000	\$ 9,833,135	33



City of Franklin, Tennessee
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Appendix I: Program Enhancement Summary - BOMA Prioritization

Sheet 4: BOMA Top 10 Summaries - Weighed Rankings

Weighed Rankings = Average Ranking 1-10 / Number of times (Single Count Ranking) Enhancement was selected = Weighted Ranking. Lower number = Top Priority

A B C (B/A)
 Sheet 2 Sheet 3

<u>Program Enhancement</u>	<u>Department</u>	<u>Count</u>	<u>Average</u>	<u>Weighed Ranking</u>	<u>Adjusted Rank</u>	<u>Cost</u>	<u>Running Cost</u>	
Add Air Curtain Incinerator	SES	1	6.0	6.00	30	\$ 163,000	\$ 9,996,135	34
Replace Sewer Vac truck	Water	1	7.0	7.00	35	\$ 412,735	\$ 10,408,870	35
Add Three (3) Fire Safety Officers	Fire	1	8.0	8.00	36	\$ 372,453	\$ 10,781,323	36
Burn Building Repairs	Facilities	1	8.0	8.00	36	\$ 115,000	\$ 10,896,323	37
Replace Knuckle Boom 138	SES	1	9.0	9.00	38	\$ 197,406	\$ 11,093,729	38
Liberty Park Sports Field Irrigation & LED Sports Lighting Replacement	Parks	1	9.0	9.00	38	\$ 738,400	\$ 11,832,129	39
Main Street Bollard, Street light, Signal Pole Painting	Streets	1	10.0	10.00	40	\$ 180,000	\$ 12,012,129	40
Lifepak 15 to Zoll Replacement (Option 2)	Fire	1	10.0	10.00	40	\$ 690,000	\$ 12,702,129	41
Biosolids Dump Truck	Water	1	10.0	10.00	40	\$ 165,025	\$ 12,867,154	42
Additional Requests to Outside Agencies	Appropriations	1	10.0	10.00	40	\$ 72,797	\$ 12,939,951	43
Station 5 Men's and Women's Locker Room Renovations	Facilities	1	10.0	10.00	40	\$ 35,000	\$ 12,974,951	44



City of Franklin, Tennessee
FY 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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 herein attached.

Appendix J: Pay Scale

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE				
					Min	1st Qtle	Mid	3rd Qtle	Max
1045	ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	ADMIN	EX	O	\$ 154,993	\$ 168,669	\$ 182,345	\$ 200,579	\$ 218,813
1037	ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	ADMIN	EX	O	\$ 154,993	\$ 168,669	\$ 182,345	\$ 200,579	\$ 218,813
1050	ASSIST CITY ADMIN-PUBLIC WORKS	ADMIN	EX	O	\$ 154,993	\$ 168,669	\$ 182,345	\$ 200,579	\$ 218,813
1033	CITY ATTORNEY	LEGAL	EX	O	\$ 154,993	\$ 168,669	\$ 182,345	\$ 200,579	\$ 218,813
1812	CHIEF OF POLICE	POLICE	EX	N	\$ 137,771	\$ 149,928	\$ 162,084	\$ 178,292	\$ 194,501
1201	DIRECTOR OF ENGINEERING	ENG	EX	N	\$ 137,771	\$ 149,928	\$ 162,084	\$ 178,292	\$ 194,501
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	N	\$ 137,771	\$ 149,928	\$ 162,084	\$ 178,292	\$ 194,501
1406	FIRE CHIEF	FIRE	EX	N	\$ 137,771	\$ 149,928	\$ 162,084	\$ 178,292	\$ 194,501
1602	HUMAN RESOURCES & RISK MANAGEMENT DIRECTOR	HR	EX	N	\$ 137,771	\$ 149,928	\$ 162,084	\$ 178,292	\$ 194,501
1025	INFORMATION TECHNOLOGY DIRECTOR	IT	EX	N	\$ 137,771	\$ 149,928	\$ 162,084	\$ 178,292	\$ 194,501
1034	ASSISTANT CITY ATTORNEY	LEGAL	EX	M	\$ 122,463	\$ 133,269	\$ 144,075	\$ 158,482	\$ 172,890
1426	ASSISTANT FIRE CHIEF	FIRE	EX	M	\$ 122,463	\$ 133,269	\$ 144,075	\$ 158,482	\$ 172,890
1816	POLICE DEPUTY CHIEF	POLICE	EX	M	\$ 122,463	\$ 133,269	\$ 144,075	\$ 158,482	\$ 172,890
2008	STREET DIRECTOR	STREET	EX	M	\$ 122,463	\$ 133,269	\$ 144,075	\$ 158,482	\$ 172,890
2412	ASST. IT DIR. (Applications Group)	IT	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1203	ASSISTANT DIRECTOR OF ENGINEERING	ENG	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
2400	ASST. IT DIR. (Infrastructure Group)	IT	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1315	BUDGET & STRATEGIC INNOVATION MANAGER	FINANCE	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1227	CITY TRAFFIC ENGINEER	ENG	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1313	COMPTROLLER	FINANCE	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1106	DIRECTOR, BLDG AND NEIGHBORHOOD SERVS.	BNS	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1415	FIRE DEPUTY CHIEF - FIRE MARSHALL	FIRE	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1504	PARKS DIRECTOR	PARKS	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1701	PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1909	SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1049	STAFF ATTORNEY II	LEGAL	EX	L	\$ 108,856	\$ 118,461	\$ 128,066	\$ 140,873	\$ 153,680
1401	FIRE BATTALION CHIEF	FIRE	2808	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1606	ASSISTANT HR DIRECTOR	HR	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1503	ASSISTANT PARKS DIRECTOR	PARKS	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2001	ASSISTANT STREET DIRECTOR	STREET	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605

Appendix J: Pay Scale

1105	ASST DIR BNS BLDG. & DEVELOPMENT SERVICES	BNS	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1702	ASST DIR PLANNING & SUSTAINABILITY	PLANNING	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1712	ASST DIR PLANNING (DEVELOPMENT)	PLANNING	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2428	COMMUNICATION INFRASTRUCTURE MANAGER	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2434	DATA CENTER/SECURITY ENGINEER	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
	DATA CENTER/SECURITY MANAGER	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2439	DATABASE ADMINISTRATOR	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1401TRA	FIRE BATTALION CHIEF - TRAINING	FIRE	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2441	INFORMATION SYSTEMS DEVELOPER	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2440	INFORMATION SYSTEMS MANAGER	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2427	NETWORK ENGINEER	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2417	NETWORK MANAGER	IT	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1817	POLICE CAPTAIN	POLICE	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1604	RISK AND BENEFITS MANAGER	HR	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2323	SERVICE DIVISION SUPERINTENDENT	WATER-WD	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1212	STAFF ENGINEER III	ENG	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1209	STORM WATER MANAGEMENT COORDINATOR	ENG - STMWTR	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1207	TRAFFIC/TRANSPORTATION ENG III	ENG-TOC	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2103	WATER RECLAMATION SUPERINTENDENT	WATER-SP	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
2202	WATER TREATMENT SUPERINTENDENT	WATER-WP	EX	K	\$ 96,762	\$ 105,300	\$ 113,838	\$ 125,221	\$ 136,605
1036	STAFF ATTORNEY I	LEGAL	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1417	ADMINISTRATIVE CAPTAIN TECHNOLOGY	FIRE	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1412	ASSISTANT FIRE MARSHAL (NEW)	FIRE	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1913	ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1118	BUILDING OFFICIAL	BNS	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1226	CAPITAL PROJECTS CONSTRUCTION MANAGER	ENG	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1041	COMMUNICATIONS MANAGER	ADM-COMM	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1711	CURRENT PLANNING SUPERVISOR	PLANNING	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
2433	CUSTOMER SUPPORT ANALYTICS MANAGER	IT	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1419	EMS OFFICER	FIRE	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1040	FACILITIES PROJECT MANAGER	ADM-FACILITIES	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1516	FACILITIES SUPERINTENDENT	PARKS	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1311	FINANCIAL MANAGER	FINANCE	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1404	FIRE CAPTAIN	FIRE	2808	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1411	FIRE CAPTAIN/TRAINING OFFICER	FIRE	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1912	FLEET MAINTENANCE MANAGER	STREET-FM	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
2406	GIS MANAGER	IT	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1603	HUMAN RESOURCES MANAGER	HR	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1717	LONG RANGE PLANNING SUPERVISOR	PLANNING	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1522	PARKS & RECREATION SUPERINTENDENT	PARKS	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426

Appendix J: Pay Scale

1872	POLICE LIEUTENANT	POLICE	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1028	PURCHASING MANAGER	PURCHASING	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1012	REVENUE AND LICENSING MANAGER	REV-MGT	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1202	STAFF ENGINEER II	ENG	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
2010	TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1204	TRAFFIC/TRANSPORTATION ENG II	ENG-TOC	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1515	URBAN FORESTRY SUPERINTENDENT	PARKS	2080	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
2322	UTILITIES ENGINEER II	WATER	EX	J	\$ 86,010	\$ 93,599	\$ 101,189	\$ 111,307	\$ 121,426
1615	BENEFITS SPECIALIST	HR	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1607	BENEFITS SUPERVISOR	HR	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1112	BUILDING INSPECTOR SUPERVISOR	BNS	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2437	COMMUNICATION INFRASTRUCTURE ENGINEER	IT	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1014	EMERGENCY MANAGEMENT COORDINATOR	ADMIN	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2325	FACILITIES MAINTENANCE MANAGER	WATER	2080	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1312	FINANCIAL ANALYST	FINANCE	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1813	FISCAL AFFAIRS MANAGER	POLICE	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1414	FISCAL MANAGER	FIRE	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1873	POLICE SERGEANT	POLICE	2080	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1020	PROCUREMENT OFFICER IV	PURCHASING	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1022	PUBLIC OUTREACH & SPEC EVENTS SUPERVISOR	ADM-COMM	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1214	RIGHT OF WAY AGENT	ENG	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1214WA	RIGHT OF WAY AGENT	WATER	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1616	RISK MANAGEMENT SPECIALIST	HR	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1874	POLICE SERGEANT/PIO	POLICE	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2430	SR. INFORMATION SYSTEMS ANALYST	IT	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1208	STAFF ENGINEER I	ENG	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2024	STREET DEPT INFRASTRUCTURE & DEVELOPMENT MGR	STREET	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1210	TRAFFIC/TRANSPORTATION ENG I	ENG-TOC	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2312	WATER DEPARTMENT INFRASTRUCTURE AND DEV. MGR	WATER-SC	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2104	WATER RECLAMATION ASSISTANT SUP'T.	WATER-SP	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2201	WATER TREATMENT ASSISTANT SUP'T.	WATER-WP	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
1114	ZONING ADMINISTRATOR	BNS	EX	I	\$ 76,453	\$ 83,199	\$ 89,945	\$ 98,940	\$ 107,934
2416	INFORMATION SYSTEMS ANALYST II	IT	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1527	ATHLETICS TURF AND FIELD SUPERVISOR	PARKS	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1111	BUILDING INSPECTOR IV	BNS	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1008	CITY RECORDER	ADMIN	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
	COMMUNICATION INFRASTRUCTURE TECHNICIAN II	IT	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1124	CONTRACTS ADMINISTRATOR	ADMIN	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1032	CUSTOMER SERVICE SUPERVISOR	REV-MGT	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941

Appendix J: Pay Scale

2431	DATA CENTER TECH II	IT	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2414	ENTERPRISE SUPPORT & TRAINING SPEC	IT	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1540	FACILITIES MAINTENANCE SUPEVISOR	PARKS	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1421	FIRE AND LIFE SAFETY EDUCATOR	FIRE	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
	FIRE INFORMATION SYSTEMS ANALYST	FIRE	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1418	FIRE INSPECTOR	FIRE	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1409	FIRE LIEUTENANT	FIRE	2808	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2012	INSPECTOR/PROJECT MANAGER	STREET	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1220	ITS PROJECT MANAGER	ENG-TOC	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
	LAND PLANNER II	PLANNING	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2017	LANDSCAPE MAINTENANCE SUPERVISOR	STREET	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2422	LANDSCAPING & GROUNDS SUPERVISOR	PARKS	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
0058	LEAD SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1840	MASTER PATROL OFFICER/DETECTIVE	POLICE	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1842	POLICE DETECTIVE	POLICE	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1123	NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2426	NETWORK TECHNICIAN II	IT	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1609	OCCUPATIONAL HEALTH & SAFETY TRAINER	HR	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
	ORGANIZATIONAL DEVELOPMENT SPECIALIST	HR	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1101	PERMITTING OPERATIONS SUPERVISOR	BNS	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1120	PLANS EXAMINER III	BNS	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
	POLICE CRISIS COUNSELOR	POLICE	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1707	PRESERVATION PLANNER	PLANNING	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1706	PRINCIPAL PLANNER/SR. PLANNER	PLANNING	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1017	PROCUREMENT OFFICER III	PURCHASING	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1022	PUBLIC OUTREACH SPECIALIST	ADM-COMM	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1508	RECREATION SUPERVISOR	PARKS	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2013	SENIOR ROAD INSPECTOR	STREET	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2326SC	SERVICE DIVISION ASST. SUPERINTENDENT	WATER-SC	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1206	SR. ITS SPECIALIST	ENG-TOC	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2310	SR. UTILITY INSPECTOR	WATER	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2011	STREET/STORM WATER CREW SUPERVISOR	STMWTR - ST	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2023	TRAFFIC MAINTENANCE CREW SUPERVISOR	STREET-TRAFFIC	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1532	URBAN FORESTRY SUPERVISOR	PARKS	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
2415	WATER IS APPLICATIONS MANAGER	WATER-WA	2080	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1219	WATER QUALITY SPECIALIST III	ENG - STMWTR	EX	H	\$ 67,958	\$ 73,955	\$ 79,951	\$ 87,946	\$ 95,941
1405	FIRE ENGINEER	FIRE	2808	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2423	ACCOUNTING OFFICER	REV-MGT	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1539	ASST. ATHLETICS TURF AND FIELD SUPERVISOR	PARKS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1618	BENEFITS ANALYST	HR	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281

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1610	BENEFITS GENERALIST	HR	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1108	BUILDING INSPECTOR III	BNS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1026	CABLE TV PRODUCTION OPERATIONS SUPERVISOR	ADM-COMM	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1216	CAPITAL PROJECTS INSPECTOR	ENG	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1039	CHIEF DEPUTY COURT CLERK	COURT	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2435	COMMUNICATION INFRASTRUCTURE TECH I	IT	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1841	CRIME ANALYST	POLICE	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2432	DATA CENTER TECH I	IT	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1009	DEPUTY CITY RECORDER	ADMIN	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1716	DEVELOPMENT SERVICES OPERATIONS ANALYST	BNS	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1013	EMERGENCY MANAGEMENT SPECIALIST	ADMIN	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1614	EMPLOYEE RELATIONS SPECIALIST	HR	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1526	FACILITIES CREW CHIEF	PARKS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1005	FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1519	GROUND TURF CREW CHIEF	PARKS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1122	HOUSING DEVELOPMENT COORDINATOR	BNS	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1601	HUMAN RESOURCES GENERALIST	HR	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2109	INDUSTRIAL PRETREATMENT COORDINATOR	WATER-SP	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2424	INFORMATION SYSTEMS ANALYST I	IT	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1709	LAND PLANNER I	PLANNING	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1518	PARKS LANDSCAPE MAINTENANCE CREW CHIEF	PARKS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
0055	LEAD FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2402	NETWORK TECHNICIAN I	IT	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
0018	OFFICE MANAGER	VARIOUS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1915	OPERATIONS MANAGER	SANITATION & ENV SERV.	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1035	LAW PARALEGAL	LEGAL	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1308	PAYROLL SPECIALIST (Fin Tech II)	FINANCE	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1119	PLANS EXAMINER II	BNS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1871	POLICE OFFICER II	POLICE	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1015	PROCUREMENT OFFICER II	PURCHASING	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1044	PUBLIC WORKS OPERATIONS ANALYST	ADMIN	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1881	RECORDS SUPERVISOR	POLICE	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1525	RESEARCH & PLANNING SPECIALIST	PARKS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2009	ROAD INSPECTOR	STREET	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1907	ROUTING/OPERATIONS ANALYST	SANITATION & ENV SERV.	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
0057	SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2405	SR. GIS SPECIALIST	IT	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2020	STORM WATER INSPECTOR	STMWTR - ST	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2011	STORMWATER CREW CHIEF	STMWTR - ST	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2012	STREET CREW CHIEF (General)	STREET	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1715	SURETY COORDINATOR	PLANNING	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281

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2003	TECHNICAL SUPPORT SPECIALIST II	VARIOUS	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2419	TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2320	UTILITIES CREW CHIEF	WATER-WD	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2309	UTILITY INSPECTOR	WATER-WA	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2105	W/WW CONSTRUCTION SUPERVISOR	WATER-WD	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2206	WASTEWATER OPERATOR II	WATER-SP	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
2205	WATER OPERATOR II	WATER-WP	2080	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1218	WATER QUALITY SPECIALIST II	ENG - STMWTR	EX	G	\$ 60,407	\$ 65,737	\$ 71,067	\$ 78,174	\$ 85,281
1031	EXECUTIVE ASSISTANT	ADMIN	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1705	ASST. PRESERVATION PLANNER	PLANNING	EX	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1107	BUILDING INSPECTOR II	BNS	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2021	COMPOST FACILITY MANAGER	STREET	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1225	CONSTRUCTION INSPECTOR	ENG-TOC	EX	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1884	DIGITAL RECORDS TECHNICIAN	POLICE	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1211	ENGINEERING ASSOCIATE I	ENG	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1882	EVIDENCE AND PROPERTY TECHNICIAN	POLICE	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1407	FIREFIGHTER	FIRE	2808	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
0060	FLEET INVENTORY SPECIALIST	STREET	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2404	GIS SPECIALIST	IT	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2327	INFRASTRUCTURE ASSESSMENT TECHNICIAN	WATER-WD	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1221	ITS SPECIALIST	ENG-TOC	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
0024	LEAD BILLING TECHNICIAN	REV-MGT	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
0025	LEAD CUSTOMER SERVICE/COLLECTIONS TECHNICIAN	REV-MGT	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
0017	LEGAL ASSISTANT	LEGAL	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2107	MAINTENANCE TECHNICIAN	WATER-SP	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1109	MUNICIPAL INSPECTION OFFICER II	BNS	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1704	PLANNER	PLANNING	EX	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1113	PLANS EXAMINER I	BNS	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1870	POLICE OFFICER I	POLICE	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1919	PUBLIC EDU & CUSTOMER SERV COORDINATOR	SANITATION & ENV SERV.	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1918	SAN & ENV SERV OPERATIONS CREW SUPERVISOR	SANITATION & ENV SERV.	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1023	SOCIAL AND DIGITAL MEDIA PRODUCER	ADM-COMM	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1305	SR. A/P SPECIALIST	FINANCE	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2006	TECHNICAL SUPPORT SPECIALIST I	VARIOUS	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2022	TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1529	TURF SPECIALIST II	PARKS	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2304	UTILITIES LOCATOR	WATER-WD	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2204	WASTEWATER OPERATOR I	WATER-SP	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2203	WATER OPERATOR I	WATER-WP	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
2421	WATER QUALITY SPECIALIST I	ENG - STMWTR	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805

Appendix J: Pay Scale

1116	ZONING ENFORCEMENT PLANNER	BNS	2080	F	\$ 53,695	\$ 58,433	\$ 63,171	\$ 69,488	\$ 75,805
1010	MANAGEMENT FELLOW	ADMIN	EX	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
	A/P SPECIALIST	FINANCE	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
0016	ADMINISTRATIVE ASSISTANT	VARIOUS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2438	ADMINISTRATIVE TECHNICAL ASSISTANT	IT	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2321	BACKFLOW INSPECTOR	WATER-WD	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
0022	BILLING TECHNICIAN	REV-MGT	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1102	BUILDING INSPECTOR I	BNS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1886	COMMUNICATIONS SUPPORT COORDINATOR	POLICE	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
0021	CUSTOMER SERVICE COLLECTIONS TECH	REV-MGT	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1904	CUSTOMER SERVICE TECHNICIAN	SANITATION & ENV SERV.	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1011	DEPUTY COURT CLERK	COURT	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
0051	EQUIPMENT OPERATOR II	VARIOUS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1310	FINANCIAL TECHNICIAN I	REV-MGT	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1407T	FIRE CADET	FIRE	2808	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
0056	FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1531	FORESTRY TECHNICIAN II	PARKS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1416	GENERAL SERVICES TECHNICIAN	FIRE	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2319	INVENTORY SPECIALIST	VARIOUS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2436	IT TECHNICIAN	IT	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1046	LEAD FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2316	METER READER SENIOR	WATER-WB	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1103	MUNICIPAL INSPECTION OFFICER I	BNS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1502	PARKS MAINTENANCE WORKER	PARKS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
0015	PERMIT TECHNICIAN	BNS/PLANNING	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1870T	POLICE OFFICER TRAINEE	POLICE	2080	E	\$ 50,000	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1016	PROCUREMENT OFFICER I	PURCHASING	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1510	PROGRAM SPECIALIST	PARKS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2314	SEWER EQUIPMENT TECH	WATER-SC	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2018	SIGN PRODUCTION SPEC	STREET-TRAFFIC	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1879	SR. RECORDS TECHNICIAN	POLICE	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2019	STRIPING TECHNICIAN	STREET-TRAFFIC	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1205	TOC OPERATOR	ENG-TOC	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2014	TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1528	TURF SPECIALIST I	PARKS	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
2318	TV TRUCK SEWER INSPECTOR	WATER-SC	2080	E	\$ 47,729	\$ 51,940	\$ 56,151	\$ 61,767	\$ 67,382
1021	DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	1500	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
0014	ADMINISTRATIVE SECRETARY	VARIOUS	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
0026P	ASSISTANT DEPUTY COURT CLERK	COURT	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895

Appendix J: Pay Scale

0020	CASHIER - COURT/REV MGMT.	REV-MGT/COURT	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
0023P	CASHIER (PT)	REV-MGT	1500	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1018	CUSTODIAN	ADM-FACILITIES	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1901	DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
0052	EQUIPMENT OPERATOR I	VARIOUS	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1512	FACILITIES WORKER	PARKS	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1004	FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1530	FORESTRY TECHNICIAN I	PARKS	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
2004	GENERAL MAINTENANCE WORKER	VARIOUS	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1520	GROUNDS WORKER	PARKS	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1520	GROUNDS WORKER	WATER	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1905	HHW DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1517	LANDSCAPING WORKER	PARKS	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
2004	MAINTENANCE WORKER (General)	STREET	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
2303	METER READER	WATER-WB	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1877	PARKING AMBASSADOR	POLICE	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1880	RECORDS TECHNICIAN	POLICE	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1880	RECORDS TECHNICIAN	ADMIN	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1902	SAN & ENV SERVICES WORKER	SANITATION & ENV SERV.	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1914	SCALE OPERATOR	SANITATION & ENV SERV.	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
2312	UTILITY SERVICE WORKER	WATER-WD	2080	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
1043P	VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	1500	D	\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895
0003	SCHOOL PATROL	POLICE	Varies		\$ 42,426	\$ 46,169	\$ 49,912	\$ 54,904	\$ 59,895



City of Franklin, Tennessee
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City of Franklin, Tennessee

FY 2024 Operating Budget

Appendix K – *FranklinForward*: Strategic Plan

***Note:** These materials form the original baselines and goals of the City’s Strategic Plan. Revisions have occurred and are reflected within performance measures within departmental budgets. This appendix should be considered historical reference.

FranklinForward

Vision for 2033

Objectives for Developing a Strategic Plan

<https://performance.franklinton.gov>

FUNDAMENTALS



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

THEMES



A Safe Clean and Livable City

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

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

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



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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 2024 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).



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Appendix K – Franklin*Forward*. Strategic Plan

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

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
 - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a “Smarter City” by the Natural Resources Defense Council for sustainability (the first in Tennessee).
 - Baseline: To review the criteria for becoming a “Smarter City” and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>
- Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.
 - Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
 - Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).
- Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.
 - Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Franklin will be a leader in residential recycling efforts.

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



City of Franklin, Tennessee

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Appendix K – Franklin *Forward*. Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.



An Effective and Fiscally Sound City Government Providing High Quality Service

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

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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

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

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



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Appendix K – *FranklinForward*: Strategic Plan

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

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

- Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.
 - Goal: To attract talented workers, the City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.
 - Baseline: 2012 average salary is 92.1% of target market index.
 - Goal: To actively recruit and retain a workforce representative of the community.
 - Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.
- Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.
 - Goal: To have a safe and healthy workplace.
 - Baseline: 21 Franklin employees had accidents in FY 2013.
 - Baseline: Number of lost work days by employees in FY2013. [Need data.]
 - Goal: To have effective training and development objectives within every employee's work plan
 - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
 - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
 - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]





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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).



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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.



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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

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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)



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Appendix K – Franklin*Forward*. 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 2024 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 2024 Operating Budget

APPENDICES: 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 2024 Operating Budget

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City of Franklin, Tennessee

FY 2024 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 2024 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**



City of Franklin, Tennessee

FY 2024 Operating Budget

Appendix L – Chart of Account Definitions

Costs incurred by departments for specific operational units or activities.

85100 PROPERTY & LIABILITY COSTS

Property and liability costs.

85200 RENTALS

Costs for renting or leasing land, buildings, equipment, and vehicles.

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 2024 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 2024 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 2022 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 (a)	Local Sales Tax Rate (City & Williamson County)		Total Local Sales Tax Collected (1/2 of tax) (b)	Less: County Portion	Less: County Admin Fee (1% of City's 1/2 of tax) (c)	Less: County School Debt Service (d)	Local Sales Tax Received		Percent of General Fund Revenue
		2.75%	2.75%					by City		
2022	\$ 4,242,096,003	2.75%	2.75%	\$ 116,657,640	\$ (58,328,820)	\$ (583,288)	\$ -	\$ 57,745,532	\$ -	60.4%
2021	3,771,019,289	2.75%	2.75%	84,847,934	(42,423,967)	(424,240)	(6,298,283)	41,999,727	41,999,727	52.1%
2020	3,183,243,914	2.75%	2.75%	71,622,988	(35,811,494)	(358,115)	(7,430,205)	35,453,379	35,453,379	50.7%
2019	3,247,423,397	2.75%	2.75%	73,067,026	(36,533,513)	(365,335)	(7,052,013)	36,168,178	36,168,178	49.7%
2018	3,066,394,800	2.75%	2.75%	68,993,883	(34,496,941)	(344,969)	(1,692,308)	34,151,972	34,151,972	49.4%
2017	2,935,512,368	2.25%	2.25%	66,049,028	(33,024,514)	(330,245)	-	32,694,269	32,694,269	49.1%
2016	2,811,166,510	2.25%	2.25%	63,251,246	(31,625,623)	(316,256)	-	31,309,367	31,309,367	49.3%
2015	2,598,787,340	2.25%	2.25%	58,472,715	(29,236,358)	(292,364)	-	28,943,994	28,943,994	50.4%
2014	2,447,114,882	2.25%	2.25%	55,060,085	(27,530,042)	(275,300)	-	27,254,742	27,254,742	47.9%
2013	2,334,072,548	2.25%	2.25%	52,516,632	(26,258,316)	(262,583)	-	25,995,733	25,995,733	49.4%

- (a) 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.
- (b) These taxes are split between the County and the City. The Tennessee Department of Revenue sends a monthly report to Williamson County totaling the collections for the month. The County retains 50%.
- (c) The County charges the City 1% of the City's 1/2 share as an administrative fee.
- (d) 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. For a three year period, from April 2018 through March 2021, the City's portion of additional revenues, generated under the new tax rate (0.50%) remained with the County for the purposes of funding County School debt service. Beginning April 2021, the City began receiving its portion of the additional revenue.



City of Franklin, Tennessee

FY 2024 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Revenue Capacity Information - Assessed Value and Estimated Actual Value of Taxable Property

FISCAL YEAR	Real Property Assessment			Personal Property Assessment			Public Utility Assessment			Total Taxable Assessed Value	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
	Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment	State Assessment	Local Assessment	State Assessment				
2022	\$ 3,268,413,100	\$ 3,508,052,500	\$ 282,058,611	\$ 2,760,000	\$ 84,915,601	\$ -	\$ -	\$ 84,915,601	\$ -	\$ -	\$ 22,985,416,480	31.09%	0.3261
2021	2,457,984,895	2,721,802,980	212,141,723	2,400,000	64,423,153	-	-	64,423,153	-	-	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	-	-	64,804,129	-	-	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	-	-	64,399,468	-	-	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	-	-	66,131,091	-	-	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	-	-	68,350,538	-	-	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	-	-	57,576,973	-	-	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	-	60,066,953	471,130	-	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	-	-	55,553,796	-	-	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	-	-	56,228,260	-	-	10,442,405,019	30.81%	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 2024 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>	2013		2022	
	Assessed Valuation	Percent of Assessed Valuation	Assessed Valuation	Percent of Assessed Valuation
<u>Real and Personal Property Tax</u>				
Northwood Investors			\$ 156,067,800	2.18%
Highwood Properties			146,158,800	2.05%
Boyle Investments			143,300,840	2.01%
IMT			128,743,000	1.80%
Galleria Associates (CBL Assoc.)	\$ 59,953,120	1.86%	98,775,680	1.38%
Stock Bridge Capital			69,263,000	0.97%
Chartwell Hospitality			56,979,000	0.80%
PBONE Aspen Grove LLC			50,317,000	0.70%
STAR Brentwood LLC			48,959,320	0.69%
LCFRE Nashville Carothers			46,830,920	0.66%
HRLP Cool Springs LLC	36,540,840	1.14%		
Carothers Office ACQ LLC	29,792,480	0.93%		
Landings F C LP	24,381,720	0.76%		
Wyndchase, LLC	24,208,600	0.75%		
Farms Apartments Associate	19,126,880	0.59%		
Lightman Cool Springs	18,110,880	0.56%		
Boyle Cool Springs Joint Venture	18,131,240	0.56%		
Franklin Realco LLC	16,834,200	0.52%		
Alara Franklin Corp	15,710,680	0.49%		
Franklin Cool Springs Corp	15,669,347	0.49%		
AGL/SLC McEwen No 1 LLC	15,176,080	0.47%		
United Dominion Realty LP	14,421,957	0.45%		
Weeks Realty	13,555,760	0.42%		
AGL/SLC McEwen No 2 LLC	13,177,520	0.41%		
Totals	<u>\$ 334,791,304</u>	<u>10.40%</u>	<u>\$ 945,395,360</u>	<u>13.23%</u>

* Total assessed valuation in 2013 (tax year 2012) was \$3,217,787,361.

** Total assessed valuation in 2022 (tax year 2021) is \$7,146,199,812.



City of Franklin, Tennessee

FY 2024 Operating Budget

Appendix M – Additional Demographic & Economic Information

Employer	2013			2022(a)		
	Employees (a)	Rank	Percentage of Total	Employees (b)	Rank	Percentage of Total
			County Employment			City Employment
Williamson Medical Center	1,412	4	4.20%	1,900	1	3.78%
Community Health Systems	2,800	2	8.32%	1,621	2	3.22%
Lee Company	700	10	2.08%	1,616	3	3.21%
Nissan North America	1,600	3	4.75%	1,550	4	3.08%
Cigna Healthcare				1,500	5	2.98%
Schneider Electric				1,080	6	2.15%
Ramsey Solutions				1,054	7	2.10%
Mars Petcare	750	8	2.23%	1,000	8	1.99%
eviCore Healthcare				653	9	1.30%
Jackson National Life Insurance Co.				634	10	1.26%
United Health Group	750	8	2.23%			
Ford Motor Credit	800	7	2.38%			
Verizon Wireless	1,300	6	3.86%			
HCA Healthcare, Inc.	1,400	5	4.16%			
Vanderbilt Medical Group	3,600	1	10.70%			
Total	15,112		44.91%	12,608		25.07%

(a) 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 2024 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Debt Capacity Information - Ratios of General Bonded Debt Outstanding

FISCAL YEAR	General Obligation Debt (a)	Appraised Value (b)	Ratio of General Obligation Debt to Appraised Value	Population (c)	General Obligation Debt Per Capita
2022	\$ 138,875,636	\$ 22,985,416,480	0.6%	83,454	\$ 1,664
2021	150,034,179	21,190,144,675	0.7%	83,454	1,798
2020	160,358,676	18,920,390,435	0.8%	70,908	2,262
2019	167,912,949	18,208,229,470	0.9%	70,908	2,368
2018	141,697,493	15,696,174,389	0.9%	70,908	1,998
2017	150,159,179	14,931,225,106	1.0%	70,908	2,118
2016	131,675,830	11,591,451,146	1.1%	66,370	1,984
2015	139,649,696	11,413,859,405	1.2%	66,370	2,104
2014	130,913,402	11,065,624,425	1.2%	66,370	1,972
2013	120,136,535	10,442,405,019	1.1%	62,487	1,923

- (a) This amount includes unamortized premiums
- (b) State of TN Comptroller Division of Property Assessment
- (c) Tennessee Certified Populations



City of Franklin, Tennessee

FY 2024 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Debt Capacity Information - Legal Debt Margin Information

Fiscal Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Assessed Value	\$ 3,217,787,361	\$ 3,333,559,875	\$ 3,440,062,708	\$ 3,576,977,148	\$ 4,648,444,160	\$ 4,883,087,226	\$ 5,048,158,858	\$ 5,254,702,750	\$ 5,458,752,751	\$ 7,146,199,812
General Obligation Debt (a)	\$ 120,136,535	\$ 130,913,402	\$ 139,649,696	\$ 131,675,830	\$ 150,159,179	\$ 141,697,493	\$ 167,912,949	\$ 160,358,676	\$ 150,034,179	\$ 138,875,636
Debt as % of Assessed Value	3.70%	3.90%	4.10%	3.70%	3.20%	2.90%	3.30%	3.10%	2.70%	1.90%

Note - The City has no legal debt limit.

(a) This amount includes unamortized premiums.



City of Franklin, Tennessee

FY 2024 Operating Budget

Appendix M – Additional Demographic & Economic Information

City of Franklin, Tennessee

Debt Capacity Information - Water & Sewer Fund Pledged-Revenue Coverage

Fiscal Year	Gross Revenues (a)	Contributions, Taps, & Access Fees (b)		Direct Operating Expense (c)	Net Revenue Available for Debt Service	Debt Service Requirements (d)			Coverage
						Principal	Interest	Total	
2022	\$ 35,860,340	-	-	\$ 23,923,117	\$ 11,937,223	\$ 6,988,147	\$1,144,734	8,132,881	1.47
2021	35,366,074	-	-	22,620,728	12,745,346	4,746,471	1,132,600	5,879,071	2.17
2020	33,603,606	9,027,798		21,979,783	20,651,621	4,357,931	1,295,795	5,653,726	3.65
2019	32,899,703	9,269,803		21,337,078	20,832,428	4,303,193	1,472,058	5,775,251	3.61
2018	31,074,421	11,005,568		21,519,614	20,560,375	3,949,947	1,597,882	5,547,829	3.71
2017	29,091,137	9,382,488		20,123,220	18,350,405	3,510,885	1,224,102	4,734,987	3.88
2016	28,003,498	12,429,719		17,477,139	22,956,078	3,411,934	1,354,570	4,766,504	4.82
2015	25,453,822	9,517,652		16,467,456	18,504,018	3,358,090	1,484,732	4,842,822	3.82
2014	23,212,942	11,263,738		15,635,777	18,840,903	3,304,351	1,613,256	4,917,607	3.83
2013	22,257,118	6,728,662		14,880,678	14,105,102	3,748,879	1,731,357	5,480,236	2.57

(a) Includes interest income and gain on sale of assets.

(b) Not included in 2021 and forward to match pledged revenue on bonds and State Revolving Fund (SRF) loans.

(c) Excludes depreciation, interest expense, and loss on sale of assets. Includes transfers out.

(d) Includes bonds and loans. Principal and Interest is from Proprietary Fund Statement of Cash Flows.



City of Franklin, Tennessee

FY 2024 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, 2022, ranked according to consumption and billings.

Customer	TOP TEN WATER CUSTOMERS			
	Gallons of Water Purchased (1,000)	% of Total Water Consumed	Revenue	% of Total Water Revenues
Franklin Estates (Residential)	33,445	2.24%	\$ 227,622	1.95%
Williamson Medical (Hospital)	21,016	1.40%	\$ 149,652	1.27%
Carrington Hills (Residential)	15,333	1.02%	\$ 122,943	1.05%
Viera Holdings LLC (Residential)	12,786	0.87%	\$ 128,210	1.09%
Prescott Place (Residential)	11,983	0.80%	\$ 87,069	0.74%
Franklin Housing Authority (Residential)	10,245	0.69%	\$ 68,160	0.58%
Apcom Inc. (Mfg)	9,587	0.64%	\$ 68,160	0.58%
River Oaks Apartments (Residential)	7,307	0.49%	\$ 61,856	0.53%
Residence Inn (Hotel)	7,282	0.49%	\$ 51,722	0.44%
IMI Tennessee Inc (Mfg)	7,156	0.48%	\$ 50,827	0.43%
TOTAL	136,140	9.12%	\$ 1,016,221	8.66%

Customer	TOP TEN WASTEWATER CUSTOMERS			
	Gallons Billed (1,000)	% of Total Gallons Billed	Revenue	% of Total Sewer Revenues
Star Brentwood LLC (Residential)	35,217	1.32%	\$ 198,237	0.86%
Franklin Estates (Residential)	33,445	1.25%	\$ 275,783	1.21%
100 Gillespie Drive LLC (Residential)	27,545	1.03%	\$ 165,095	0.72%
Williamson Medical Center (Hospital)	21,016	0.79%	\$ 126,117	0.55%
Gateway Village (Residential)	18,368	0.69%	\$ 110,958	0.49%
IMT Capital REIT IV LLC (Residential)	16,730	0.63%	\$ 100,526	0.44%
PB One Aspen Grove LLC (Residential)	16,169	0.61%	\$ 97,179	0.42%
KRG Cool Springs LLC (Business)	15,338	0.58%	\$ 92,219	0.40%
Carrington Hills (Residential)	15,333	0.58%	\$ 160,582	0.70%
Mid America Apartments LP (Residential)	14,876	0.56%	\$ 89,457	0.39%
TOTAL	214,037	8.04%	\$ 1,416,153	6.18%

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	29,440	28.40%	\$ 29,606	20.15%
Rural Plains Partnership (Business)	19,850	19.15%	\$ 20,730	14.11%
John Deere Landscape (Business)	8,128	7.84%	\$ 8,092	5.51%
Boyle Investment (Business/Res)	5,794	5.59%	\$ 6,123	4.17%
Battle Ground Academy (School)	4,372	4.22%	\$ 4,852	3.31%
Ramsey Solutions (Business)	3,477	3.35%	\$ 18,270	12.43%
Southern Land Co (Business)	2,787	2.69%	\$ 2,737	1.86%
Franklin 1st United Methodist (Church)	2,375	2.29%	\$ 3,450	2.35%
Carlisle HOA (Residential)	2,260	2.18%	\$ 2,209	1.50%
Williamson County Government	2,104	2.03%	\$ 2,050	1.40%
TOTAL	80,587	77.74%	\$ 98,119	66.79%

Note 1: For some customers with multiple meters, gallons purchased and revenue from all meters has been included in the lists shown above.



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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



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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 \$50,000 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 \$50,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

CAPITAL VEHICLE FUND: Used to account for the purchase and replacement of commercial fleet vehicles (passenger trucks, sedans, SUVs) used in General Fund departments.

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



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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. 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%.



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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.

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 \$50,000 (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,



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

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently \$0.3261 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



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gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

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

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

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

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

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