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# City of Franklin, Tennessee

*Approved*

**Fiscal Year 2010-2011  
Operating & Capital Equipment  
Budget**

# City of Franklin, Tennessee

The City of Franklin was founded October 26, 1799 and was named after Benjamin Franklin, a close friend of Dr. Hugh Williamson, a member of the Continental Congress for whom Williamson County was named.

The City, the county seat of Williamson County, is located 15 miles south of Nashville. Williamson County is located in a rich agricultural area, and, before the Civil War, was the wealthiest county in Tennessee, a status it still holds. Laid out on a portion of a 640-acre tract owned by Major Anthony Sharpe, a Revolutionary War Veteran, Franklin originally consisted of 109 acres that contained 200 lots. The original town plan was designed by Abram Maury, a surveyor and planter who came from Virginia in 1797.

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

The City of Franklin covers approximately an area of 41 square miles, and serves a population of 56,219 according to the City's 2008 special census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee.

Today, Franklin has a diversified economy. The City is known as a banking center, and has a large commercial area on its east side which includes retail outlets, a mall, and several corporate headquarters, including Primus (Ford Motor Credit), Clarcor, Big Idea Productions, Community Health Systems (CHS), Healthways, Verizon Wireless, and Nissan. The area is also home to two conference centers and several major hotel chains, including Hyatt Place, the Marriott, and Embassy Suites.

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



# **Board of Mayor & Aldermen**

John C. Schroer, Mayor

**Beverly Burger**

**Clyde Barnhill**

**Dana McLendon**

**Pearl Bransford**

**Michael Skinner**

**Ken Moore**

**Margaret Martin**

**Ann Petersen**

**Eric Stuckey, City Administrator**

**Russell Truell, Assistant City Administrator of Finance and Administration**

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

Fred Banner, MIT Director

Mike Lowe, Comptroller

Lanaai Benne, Asst. City Recorder

Gary Luffman, Building & Neighborhood Services Director

Shauna Billingsley, City Attorney

Jackie Moore, Police Chief

Becky Caldwell, Solid Waste Director

David Parker, City Engineer/CIP Executive

Lisa Clayton, Parks Director

Catherine Powers, Planning & Sustainability Director

Eric Gardner, Engineering Director

Milissa Reiersen, Communications Manager

Rocky Garzarek, Fire Chief

Steve Sims, Asst. City Recorder

Shirley Harmon, Human Resources Director

Brad Wilson, Project and Facilities Manager

Mark Hilty, Water Director

Joe York, Streets Director

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May 13, 2010

Mayor Schroer, Aldermen and citizens of Franklin,

The budget process provides a unique opportunity each year to examine our community's economic health and the City's performance. Through this process, we assess our strengths, future opportunities and challenges. In the face of significant challenges driven primarily by the national economic recession and now a historic storm and flooding that has resulted in a Federal declaration of disaster, the City of Franklin is continuing to move forward. We are maintaining service levels, investing in our future, and enhancing our community's competitive position. Despite the economic downturn, Franklin remains an attractive, vibrant community that competes nationally and internationally while still maintaining its historic, small town character.

Even with these challenges, Franklin has continued to shine as a great city to call "home," pay a visit or build a business. Both Business Week (top 50) and site selection website ZoomProspector.com (top 10) have identified Franklin as one of the nation's top locations for business start-ups. The American Planning Association has named downtown Franklin a "Top 10" great neighborhood. The City organization and staff were again recognized this past year by state and national organizations for excellence and achievements in many departments. Some of the highlights include: a fire protection rating of 2 from the Insurance Services Office (ISO) placing Franklin in the top 1% nationwide, the Greater Nashville Regional Council recognized Franklin and Brentwood for inter-local cooperation in public safety services, and the Franklin Police Department again for the fourth consecutive cycle received accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). In addition to obtaining the highest possible bond rating from Moody's Investor Services, this past year the City received a second AAA bond rating from Standard & Poor's. This places Franklin in the very top echelon nationwide in terms of our bond ratings and overall financial standing.

There is, however, no greater testament to the dedication and professionalism of our City team than the efforts that have taken place since the historic storms and flooding of May 1<sup>st</sup> and May 2<sup>nd</sup>. The "can do" attitude and dedication to service demonstrated individually and collectively by "Team Franklin" has been invaluable and a true inspiration.

While we are rightfully proud of our accomplishments, we will not rest on our past achievements. All of our best efforts will be required to meet the demands that lay ahead. In building this budget, we must clearly convey the difficult reality of slowing and declining revenues while also focusing on delivering high quality services, enhancing existing infrastructure, and preparing for growth in terms of services, infrastructure, and community impact. Our focus as an organization must be on possibilities, not just current problems. Ultimately, we must craft a budget which is both fiscally prudent and consistent in providing high quality services.



## **Budget Overview**

The 2010-11 proposed budget for all funds is \$69,838,016, which represents a reduction of 2.0% compared to the 2009-10 all funds budget. The proposed general fund budget is \$50,033,305, which represents a decrease of 6.9%, compared to the current \$54.2 million budget for 2009-10. This budget will mark the third time in two years that the City organization has absorbed significant reductions. Compared to the City's originally adopted 2008-09 general fund budget of \$59.1 million, the proposed 2010-11 budget represents a 15% reduction.

## **Highlights of the Proposed 2010-11 Budget**

- The budget is balanced with ongoing revenues meeting ongoing expenses.
- The budget is in compliance with the Board of Mayor and Aldermen's debt and fund reserve policy and significantly exceeds the reserve requirements.
- Essential service levels are maintained.
- There are no layoffs of full time existing staff.
- A general salary increase of 2% effective January 1, 2011 is provided for employees. No salary increases were included in the 2009-10 budget.
- The City of Franklin's property tax rate remains at 0.434 per \$100 assessed valuation. This marks the 21<sup>st</sup> consecutive year without a property tax rate increase.
- The proposed budget includes the cost associated with the implementation of the Blue Bag curbside residential recycling program and the first full year of operations of the City's new state-of-the-art police headquarters.
- The proposed budget plans for the use of \$669,550 of our general fund reserves to fund a portion of the capital equipment included in the budget.
- The proposed budget incorporates performance measures and sustainability initiatives for every department.

## **General Fund Overview and Issues**

**Revenues.** In total, general fund revenues for 2010-11 projected at \$49.4 million are up 1.0% from the 2009-10 estimated actual of \$48.9 million but down 2.4% from the 2009-10 budget. The following is a brief summary of revenue by category.

Sales Tax. The City's largest single revenue source continues to be sales tax. The local sales tax collections accounts for 45.3% of total general fund revenue. The proposed 2010-11 budget projects local sales tax at \$22.38 million, the same as the 2009-10 budget. This represents a modest growth of 2.5% or approximately \$546,000 compared to our estimate of \$21.84 million for the current year.

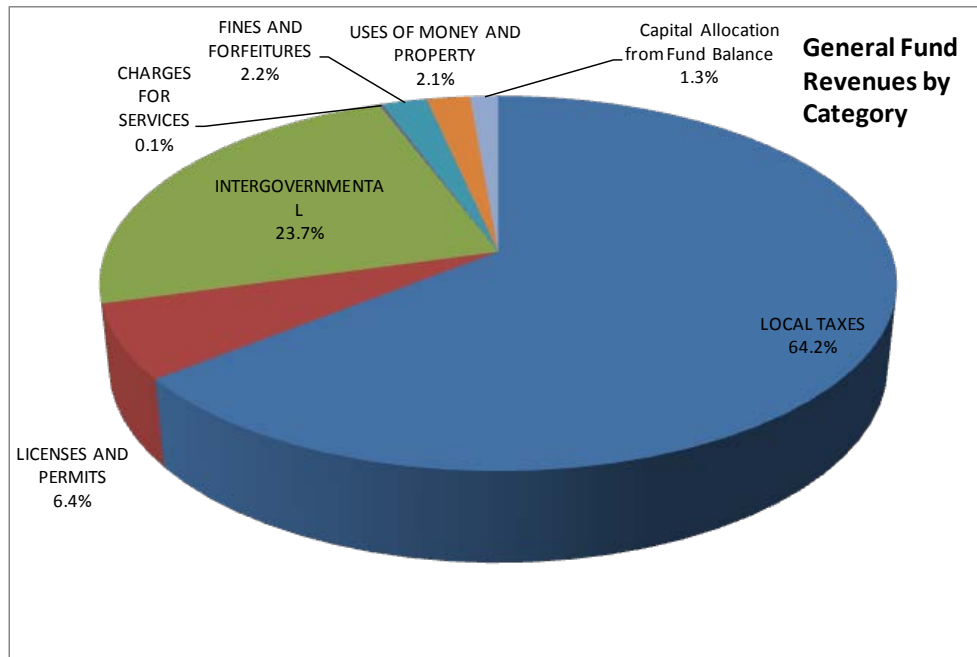
Intergovernmental revenue. The second largest category of revenue is intergovernmental revenue (24% of total general fund revenue) and is projected to reach \$11.8 million, an increase of 37.9% compared to the 2009-10 budget. This increase is due primarily to the change of collection of business taxes by the State and distribution to the City with state shared taxes. Previously, business taxes had been classified and collected as a local tax.

With the shift to state collection, business tax, which is projected to reach \$2.45 million in 2010-11, is now classified as an intergovernmental revenue. Much of the state's other shared revenue is based on per capita formulas.

Property Tax. The third largest revenue source for the City is property tax, which accounts for 13.4% of general fund resources. The 2010-11 budget for property tax revenue is estimated at \$11.92 million, a growth of 2.2% versus the 2009-10 budget. Of this amount, \$6.62 million is proposed for the general fund and \$5.3 million for the debt service fund. The City of Franklin's property tax is one of the lowest in the state and is the lowest city property tax rate among Tennessee cities with a population over 25,000.

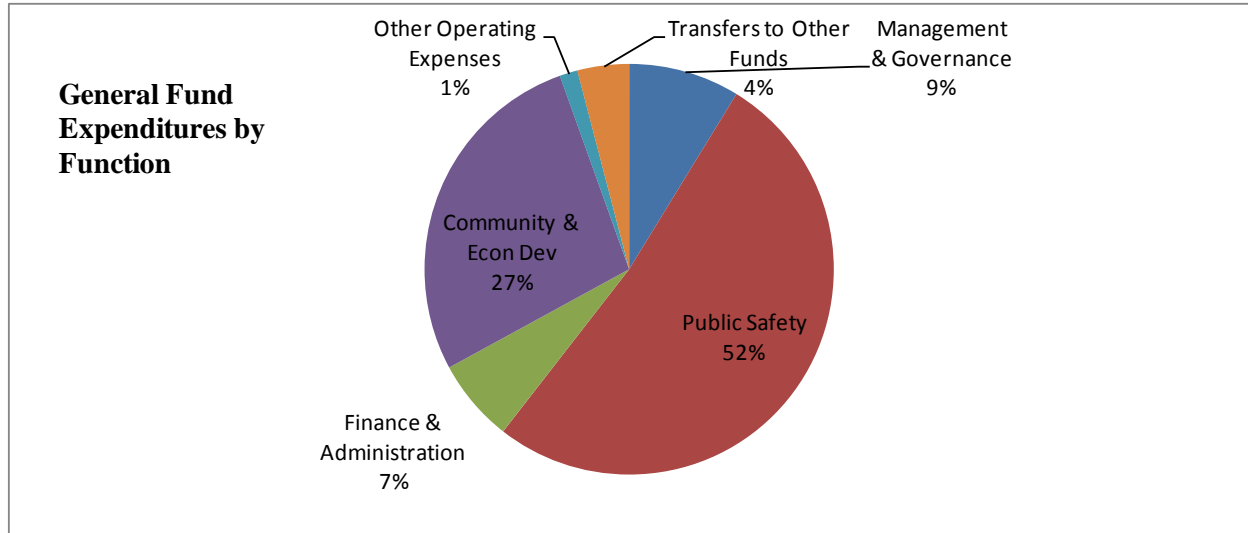
License and Permit revenue. The City's fourth largest source of revenue is license and permit fees which accounts for 6.5% of total general fund revenue. In total this revenue category is projected at \$3.2 million, up 8.3% from last year's budget. The largest factor in this increase is an anticipated increase in franchise fees due to estimated results for 2009-10. Building permit revenue is projected at \$408,000, a decrease from the 2009-10 budget of 38.1% and down significantly from our actual revenue of nearly \$2.4 million in FY 2007-08 (83.0% decrease).

Other revenues. Other revenue categories of note include fines which are projected to be relatively stable, and interest income which is down 8% from the 2009-10 budget.



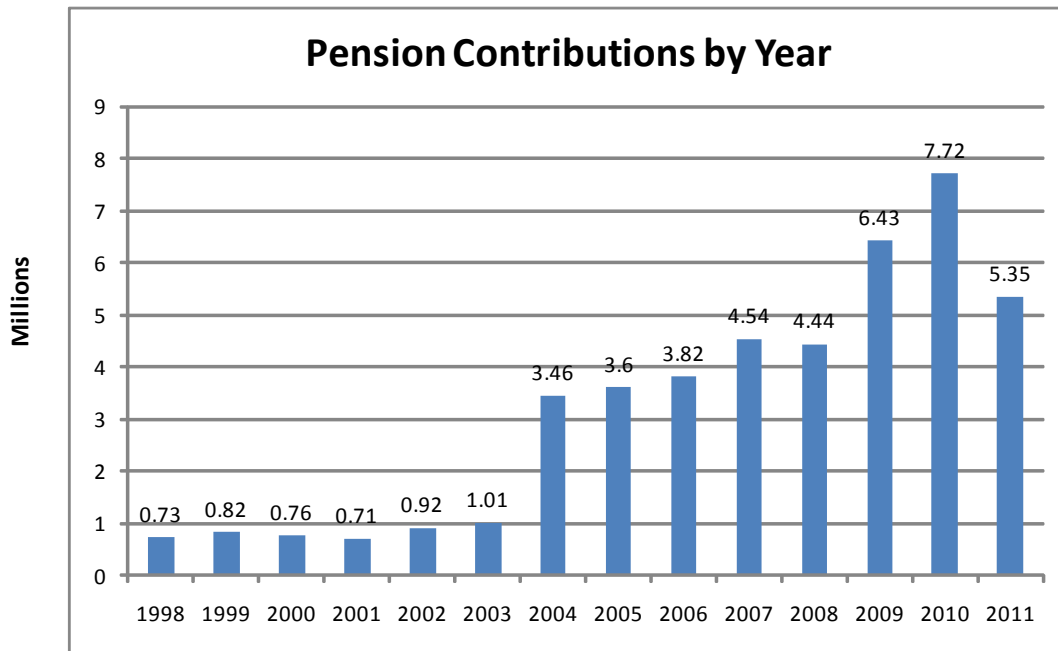
**Long Term Revenue diversification.** As the City of Franklin moves forward, we will need to examine the extent to which the City is dependent upon one revenue source, the local sales tax. By its nature, sales tax is a revenue source that can fluctuate significantly due to changing economic conditions and retail development patterns. The City's ability to fund basic services could be adversely impacted by sudden changes in the economy. BOMA's adoption last year of a strong reserve policy helps provide some protection against these potentially damaging fluctuations. Further diversification of our revenue sources can strengthen our position and protect us from service impacts. As the Board looks at long term financial planning, this issue should be considered.

**Expenditures.** Total general fund expenditures for the proposed budget are \$50.0 million, a decrease of 6.2% from the budget for fiscal year 2009-10. The following chart displays a summary of expenditure activities within the proposed budget by service area. Public safety functions account for 52% of the total proposed general fund budget.



Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 72% of the City’s general fund budget. Overall employment related costs are projected at \$35.8 million, down 8% compared to the current budget. While this is a meaningful reduction, it should be noted that 2009-10 included an additional one-time contribution to the employee pension of over \$2 million. This amount alone equates to 5.1% of the reduction. The need for this additional pension contribution in 2009-10 was attributable to the large downturns in the financial markets along with a significant number of employees hired in 2007 hitting our pension system. The total pension contribution from the general fund is now \$5.3 million or 10.5% of the total general fund budget.

The Board’s decisive action in 2009-10 to make a one-time \$2 million investment in the pension system has paid off in providing some relief in this expense category. The Board also acted to freeze the pension for new enrollees as of February 15, 2010 with a target date of July 1, 2010 to develop an updated pension benefit for new employees. All existing employees will continue under the same pension benefit. The new pension program would only impact new employees hired after February 15, 2010. The chart on the following page depicts the expenditure level in the employee pension category since 1998. It includes in 2009-10 the additional one-time contribution of \$2 million from reserves to assist in managing these growth costs and to lessen the impact on operating budgets going forward. This action was taken to strengthen the fund and be beneficial in terms of contributing to the fund while markets are at a relatively low valuation. Overall, we have seen strong growth in our pension investments over the past year, but will need to continue to closely follow the performance of these funds.



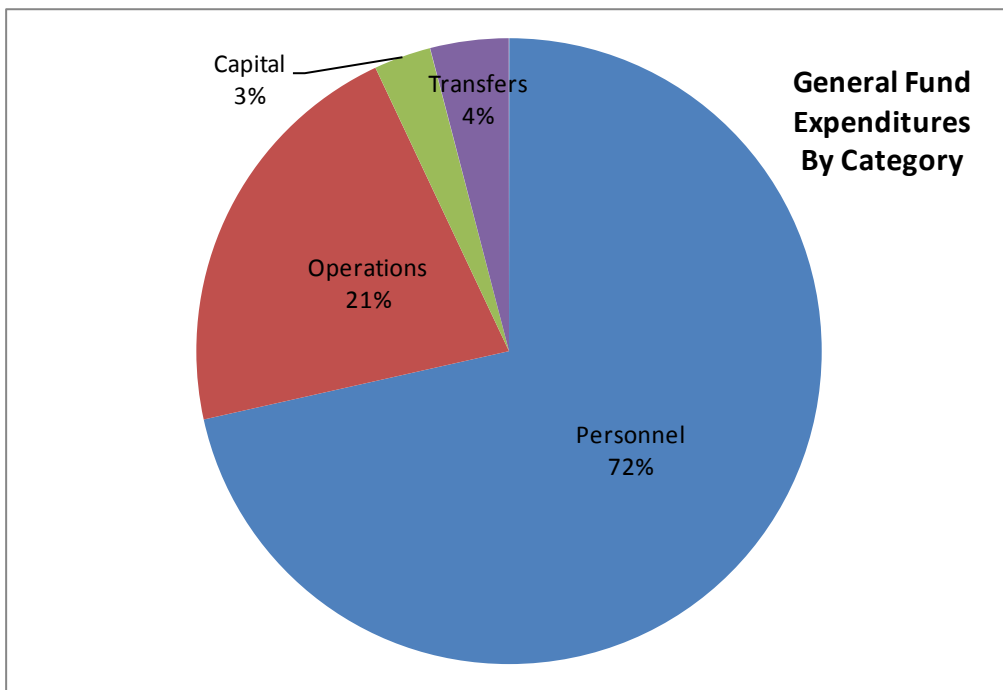
In an effort to control staffing costs, the City has continued to closely monitor vacant positions. This change in staffing levels has required departments to adjust roles and responsibilities of existing staff to compensate for positions that are being held vacant. The proposed budget identifies 43 full-time positions across the organization that will be held vacant during all or part of the upcoming fiscal year. In various departments across the City, part time or seasonal employees have been used in place of full time employees to help manage costs.

In addition to identifying unfilled positions, a turnover factor of 3% is applied across all personnel costs. This method anticipates that there will be some turnover that occurs during the year that will result in savings. By conservatively estimating this amount, we are able to apply budget dollars to other non-personnel components of the budget. The City's actual vacancy experience over the past three years has been approximately 6%. The 3% turnover factor used in the budget is conservative compared to recent history, but we will continue to monitor actual turnover savings closely. The 2009-10 budget included a turnover factor of 2.5%.

The proposed budget includes a 2% cost-of-living increase for all employees effective January 1, 2011 (mid-year of the fiscal year). The current budget did not include any wage increases for employees and this cost-of-living adjustment would mark 30 months since the last time employees received either a cost-of-living or performance increase. By not implementing the wage increase until mid-year, we will be able to gauge if the revenue outlook will support this pay increase. It would be my recommendation for the Board to take action regarding the cost-of-living increase after the first quarter of the fiscal year. Over the last two years, many public and private organizations have laid off employees, cut wages, and/or implemented unpaid furloughs to respond to difficult economic times. The City of Franklin has not had to take such measures and has been able to hold employee contributions to health insurance at current levels. Again for fiscal year 2010-11, the basic structure and cost of employee benefits is unchanged from the

previous year. Included in the proposed budget is the suspension of the City's tuition reimbursement program, an expenditure of \$85,000 in the existing budget. The current program is utilized by fewer than 5% of our employee population. We will look to update and reinstate the program in future years.

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 21% of general fund expenditures. The proposed budget amount of \$10.7 million for operations is an increase of 10% from the revised 2009-10 budget primarily due to use of lease/purchase in lieu of outright capital purchases in 2010-11 for items such as vehicle and dispatch/emergency communications equipment. It also includes the additional expense of solid waste and water services to all City departments, and the addition of Fleet Maintenance as a division of the Streets Department.



Debt Service. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed 2010-11 budget includes \$5.3 million of property tax for payment of debt service. This is a substantial increase from 2009-10 which utilized \$3.05 million of property tax for debt service obligations, and is primarily due to the funding of the new Police Headquarters. In late 2009, the City issued \$44 million in bonds to support our Capital Investment Program and Funding Plan. For the first time this past year, the Board adopted a multi-year Capital Funding Plan that merges Board project priorities with funding capacity. This funding capacity is driven by the Board's debt policy which was developed and adopted in 2009. Franklin's debt policy is comprehensive and includes an array of benchmarks for assessing our debt capacity.

Transfers to other funds. Within the general fund budget are transfers to various other funds, including: solid waste (\$1.46 million), transit (\$533,458), and water (\$45,000).

Eliminated from the interfund transfers category in the proposed budget is the additional subsidy provided by the general fund to the street aid fund to augment the City's street resurfacing program. In 2009-10, the general fund transfer to street aid is projected at \$823,000. The resurfacing program's dedicated funding source is the local share of gas tax from the state, which annually produces \$1.6 million. This past year the Streets Department developed a 12-year resurfacing program that would require annual funding of between \$2.7 and \$3.1 million to support. The funding level provided in the proposed budget would likely extend this cycle to 20 years or more. With the reduced funding level proposed in the budget, our program will prioritize resurfacing of major arterial roads first. Board direction and expectations in terms of service level on this issue is needed.

Capital expenditures. Capital expenditures are defined as the purchase of equipment, vehicles, machinery, and computer hardware/software, which has a multi-year useful life and a cost in excess of \$10,000. This category does not include the Capital Investment program, which is the plan for implementation of large-scale public infrastructure and building projects. For the proposed 2010-11 general fund budget, capital expenditures are projected at \$1.48 million, a reduction of \$926,000 (38.5%) compared to the 2009-10 budget. The proposed budget has targeted the planned use of \$669,550 of general fund reserves to support capital equipment expenditures. The 2009-10 budget identified the use of \$980,204 of general fund reserves for this purpose. With this sizeable reduction in capital equipment, the City organization is extending the useful life of many of our vehicles and equipment. This will likely require more investment in maintenance associated with equipment and careful assessment in terms of the cost-benefit for replacement.

### **Other Operational Highlights of the 2010-11 Budget**

There are several items of interest within department budgets and work plans for the upcoming year that may be of interest to the Board and the community:

- **Emergency Siren installation and relocation.** For the first time in three years, the City of Franklin will add to the emergency outdoor siren warning system. New sirens purchased in previous years will be installed in the Westhaven neighborhood and in the eastern portion of the Cool Springs area near the Marriott hotel. The warning siren currently located near the Factory will be relocated to Eddy Lane to better serve residential areas of the city. This past year, responsibility for the outdoor warning siren system has been assigned to the Fire Department.
- **Liberty Park facility.** The City's maintenance facility at Liberty Park is now open and operating. This shared facility between Parks and Streets creates greater operational efficiency in providing a location on the east side of the city for vehicles and equipment. This will result in improved response time, less "lost time" in navigating traffic and reduced fuel usage.
- **Street Repair Infrared Truck.** The proposed budget includes the purchase of an infrared truck for street repairs. Conservative estimates show this equipment will reduce the cost of street patching and repair by half. This equipment requires far less staff time, fuel, and raw materials (asphalt/hot mix) to perform repair. In testing this equipment, City staff also believes the quality of these repairs could prolong the life of our existing road surface. The proposed budget includes \$170,000 for the purchase of the vehicle.

Staff estimates the payback in terms of operational cost savings to be between one to two years.

- **Emergency Medical Transport review.** As a part of this year's work plan, it is recommended that the Fire Department review the business case for the provision of emergency medical transport by the City of Franklin. The study will examine the opportunity to enhance services to citizens and the potential to generate revenue.
- **Consideration of Workers Compensation self-insurance option.** While the proposed budget does not assume a shift to self insurance, an evaluation of the opportunity and savings that could be garnered by the City through a self insured retention program for our workers compensation program is recommended. Over the years, the City has been very successful in managing and controlling costs and claims associated with workers compensation. This same approach was taken by the City in the area of health insurance over the past decade. We have since been able to bring costs down significantly in the initial years and have kept costs stable each year since. The same opportunity seems to exist with our workers compensation insurance program. A rough estimate of potential savings from a self insured retention program ranges from \$160,000 to \$470,000 per year.

### **Other Operating Funds**

**Street Aid and Transportation Fund.** The City receives state gasoline tax funds to provide for the maintenance of streets. The proposed 2010-11 budget for this fund is \$1.63 million, a reduction of 34.9% from the 2009-10 budget. This reduction is driven by the elimination of a transfer for the street resurfacing program from the general fund. This topic is discussed more fully in the transfers to other funds section of the general fund narrative on page 13 of this letter.

**Solid Waste Fund.** The proposed 2010-11 budget for the City's solid waste fund of \$7.1 million represents an increase of 11.3% compared to the 2009-10 budget. The proposed budget again includes a significant general fund subsidy (\$1.46 million) to the solid waste fund. A \$3 per month increase to residential customer collection rates (from \$12 to \$15 per month) and the monthly fee for additional containers from \$3 to \$7.50 are included in the proposed budget. It is projected that the proposed rate increases will produce \$683,150 in additional revenue (allowing for some time lag in implementation). Even with an increase of residential rates to \$15 per month, Franklin citizens are paying only about 75% of the direct cost of solid waste collection, which is estimated at approximately \$20 per residence per month. The solid waste collection rate paid by Franklin residents is lower than that paid by many other residents in the region, with some reaching as high as \$35 per month.

The proposed budget includes implementation in July 2010 of the Blue Bag residential curbside recycling program. To support this pilot program, we are shifting three existing full time positions to serve as driver/worker positions in the program. We are using five part time positions to backfill for the transfer of the existing positions. The costs associated with the curbside recycling program will be tracked separately within the solid waste fund. Within personnel, four (4) positions within Solid Waste are to be held vacant throughout the year and a 3% turnover factor is applied to wages. Operations expenses are increased slightly in the proposed budget. The two largest factors contributing to the increase are the increase in landfill costs (a 25% increase in our tipping fee compared to a year ago) and payment of fleet maintenance expenses to the general fund previously absorbed when fleet maintenance was in this fund. The purchase of containers is offset by additional revenue that we expect to generate from new commercial customers. Capital expenditures within the solid waste fund of \$685,800

are up slightly at 2.7% compared to the 2009-10 budget. Due to cost factors outside of the City's control (the 25% increase in the landfill tipping fee chief among them), the proposed \$3 per month increase in the residential fee would be necessary regardless of the implementation of curbside recycling.

**Road Impact Fund.** The impact of the economy has been seen in the road impact fund as slowed development has resulted in decreased contributions to the fund. The proposed budget anticipates \$2.87 million in expenditures, all in the form of a transfer to the debt service fund. The City is in the process of updating its major thoroughfare plan. Following the completion of the plan, the City will re-examine the structure of road impact fees to explore if other elements of the road way system should be incorporated into the process.

**Facilities Tax Fund.** The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. The budget is proposed with no new expenses for 2010-11 to allow the fund to recover from a deficit resulting from expenditures associated with construction of Franklin's new police headquarters, which opened in May 2010.

**Stormwater Fund.** Residents and businesses pay fees to support the City's efforts to handle stormwater drainage. The rates for these services remain unchanged in the proposed budget. The proposed budget is \$1.29 million for fiscal year 2010-11, a 3.6% increase from the 2009-10 budget. One change within the fund, starting with 2009-10, is that street sweeping costs are funded through the stormwater fund. An aggressive street sweeping program can be effective in helping reducing pollutants in stormwater runoff. The Board has also adopted a Capital Investment Plan for the stormwater utility.

**Drug Fund.** The drug fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are used to support drug investigations. The proposed budget includes expenditures of \$178,460, a decrease of 14.5% from the amended 2009-10 budget of \$208,632.

**Hotel/Motel Fund.** The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the hotel/motel fund, the City pays debt service on the Conference Center and park expansions (Harlinsdale and Eastern Flank). The City dedicates 1% of the tax to support the Williamson County Convention and Visitors Bureau. Despite the sluggish economy, receipts in the hotel/motel fund have largely met expectations. The proposed 2010-11 budget provides for \$1.84 million in expenditures, which is a decrease of 6.8% compared to the 2009-10 budget. This decrease is driven by a decrease in debt service requirements.

**Transit Fund.** The City maintains a special revenue fund to account for the operations 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 subsidy is \$533,458, a slight increase from fiscal year 2009-10. In total the transit budget is recommended at \$1.4 million, up from \$1.0 million in the 2009-10 budget.

**Community Development Block Grant Fund.** The City segregates funds received through the Federally-funded Community Development Block Grant program. For 2010-11, funding is expected to reach \$299,406, an increase of 8.7% compared to the 2009-10 funding of \$275,502.

**Debt Service Fund.** In 2009-10 the City created a separate debt service fund. The fund is used to account for resources set aside to fund debt service and the actual principal and interest



payments made. Receipt of a portion of property tax and transfers from various operating and special revenue funds cover debt obligations. The proposed 2010-11 budget for the debt service fund is \$10.1 million.

**Outside agency funding.** The City funds various government, human service, non-profit, and community service organizations through its budget each year. In total, the 2009-10 budget funded these organizations at \$421,342. The proposed 2010-11 budget reduces this total funding to \$399,211, or approximately 6%. The United Way panel has submitted a recommended allocation of funds among the various participating United Way agencies within the 6% reduction target.

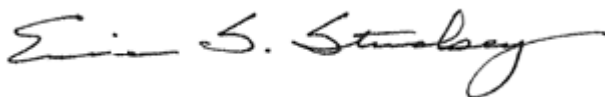
**Cash Reserves and Bond Rating.** Two of the key measures of a city's financial health are its reserves and its bond rating. The City recently adopted a reserve policy that identifies a 33% general fund reserve as an important benchmark. The City of Franklin is currently projected to end the current fiscal year with a general fund reserve of at least \$25.2 million or 48% of annual expenditures. Through the planned use of \$669,550 of reserves to fund specific capital equipment purchases, it is projected that our general fund reserves will be \$24.5 million or 49% of annual expenditures at the end of fiscal year 2010-11. Clearly, the City is maintaining significant reserves to comply with Board policy and to protect against future economic downturns. The Board- adopted reserve policy and debt policy provides a needed framework for maintaining the City's triple-A bond rating by both Moody's Investors Services and Standard & Poor's. Bond ratings generally reflect on both the overall financial strength of the governmental entity and the health of the jurisdiction's local economy. Franklin's rating is the highest possible and places it in a select group of approximately 100 cities across the United States.

### **Summary**

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

Many throughout the City organization contributed countless hours toward the completion of the recommended budget. Their commitment to public service and to the betterment of the City of Franklin is inspiring. I would like to extend my appreciation to Assistant City Administrators Russ Truell and Vernon Gerth, our leadership team (department directors and other key staff), and the Administration and Finance department staff whose support and leadership have been instrumental to the budget process. A special thanks to Mike Lowe, Monique McCullough, Lanaii Benne, Steve Sims, Candace Connell, and Russ Truell, who were crucial to the production of this document. Finally, I offer my gratitude to the Board of Mayor and Aldermen for their leadership, stewardship and support through which the City of Franklin will meet the challenges that lay ahead and chart a course for a promising future.

Respectfully submitted,



Eric S. Stuckey  
City Administrator

# City of Franklin

## Budget Document

The budget of the City is a multipurpose document that attempts to articulate the priorities of the community in a numerical framework. Its purpose is to communicate to citizens and staff the goals of the community, as expressed in the projects and services that are funded. With many different departments, functions, and tasks assigned to city government, it is difficult to fully express the complexity in a clear, brief document. This budget endeavors to answer that call.

City staff hopes to give some context to the budget process by augmenting the numbers with charts and graphs. To simplify the reading of the document, departments large and small have been presented in a standard format. Included with each departmental budget request are a brief narrative of the major changes from last year's budget and a statement of some departmental objectives. Also included are organizational charts, headcount by position, any additions or deletions in personnel, performance measures, and sustainability initiatives.

The appendices include a complete list of capital expenditures (acquisitions that include land or easements; buildings acquired, constructed, or improved; parks and recreation facilities; infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights; and equipment over \$10,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software) in Appendix A. A list of priority City projects is included as Appendix B.

Also, a glossary of the terms used in the budget is Appendix C. A listing of expenditure classifications is Appendix D. Appendix E is the reserve fund balance policy. Appendix F is the City's debt policy. A complete listing of the pay grades and salaries in the City's pay plan is Appendix G.

The formal budget is normally composed of two documents: the budget ordinance and the property tax ordinance, both of which follow this page. The solid waste ordinance is also included this year because the topic will be open for consideration during the budget hearings. If other revenues set by ordinance are recommended for change, those ordinances will also be included in the budget process.

The budget gives some history of expenditures by providing actual data from fiscal years 2008 and 2009. For fiscal year 2010, budget numbers and an estimate of the final results are provided.

# Budget Ordinance

ORDINANCE NO. 2010 - 35

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN  
ADOPTING A BUDGET FOR THE FISCAL YEAR 2010-2011; PROVIDING  
AN EFFECTIVE DATE"

**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, 2010 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 2010-2011 shall be, and is hereby established as set forth in the document attached hereto as Exhibit "A", and entitled:

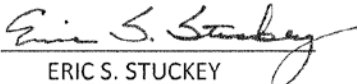
City of Franklin, Tennessee  
Annual Operating & Capital Equipment Budget  
July 1, 2010 - June 30, 2011

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

**SECTION III:** That this Ordinance shall take effect on July 1, 2010, from and after its passage on Third and Final Reading; the health, safety and welfare of the citizens of the City of Franklin requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By:   
ERIC S. STUCKEY  
City Administrator

By:   
JOHN C. SCHROER  
Mayor

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

5/25/2010  
6/8/2010  
6/8/2010  
6/22/2010

# Property Tax Ordinance

ORDINANCE NO. 2010-36

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2010-2011; 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 2010-2011 pay a tax of 43.4 Cents (\$.434) to and for the use of the City of Franklin on each One Hundred Dollars (\$100.00) of assessed valuation of such property, and pay a proportional amount of tax for each amount of assessed valuation under One Hundred Dollars (\$100.00) all of said taxes to be collected by the proper officers of the City of Franklin for use in funding in whole or in part the budget as adopted by this ordinance.

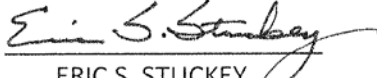
**SECTION II: BE IT ORDAINED** by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the tax rate stated in Section 1 shall be divided as follows:


General Fund	24.1 cents	(\$0.241)
Debt Service Fund	19.3 cents	(\$0.193)

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

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY:   
ERIC S. STUCKEY  
City Administrator

BY:   
JOHN C. SCHROER  
Mayor

PASSED FIRST READING:

5/25/2010

PUBLIC HEARING HELD:

6/8/2010

PASSED SECOND READING:

6/8/2010

PASSED THIRD READING:

6/22/2010

# Solid Waste Ordinance

## ORDINANCE 2010-37

TO BE ENTITLED: "AN ORDINANCE TO AMEND SECTION 17-113 OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."

SECTION I: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Section 17-113 of the Franklin Municipal Code is hereby deleted in its entirety and the following substituted in lieu thereof:

**17-113. Schedule of Fees for Disposal of Garbage and Refuse.**

(1) Residential. A fee of \$15.00 per month for the first household container (once per-week pickup), \$7.50 for the second and subsequent containers shall be paid to the City for the disposal of solid waste.

(2) Commercial.

(a) Roll-out. \$20 per month per container, for one (1) time per week service. Any additional service will be \$20 per haul.

(b) Dumpsters. One (1) time per week - \$75 per month (minimum charge per container); two (2) times per week - \$150.00 per month; three (3) times per week - \$225.00 per month; four (4) times per week - \$300.00 per month; five (5) times per week - \$375.00 per month. For any extra unscheduled dump there shall be a fee of \$75.00 per container, per request, if non-containerized, \$100 per vehicle, per request, in addition to any other fees that may be required by law.

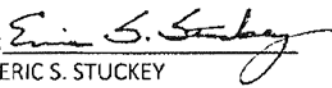
(c) Special Event. To be determined by the Solid Waste Director, depending on size, duration and nature of event."

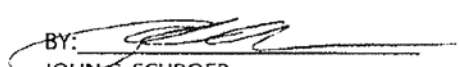
(d) Commercial Cardboard Recycling Service. One time per week: \$50/month. Two times per week: \$100/month.

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, 2010, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY:   
ERIC S. STUCKEY  
City Administrator

BY:   
JOHN C. SCHROER  
Mayor

PASSED FIRST READING:

5/25/2010

PASSED SECOND AND FINAL READING:

6/22/2010

# City of Franklin

## Budget Preparation

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

After reviewing the FY 2009-10 budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. The requests were analyzed with a focus on maintaining or enhancing service levels within the City's fiscal capabilities, identifying opportunities for community development, and avoiding employee layoffs and related negative service impacts.

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

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

The City has been able to maintain an outstanding level and quality of services delivered to the residents and businesses of this City. For the past five years, our Police, Fire and Solid Waste 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. (Please note: these benchmarking results are included in the discussions of the participating departments). The City formed a performance measure team with representatives from every department. In this budget, each department has identified key performance measures related to their service delivery efforts and sustainability initiatives.

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

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

- Aaa (Triple A) Bond Rating by both Moody's Investors Services and Standard & Poor's

- GFOA Award for Excellence and Financial Reporting (18<sup>th</sup> year)
- GFOA Distinguished Budget Presentation Award (2<sup>nd</sup> year)
- Tennessee 3-Star Award for Community Economic Preparedness (6<sup>th</sup> year)
- Tree City USA (6<sup>th</sup> year)
- Hold Fire ISO Rating of 2 (Highest rating in the state)

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

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

# City of Franklin

## Budget Goals

### Financial Goals

- Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
- 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.
- Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
- Maintain an undesignated reserve fund in compliance with the Board of Mayor and Aldermen's adopted policy.
- Leverage local funds through the pursuit of grant opportunities.

### Non-Financial Goals

- Maintain and enhance services to citizens. Avoid employee layoffs and other actions that would negatively impact the delivery of City services.
- Focus on the delivery of roadway projects approved through the Board's Capital Investment Funding Plan.
- Develop, adopt, and implement programs and policies which promote, protect, and preserve the health, safety and welfare of the community, and thereby enhance the high quality of life enjoyed by all residents of the City.
- Develop, adopt, and implement programs and policies, which create and sustain a positive economic environment within the City of Franklin.
- Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County.
- 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.
- Continue emphasis on employee safety and safety education.
- 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.



- Maintain and continue to enhance the compensation and benefit plan for employees within our financial capabilities; to retain qualified and motivated employees in a highly competitive market.
- Enhance community services through the promotion of and with provision for the expansion of City/County, City/Non-Profit, and public/private cooperation in areas deemed feasible.
- Continue commitment to the vitality of the downtown area and individual historical areas.
- Encourage Community improvement projects to maintain and improve the visual improvements of the City's existing residential neighborhoods and business area.
- Continue maintaining membership and active participation of City officials in regional and statewide organizations benefiting the City of Franklin.

### **Specific Fiscal Year 2011 Initiatives**

- To continue the emphasis that will maintain and enhance existing level of services to the citizens of Franklin to focus upon core values of excellence, innovation, teamwork, integrity and an action-orientation.
- Determine an action plan to implement the long-term assessment of City Hall facilities and operational needs due to growth, service requirements, and technology.
- Implement a city-wide curbside recycling program (Blue Bag program) in July 2010, tracking the participation and operational cost impact of this pilot program.
- To continue to identify opportunities to expand and enhance the City's communication with the public through various strategies and mediums.
- To promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
- To encourage a County wide study of economic development structures and opportunities.
- To continue the City's participation in the benchmarking program through UT-MTAS and other organizations, such as ICMA or GFOA. Continue the city-wide performance measurement program and provide ongoing reporting through both the budget and the City's website.
- Support the sustainability efforts identified by staff and the City's Sustainability Commission.
- Continue efforts to recruit qualified employees including the efforts to diversify the workforce.
- Continue efforts to find a workable solution to public transportation needs that would provide needed services with a more effective financial solution.

# City of Franklin

## Budgeted Funds

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 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 Solid Waste and Stormwater funds, do not include any personnel costs.

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

Solid Waste (Sanitation) Fund - Special Revenue fund for the accounting of fees collected in the disposal and collection of residential and commercial garbage.

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

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

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

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

Hotel/Motel Tax Fund - Special Revenue fund for the accounting of hotel/motel taxes collected for the purpose of retiring the City debt on the City /County Conference Center and for purchase and development of park property intended to promote tourism.

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.

The City has two (2) additional funds that are 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 budgeted by state law, this fund is included in the City's audited financial statements.

Water and Wastewater Fund - Proprietary Fund for the accounting of user charges and fees and expenses of the operations of the City's Water, Wastewater, and Reclaimed Water system. A separate budget document is prepared on a biennial basis for its anticipated activity. This fund also is included in the City's audited financial statements.

City of Franklin  
**Budget Calendar**

<b>Department Budget / Information Meetings</b>	Beginning Monday, February 8, 2010
<b>Department Requests Due</b>	Due same month as budget presentation
<b>Initial Meetings – City Administrator, ACA Finance, and Comptroller</b>	2 weeks before budget presentation
<b>Proposed Department Budgets to Committee and Board for Budget Hearing</b>	1 week before budget presentation
<b>Budget Interviews to Finance Committee</b>	Each Finance Committee Meeting in February, March, April
<b>Proposed Budget Compiled for Board of Mayor and Aldermen</b>	Friday, May 7, 2010
<b>Budget Notice</b>	Thursday, May 13, 2010
<b>Budget Hearings</b>	Monday - Thursday, May 17-20
<b>First Reading of Budget &amp; Tax Rate Ordinances</b>	Tuesday, May 25, 2010
<b>Second Reading (Public Hearing)</b>	Tuesday, June 8, 2010
<b>Third &amp; Final Reading</b>	Tuesday, June 22, 2010
<b>New Fiscal Year</b>	Thursday, July 1, 2010

Amendments to the proposed budget may be made during the budget hearings and included in the approved budget after third and final reading. Once the budget is approved, any budget amendments are required according to municipal code to have three readings before the Board of Mayor and Aldermen.

Any departments (which are the legal level of budgetary control) that exceed their legally adopted budget amount are required by State law to have amendments approved by the Board on three readings to cover the actual expenditures.

## City of Franklin

# Budget Amendments

The City's proposed budget may be amended by the Board of Mayor and Aldermen before final approval.

Although there were no amendments to the amounts budgeted for any funds, two (2) changes to the budget as proposed were approved:

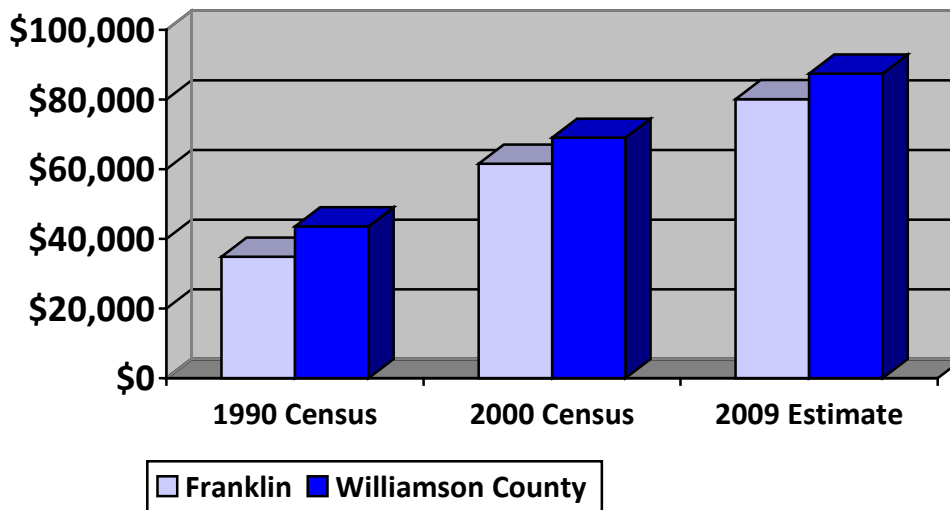
1. The appropriations for non-profit agencies were approved with a 6% reduction for each agency. The proposed budget was for the same overall amount for these agencies but allocated using a funding recommendation from United Way.
2. The personnel section in the Planning Department has been updated to reflect a change from a single full-time Preservation Planner position funded for the entire year to a Preservation Planner full-time position for ½ year and a new, part-time Preservation Planner position for ½ year.

Note: Although updated elsewhere in the budget document, the transmittal letter on pages 7 through 16 is shown as it was originally submitted for the proposed budget.

City of Franklin  
**Demographic Information**

<u>Income</u>	<u>Franklin</u>	<u>Williamson County</u>
Median Household Income	\$80,092	\$87,400
Average Household Income	\$99,822	\$117,757
Per Capita Income	\$36,825	\$40,933

**Median Household Income**



**Education Attainment for Adults Age 25 Years and Older**

Education Level	<u>Franklin</u>		<u>Williamson County</u>	
	Number	Percent	Number	Percent
<High School	1,584	4.7%	5,171	4.5%
High School	5,980	17.6%	21,963	19.1%
Some College	6,659	19.7%	21,751	19.0%
Associate Degree	1,888	5.6%	6,134	5.4%
Bachelor's Degree	12,100	35.7%	38,957	33.9%
Graduate Degree	5,661	16.7%	20,830	18.1%
<b>Total</b>	<b>33,872</b>	<b>100.0%</b>	<b>114,806</b>	<b>100.0%</b>

Data provided by SRC, LLC (Williamson County Office of Economic Development - [www.williamsoncounty-tn.gov](http://www.williamsoncounty-tn.gov)).

# City of Franklin

## 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 financial, agricultural, wholesale, retail, manufacturing, and service industries. No single industry is critical to the region's economy. The City of Franklin covers approximately an area of 39 square miles, and serves a population of 56,219 according to the City's 2008 special census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population doubling between 1990 and 2000.

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.

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 8 other members (Aldermen). The Board is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring both the government's administrator and attorney. The government's 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 nominating the heads of the various departments for the Board's approval. 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; pickup and disposal of solid waste; operation of a city court; implementation of storm water regulations and remedies; operations of an inner-city trolley system, and the operation of a city-wide park system. The City of Franklin also has its own water, sewer, and reclaimed water system.

The annual budget serves as the foundation for the City of Franklin's financial planning and control. All departments of the City of Franklin are required to submit requests for budget appropriations to the City Administrator in the first quarter of the calendar year. The government's administrator, in concert with the Chief Financial Officer, uses these requests as a

starting point for developing a proposed budget. After numerous meetings with department heads, the Administrator presents the budget to the Board of Mayor and Aldermen for approval.

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



# City of Franklin Awards & Recognitions



**30 of Top 50 Fastest Growing Companies in Region in Williamson County**



**Top 10 Great Neighborhoods**



**CALEA National Accreditation**



**Best Places To Get Ahead  
17<sup>th</sup> Richest County**



**"Perfect 10"  
Personal and Family  
Economic Well-Being Report**



**"Best Places to Start a Business"**



**Public Safety Award  
For Interlocal  
Cooperation**



**Best Small Town**

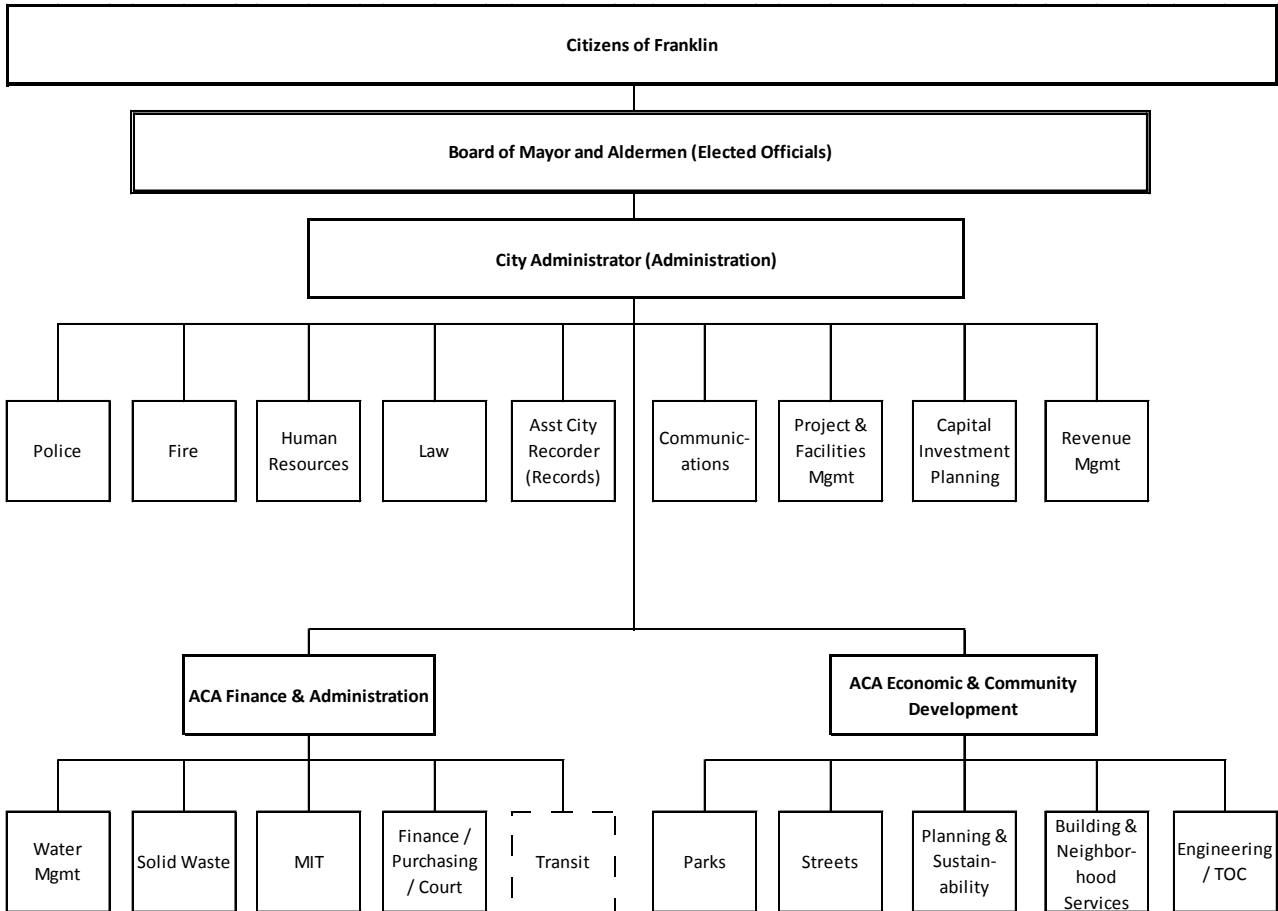
**2009 Distinctive  
Destination**

**NATIONAL TRUST FOR  
HISTORIC PRESERVATION**



# City of Franklin

## Organizational Chart



# City of Franklin

## Structure of City Government

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

The City government is organized under four (4) primary operating units. Each operating unit is presented in this budget with its various departments, divisions, and funds. One exception is the Water Management department (that has its annual financial plan included in a separate budget document).

1. Governance & Management / Public Safety
  - a. Elected Officials (General Fund)
  - b. Administration Department (General Fund)
  - c. Human Resources (General Fund)
  - d. Law (General Fund)
  - e. Communications (General Fund)
  - f. Project and Facilities Management (General Fund)
  - g. Capital Investment Planning (General Fund)
  - h. Revenue Management (General Fund)
  
2. Public Safety
  - a. Police (General Fund)
  - b. Fire (General Fund)
  
3. Finance & Administration
  - a. Finance (General Fund)
  - b. Municipal Information & Technology (General Fund)
  - c. Purchasing (General Fund)
  - d. Court (General Fund)
  - e. Solid Waste (Solid Waste Fund)
  - f. Transit (Transit System Fund)
  - g. Water Management (Water/Wastewater/Reclaimed Fund)
  
4. Community & Economic Development
  - a. Building and Neighborhood Services (General Fund)
  - b. Planning and Sustainability (General Fund)
  - c. Streets (General and Stormwater Funds)
  - d. Engineering / Traffic Operations Center (General Fund)
  - e. Parks (General Fund)

## City of Franklin

### 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.

While the City continues to be committed to the compensation plan adopted during the 2007-08 budget process, there are no budgeted raises (cost of living adjustment or merit increase) for the employee population this year due to the economic downturn. The goal of the City is to attempt to avoid possible layoffs by keeping the salaries of the employees the same as the 2009-10 fiscal year for the first six (6) months of 2010-11.

During the past years, the City has made a number of adjustments in the classification plan due to the restructuring of the organizational chart, reclassification of positions, and recommendations of the Centre Group (the Compensation Plan Advisor). One adjustment recommendation was to review specific jobs in the City and compare to the equal positions in a precisely targeted market area; upon completion of this analysis, the City modified the compensation of a number of below-market groups within the City compensation structure.

As with any entity today, the City government is dependent upon a staff of professionals and highly skilled employees to identify solutions to issues and deliver quality services. Our long-term effectiveness and viability as a City government depends in many respects not only on political leadership, but also how well we attract, retain, and motivate quality employees. It is also why we must be focused and willing to commit time and funds on continuing education and employee training at every level of City government. The University of Tennessee Municipal Technical Advisory Service's (UT-MTAS) Municipal Management Academy (MMA), Franklin Leadership University, and the Extensive Civil Treatment Training are just a few examples along with the City's longstanding tuition reimbursement program.

We believe the efforts now underway are mutually beneficial to the individual employees and the City, both in the immediate value, and, more importantly, with long term leadership skills.

# City of Franklin

## Authorized Full-Time Positions

As of July 1, 2010, total authorized employment for the municipal government's General and Special Funds is 606 full-time employees with 65 part-time/seasonal employees. In addition, the Water & Wastewater Fund (included in a separate budget document) has 81 full time and no part-time employees. Authorized part-time positions are shown within the individual departments that have these positions.

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

Function/Program	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Administration	17	17	18	10	11	9	9	9	5	5
Building & Neighborhood Services	16	17	18	20	23	25	27	27	28	28
Capital Investment Planning	*	*	*	*	*	*	*	*	2	2
Communications	*	*	*	1	1	1	1	1	3	3
Court	2	3	3	3	3	3	3	3	3	2
Engineering	9	7	7	8	6	9	11	9	8	8
Finance	10	10	11	11	11	11	11	11	11	11
Fire	116	119	131	138	142	156	158	158	158	158
HR	5	5	5	5	6	6	6	8	8	8
Law	*	*	*	*	*	3	3	3	3	4
MIT	*	9	9	9	10	14	17	17	17	17
Parks	9	11	14	15	18	20	25	29	29	30
Planning & Sustainability	8	9	9	9	11	12	13	17	18	17
Police	130	136	141	151	160	169	176	176	176	175
Project and Facilities Management	*	*	*	5	5	5	5	5	7	6
Purchasing	*	*	*	*	*	2	2	2	2	2
Revenue Management	*	*	*	7	7	11	14	14	14	13
Solid Waste	42	42	46	49	51	53	56	59	51	51
Stormwater	*	5	5	9	9	11	11	11	11	11
Streets	35	34	35	37	37	41	41	43	52	52
TOC	*	*	*	*	3	3	3	3	3	3
Water & Wastewater	70	75	75	74	83	79	81	80	81	81
<b>TOTAL</b>	<b>469</b>	<b>499</b>	<b>527</b>	<b>561</b>	<b>597</b>	<b>643</b>	<b>673</b>	<b>685</b>	<b>690</b>	<b>687</b>

Note 1: Forty-two (42) vacant full-time positions above are not funded in fiscal year 2011.

Administration	1
Building & Neighborhood Services	2
Finance	1
Fire	5
Law	1
MIT	1
Parks	5
Planning	1
Police	19
Solid Waste	4
Streets	2
<b>Total Not Funded</b>	<b>42</b>

Note 2: The City's 9 elected officials (Mayor and 8 Aldermen) and City Judge are not included in the numbers above.

Note 3: An asterisk (\*) indicates the department had not been created in the year shown.

## City of Franklin

### Change in Authorized Personnel Positions

The approved budget provides for three (3) less authorized full-time positions in the new fiscal year and forty-two (42) full-time and six (6) part-time positions that will not be funded. Three (3) full-time positions below are funded on a part-time or partial year basis. Also, several new part-time positions are included in the fiscal year 2010-11 budget.

<u>DEPARTMENT</u>	<u>TITLE</u>	<u>PAY GRADE</u>
<b>ADMINISTRATION</b>	<b>Administrative Assistant - Not funded</b>	<b>Pay Grade 12</b>
<b>BUILDING AND NEIGHBORHOOD SERVICES</b>	<b>Building Inspector – Not funded Sign / Design Standards Administrator – Not funded</b>	<b>Pay Grade 16 Pay Grade 14</b>
<b>ENGINEERING</b>	<b>Engineer I or II – Not funded for ¾ year</b>	<b>Pay Grade 20/21</b>
<b>FINANCE</b>	<b>Financial Manager – Not funded. (A second Financial Manager position is funded on a part-time basis).</b>	<b>Pay Grade 19</b>
<b>FIRE</b>	<b>Five (5) Firefighters – Not funded Intern – Not funded Accreditation Manager (part-time) – Not funded</b>	<b>Pay Grade 13 N/A TBD</b>
<b>PROJECT AND FACILITIES MANAGEMENT</b>	<b>Custodian – Eliminated</b>	<b>Pay Grade 7</b>
<b>LAW</b>	<b>Assistant City Attorney – Not Funded Paralegal – Added Administrative Assistant (part-time) - Eliminated</b>	<b>Pay Grade 23 Pay Grade 16 N/A</b>
<b>MIT</b>	<b>Enterprise Application Manager - Not funded Intern – Not funded</b>	<b>Pay Grade 20 N/A</b>
<b>PARKS</b>	<b>Parks Program Coordinator – Not funded Parks Athletic Field Worker – Not funded Parks Facilities Worker – Not funded Grounds Maintenance Worker – Not funded Landscaping Worker – Not funded Eliminate One (1) Facilities Worker (part-time) Landscaping Worker (part-time) – Not funded Tree Worker (part-time) – Added, but not funded Programming Superintendent – Added, reclassification of current Parks Program Coordinator</b>	<b>Pay Grade 16 Pay Grade 11 Pay Grade 9 Pay Grade 9 Pay Grade 9 N/A N/A N/A TBD</b>

<b>DEPARTMENT</b>	<b>TITLE</b>	<b>PAY GRADE</b>
<b>PLANNING AND SUSTAINABILITY</b>	<b>Staff Engineer II – Not funded</b> <b>Land Planner (TN Reg) – Eliminated</b> <b>Preservation Planner (Funded for ½ year)</b> <b>Preservation Planner (part-time)</b> <b>Intern – Not funded</b> <b>Administrative Secretary (part-time) - Eliminate</b>	<b>Pay Grade 22</b> <b>Pay Grade 21</b> <b>Pay Grade 19</b> <b>N/A</b> <b>PG 19 to 21</b> <b>N/A</b>
<b>POLICE</b>	<b>Two (2) Detectives – Not funded</b> <b>Thirteen (13) Police Officers – Not funded</b> <b>Three (3) Communications Officers – Not funded</b> <b>Two Administrative Secretaries (part-time) - Added</b> <b>Records Clerk – Not funded</b> <b>Administrative Secretary – Eliminated</b> <b>Reclassify 3 police officers to sergeants</b>	<b>Pay Grade 15</b> <b>Pay Grade 13</b> <b>Pay Grade 11</b> <b>N/A</b> <b>Pay Grade 9</b> <b>Pay Grade 10</b> <b>Pay Grade 13 to 17</b>
<b>REVENUE MANAGEMENT</b>	<b>One (1) Billing/Collections Technician – Eliminated</b> <b>Six (6) Billing/Collections Technicians reclassified to Revenue Clerks</b> <b>Four (4) Revenue Clerks (part-time) – Added</b>	<b>Pay Grade 10</b> <b>Pay Grade 10</b>  <b>N/A</b>
<b>COURT</b>	<b>One (1) Deputy Court Clerk – Eliminated</b> <b>One (1) Deputy Court Clerk reclassified to Revenue Clerk</b> <b>Two (2) Revenue Clerks (part-time) – Added</b>	<b>Pay Grade 10</b> <b>Pay Grade 10</b> <b>N/A</b>
<b>SOLID WASTE</b>		
<b>Administration</b>	<b>Assistant Director – Not funded</b> <b>Administrative Assistant – Reclassification to Assistant Office Manager</b>	<b>Pay Grade 22</b> <b>TBD</b>
<b>Collection</b>	<b>Solid Waste Truck Driver/Operator – Not funded</b> <b>Solid Waste Driver – Not funded</b> <b>Solid Waste Driver (part-time) – Five (5) Added</b> <b>Two (2) Solid Waste Truck Driver/Operators and One (1) Solid Waste Driver transferred to Recycling division</b>	<b>Pay Grade 11</b> <b>Pay Grade 10</b> <b>N/A</b> <b>N/A</b>
<b>Disposal</b>	<b>Tractor Trailer Driver – Not funded</b>	<b>Pay Grade 12</b>
<b>Recycling</b>	<b>Two (2) Solid Waste Truck Driver/Operators and One (1) Solid Waste Driver transferred from Collection division</b>	<b>N/A</b>
<b>STREETS</b>		
<b>Maintenance</b>	<b>Sr Equipment Operator – Added, Landscape Maint Worker reclassified to Sr Equipment Operator</b> <b>Street Crew Worker – Eliminate</b> <b>One (1) Street Crew Supervisor reclassify to Concrete Street Crew Supervisor</b> <b>Street Crew Worker (part-time) – Added</b> <b>Landscape Maintenance Worker (part-time) - Added</b> <b>Landscape Maintenance Worker – Not funded</b> <b>Diesel Mechanic reclassified to Sr Fleet Maintenance Tech</b>	<b>Pay Grade 11</b> <b>Pay Grade 8</b> <b>TBD</b>  <b>N/A</b> <b>N/A</b> <b>Pay Grade 9</b> <b>Pay Grade 15</b>
<b>Fleet</b>	<b>Diesel Mechanic – Not funded (Reclassify position to Sr Fleet Maintenance Tech)</b>	<b>Pay Grade 15</b>

## City of Franklin

### 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 policy in its entirety is included in this document as Appendix D.

The fund balance policy outlines the variety of reserves that a sustainable city should consider, including reserves for insurance, retiree health benefits, working capital, emergencies and natural disasters. The policy establishes a Financial Stabilization account comprised of six components: reserves for contingencies, emergencies, cash flow stabilization, debt service, and insurance and retiree health benefits. The City's goal is to maintain this account at a level equal to thirty-three percent (33%) of budgeted General Fund expenditures. For 2010-11, this reserve would be \$16,510,991, based on budgeted expenditures of \$50,033,305.

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

## City of Franklin

### Fund Balance Changes

Fund	Fund Description	Estimated Beginning Fund Balance	Budgeted Increase / (Decrease)	Budgeted Ending Fund Balance	Percent Increase / (Decrease)	Major Factor(s) for Fund Balance Change
<b>General</b>	The general operating fund of the City. Most department operations of the City are funded by the general fund.	\$25,191,136	(\$669,550)	\$24,521,586	-2.7%	Decrease due to replacement of capital.
<b>CDBG</b>	Used to account for receipts from CDBG grants and usage of these monies to further community development.	\$0	\$0	\$0	n/a	Budgeted expenditures match budgeted revenues.
<b>Debt Service</b>	Used to account for resources used for debt service and the actual principal and interest payments made.	\$104,743	\$110,657	\$215,400	105.6%	Property tax collections and interest income created surplus.
<b>Drug</b>	Used to account for drug related fines and confiscations received and usage of these monies to further drug investigations.	\$150,274	(\$75,960)	\$74,314	-50.5%	Decrease due to additional planned operational expenditures and capital.
<b>Facilities Tax</b>	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.	(\$2,558,438)	\$1,705,176	(\$853,262)	-66.6%	Reduction of deficit balance due to no new expenditures budgeted for 2010-2011. Deficit originated due to expenditures towards new police headquarters.
<b>Hotel/Motel Tax</b>	Used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel/Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.	\$1,928,475	(\$183,323)	\$1,745,152	-9.5%	Reduction due primarily to increase in debt service for parks and tourism projects.
<b>Road Impact</b>	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.	\$490,435	(\$680,888)	(\$190,453)	-138.8%	Decrease due primarily to increased debt service (paid as a transfer to debt service fund).
<b>Solid Waste</b>	Used to account for the City's solid waste collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.	\$0	\$0	\$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance.
<b>Stormwater</b>	Used to account for the City's stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.	\$5,837,054	\$836,394	\$6,673,448	14.3%	Increase due primarily to less capital budgeted.
<b>Street Aid &amp; Transportation</b>	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.	\$0	\$0	\$0	n/a	Use of fund revenues towards anticipated streets maintenance.
<b>Transit System</b>	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.	\$54,718	(\$34,050)	\$20,668	-62.2%	Annual operating subsidy needed from general fund to maintain zero fund balance. Grant revenues may offset deficit and create small surplus.
<b>Totals</b>		\$31,198,397	\$1,008,456	\$32,206,853	3.2%	



## City of Franklin

# Economic Outlook

### *The United States Economy*

The U. S. economy exhibited some weak-to-moderate signs of recovery during 2009 from the recession that began in December 2007. Although some sectors of the economy reflect little or no improvement, other sectors have begun to rebound. Gross domestic product (GDP) growth has hit its trough and finally turned positive at 2.2 percent for the third quarter of 2009 and in excess of 5.0 percent in the fourth quarter.

Consumer spending growth also turned weakly positive in the fall of 2009. This growth was driven in part by increased automobile sales from the Cash for Clunkers program and injections of liquidity from the federal government. Consumer sentiment remained relatively flat through 2009, but fourth quarter holiday retail sales grew moderately over 2008 sales. First quarter 2010 retail sales continued to show improvement despite significantly negative weather conditions in parts of the country.

Residential investment was boosted in the third quarter of 2009 by the tax credit for first time home buyers, which expired on April 30. Single-family construction and new housing starts grew at annualized rates of 73.0 percent and 89.0 percent, respectively, by the end of 2009. However, multi-family construction continued to plummet. Business investment also showed little sign of improvement. The commercial real estate industry suffered throughout 2009, causing investments in business structures to decline every quarter. The only bright spot in business investment was in software and equipment, which showed positive growth by the end of the year. These investments, along with ongoing job losses, have led to a surge in productivity.

Federal government spending revitalized the economy and boosted GDP thanks to stimulus funds and increased defense spending. State and local governments, on the other hand, struggled with budget issues, forcing them to restrict spending. Foreign trade shows promising signs of recovery, as both imports and exports grew during the last half of 2009. Inflation has not yet emerged as a short-term threat but remains a long-term concern given the scope of liquidity in the financial system. The Federal Reserve has begun to unwind its unprecedented intervention. Short-term interest rates remain at a level very close to 0.0 percent. The labor market continued to lag other sectors of the economy, and the unemployment rate climbed to 10.0 percent in December.

Although growth is expected to be slow and gradual in the quarters ahead, the U.S. will see stronger signs of recovery in 2010 and GDP is expected to grow 2.6 percent. All major components of GDP are expected to begin showing positive growth with the exception of business investment. Employment will see seasonally-adjusted gains in three out of four quarters in 2010, but jobs will still be down 0.5 percent compared to 2009. The unemployment rate will average 10.1 percent for 2010 and remain above 9 percent into 2011.

Consumer sentiment should improve during 2010, with consumption growth of 2.1 percent. Consumption will not be a major driver of recovery in 2010. Residential investment will

improve thanks to the extension of the tax credit for first time home buyers, improved lending conditions and falling home prices. Business investment in structures will continue its decline, although business investment in software and equipment will be up 8.0 percent over 2009. Federal government spending will grow 4.1 percent, driven by federal spending for stimulus and defense, while state and local spending will be up only 0.4 percent. Imports and exports will continue to grow in 2010, although imports will grow at a slightly faster rate than exports.

### *The Tennessee Economy*

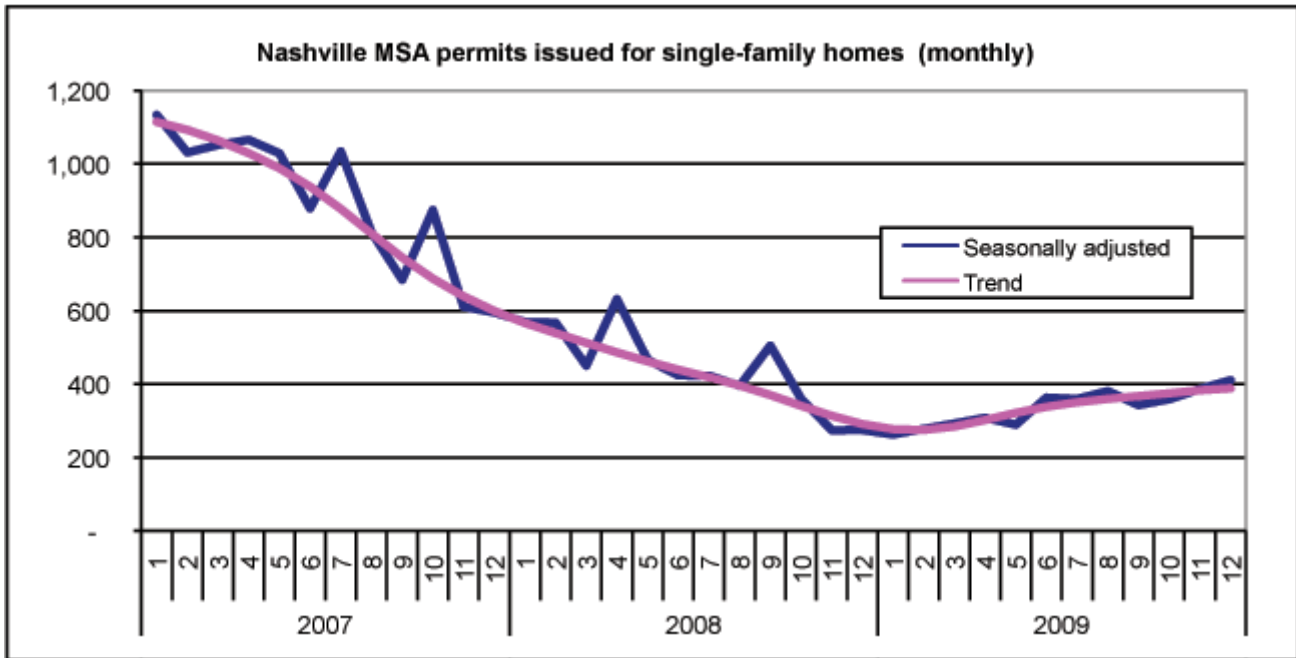
The Tennessee economy struggled again at the end of 2009, with single-family home construction and sales tax collections the only significant sources of improvement. Total employment plunged during the quarter, with both the mid-state and Nashville MSA showing job losses of more than 5% over the year. Nonfarm employment provides a more positive picture, declining 3.6% over the year but posting a small increase from the previous quarter. Some specific sectors, such as trade, professional and scientific services, and educational services, also show gains from the third quarter. In manufacturing, durable goods lost jobs, but nondurable goods increased employment slightly. In all, the rate of decline has slowed, and some sectors are showing small gains.

The unemployment rate, steady at 10.2% for the mid-state area and 9.3% for the Nashville MSA, has shown little change for the third consecutive quarter. This news is not as positive as it seems because the lower unemployment rate reflects the reality that thousands of Tennesseans have stopped searching for work, as evidenced by the substantial decline in the labor force. To illustrate, total employment in the mid-state area declined 64,000 over the year, but unemployment rose just 34,000; the difference, 30,000 workers, represent those who have dropped out of the labor force.

The flat unemployment rate masks the degree of labor market stress. If all those who lost jobs during the past year had remained in the labor force, the unemployment rate would have increased to 12.3% for the mid-state and 11.3% for the Nashville MSA. In addition, many more thousands of Tennesseans are working part-time instead of full-time or are employed in jobs that underutilize their experience and skills. Reducing the unemployment rate to the level that existed before the recession will require many months of sustained employment growth.

The state economy is finally starting to show signs of movement away from the bottom of the current business cycle. Unfortunately broad-based economic growth has yet to emerge in Tennessee. The recession that began in 2007 has now had more than two years to wreak havoc on the state economy. It will take well over two years for the economy to fully rebound.

One of the few positive outcomes of the fourth quarter is the continued growth of single-family home construction. Permits issued for construction hit bottom in the first half of 2009 and have increased in subsequent quarters. Activity in the fourth quarter is 25.9% higher over the year but remains much lower than pre-recession levels.



Construction of multi-family units, including apartments and town houses, has not fared as well. Multi-family construction is 27.3% lower over the year but experienced a very large spurt of activity during the fourth quarter. Multi-family housing is experiencing credit availability problems more severe than for single-family housing.

The second important indicator to show improvement is sales tax collections—up from the previous quarter in both the mid-state and Nashville MSA, although lower over the year. Even with these gains, sales tax collections are 5% lower than estimated for the state government budget through seven months of the present fiscal year. To illustrate the depth of the problem, taxable sales in 2009 were below the level of sales recorded in 2005. Tennessee’s sales tax performed worse than the national average in 2009.

***The Local Economy***

One of the bright spots in an otherwise gloomy economic picture is the condition of local housing and employment. While the unemployment rate has more than doubled in the Williamson County, it still remains well below the state and national averages. While foreclosures and real estate auctions were almost unheard of before the recession, there have been many in the County in the last twelve months. However, the number of impacted properties and the price reductions in residential real estate have been minimal relative to national benchmarks. This is not immediately significant for the FY2011 budget, but will have an impact in FY2012 when countywide reappraisal statistics become effective.

Despite adverse credit conditions, commercial endeavors continue to move forward. Large projects that were planned in 2007 and 2008, while delayed, appear to be back on track. A large Drury Inns & Suites project is ready to break ground and a second Whole Foods grocery is already under construction. Projects in the Goose Creek area, the Crescent Center office complex, and McEwen Towne Center show signs of interest again. A 454-unit apartment complex near the Nissan headquarters has begun road construction, and many smaller projects are once again finding their way to the Planning Commission agenda.

Commercial and industrial recruiting efforts are active again and there are signs of job increases and employment announcements for new and existing businesses. The Williamson County economy, based on a diversified mix of auto, healthcare, entertainment, government and service jobs, continues to be less affected by the national trends than most Tennessee counties. Expansion of the Cool Springs Life Science Center, which houses the headquarters of Biomimetics, is now complete and may increase the number of scientific jobs.

### ***Local Concerns and Obstacles***

Residential and commercial construction continues to be a concern for the local economy. With the rise of unemployment and tighter credit restrictions, moving to a new home in Williamson County is not currently an option for many Tennessee residents. It is unclear when a return to the historic growth rate will occur. The lack of construction translates into a reduction in impact fees that are used by local governments for schools, roads, and other public infrastructure.

Gasoline prices are well below their summer 2008 level. However, steady increases in fuel costs are evident over the current budget cycle and are forecasted for future years. This will impact municipalities that need fuel for police activity, street maintenance equipment, emergency services, solid waste collection and disposal, transit operations, park maintenance and a wide variety of public services. School systems are affected in their transportation and utility expense. Petroleum prices also impact the cost of asphalt for street resurfacing, transportation charges on delivered items, and surcharges on utility bills. Spikes in the price of fuel have always been a concern, but the extremely tight budgets resulting from dramatic cuts in FY2009 and FY2010, and future cuts in FY2011, have placed a greater emphasis on the effect of fuel costs.

An ongoing local concern is the new range of shopping opportunities afforded to area residents and the effect that competing retailers, combined with higher gasoline prices, will have on regional shopping. Even after an economic recovery, it is likely that we will see fewer trips to the established shopping facilities in Franklin as shopping centers are completed and opened. Prior to the economic downturn, the local Franklin population continued to increase at a steady rate of almost 3% per year. Combined with modest inflation and growing per capita income, a baseline growth rate in sales revenues of roughly five percent annually had been established. That baseline growth, however, will not return in full until the economy stabilizes and job losses are curtailed. Further complicating the revenue equation is the continued proliferation of interest sales, much of which escapes local taxation.

A major factor in the stability of the area is the extremely low property tax rate and a public school system considered to be one of the best in the State. The drawback to the low tax rates, however, is an ever increasing dependence on sales tax to fund the general fund budget of the City. Over the last twenty years, the property tax rate has been reduced from \$1.75 per hundred of assessed valuation to the current level of 43 cents per hundred. Each time that property values are reassessed, the tax rate has been lowered by an offsetting amount. Without an adjustment in collections for increases in the general price index, the purchasing power of the property tax rate has fallen dramatically. The current value of the tax rate, adjusted for inflation, is 14 cents per hundred. Unless there is a substantial rebound in the sales tax collections, an upward adjustment in the property tax will be required or some level of core services will have to be eliminated.

## ***Challenges ahead***

Although improvement in housing and construction is welcome, sustained housing growth is facing a number of issues going forward. First, the Federal Reserve has signaled that it will unwind its position in the mortgage market. Over the past year, the Fed has purchased large amounts of mortgage-backed securities in order to provide a base level of demand for mortgages, putting downward pressure on mortgage rates. As the Fed eases up its purchases and begins selling its stock of mortgage securities, this will create upward pressure on mortgage rates.

Second, the Federal Housing Administration has announced it will tighten its lending requirements in order to forestall anticipated future loan losses. This will mean that some classes of borrowers may no longer qualify for an FHA-backed loan. And third, the first-time home buyer tax credit expired at the end of April. The net effect of these three events remains to be seen, but will likely create a drag on future activity.

One of the main challenges ahead for the City is funding the large number of capital projects that will be required to serve what will soon become the eighth largest Tennessee city. Utility projects, particularly in the older sections of the City, combined with new lines that are needed for growth will require substantial capital investment in the next few years. Road projects, including the completion of a “ring” road and several “major collector” streets, will also require substantial funding from the City and the State. The newly completed Police headquarters will require over \$2 million per year in additional debt service. A capital funding program has been adopted for these capital projects. Although the funding program allows the City to remain near its benchmarks, continued reductions in the General Fund budget will drive the debt service level percentage of expenditures to the top of the allowable range.

Contributions for retirement continue to absorb over ten percent of the general fund budget, and reserves for retiree medical liability will continue to be monitored.

Overall, the City of Franklin is in an enviable position: financially strong, growing in ways that are thoughtful and appealing, recognized as one of the best places in the country for businesses, and blessed with a talented and educated workforce and a population that enjoys and appreciates their City.

## ***Short-Term Economic Outlook***

The state economy should see improvement in economic conditions as 2010 unfolds. However, a strong and vigorous rebound is not expected. Even if rapid growth does emerge, it may be at least two years before economic conditions return to their pre-recession levels. The labor market is expected to see a slow recovery. The state unemployment rate will likely average 10.4 percent this year and remain stuck above 10 percent through 2011. That will translate into more than 300,000 unemployed people in Tennessee in 2010 and 2011 and put sustained pressure on the state’s unemployment insurance trust fund. Nonfarm employment will see its first seasonally-adjusted quarterly gain this year since the fourth quarter of 2007.

The only broad sectors expected to see job growth are wholesale trade, professional and business services, education and health services. Stronger but below trend job growth of 0.8 percent will

materialize in 2011. Durable goods manufacturing jobs are expected to see modest growth in 2011, a short-lived and partial rebound from the depths of the recession; nondurable goods employment will continue to contract. A slower rate of job loss, along with the expectation of a rising average wage, should produce 2.5 percent growth in wage and salary income in 2010. Other labor income, proprietors' income and rent, interest and dividend income are also expected to grow for the year. Transfer payments will increase 8.1 percent in 2010, below the rates of growth of the prior two years. Forecasts for personal income growth are between 2.1 percent and 2.9 percent in 2010, improving to 3.5 percent growth in 2011.

The severely depressed level of taxable sales along with the emergence of economic expansion will support improved sales activity in future quarters. Seasonally-adjusted quarterly sales should move into the black in 2010, though 2009 year-over-year sales will still be down by more than 3 percent. On a fiscal year basis, taxable sales for the state are expected to fall 2.5 percent in the current fiscal year before recording a 3.3 percent gain in the 2010/11 fiscal year.

### ***Long-Term Economic Outlook***

Most recessions are relatively short in duration and have modest effects on long-term patterns of economic performance. The current recession may be an exception. The recession that began in December 2007 has been the longest and deepest economic downturn since the Great Depression. While the end is now in sight, many measures of economic performance—including employment and unemployment—continue to show deterioration. The crumbling economy has taken levels of economic activity to unprecedented lows and has had a similarly devastating impact on revenue collections.

State revenue collections reached their pre-recession peak in the 2007/08 fiscal year. Revenues are not expected to surpass their pre-recession peak until the 2012/13 fiscal year. In the meantime, the state will find that federal stimulus funds in support of the budget will have been exhausted. Nonfarm employment in Tennessee is expected to grow at a 1.0 percent compound annual growth rate between 2009 and 2019. Growth over this extended period of time will be depressed by the expectation of job losses in 2010 and subpar growth in 2011. Manufacturing will see some modest gains in 2011 and 2012 but will not recover the jobs lost in the current cycle. Manufacturing will see job erosion in each year after 2012. Professional and business services and education and health services will enjoy the strongest rate of job growth over the long-term forecast horizon.

Tennessee's unemployment rate stood at 4.1 percent in 1999 and fell to 4.0 percent the following year. By the fourth quarter of 2007—corresponding to the onset of the recession—the state unemployment rate had drifted to 5.3 percent. The scope of job loss and the slow pace of economic expansion from the trough of the recession are expected to yield unemployment rates in excess of 10 percent in 2010 and 2011. The state unemployment rate is expected to remain stubbornly high for several years to come, not falling below 7 percent until 2016. Large numbers of Tennesseans will remain "structurally unemployed" as their skills will not mesh well with the skill requirements of employers. Personal income growth in Tennessee lagged the nation between 1999 and 2009. The long run forecast indicates that same pattern will emerge in the years out to 2019. Per capita income in Tennessee will fall as a share of U.S. per capita personal income as well. Inflation adjusted state gross domestic product in Tennessee will grow at a 3.1 percent compound annual growth between 2009 and 2019. This is a significant improvement over the record dating back to

1999 and reflects, in part, the recession of 2001 and the recession that began in 2007 which has dampened historical growth.

Large portions of the economy have stabilized through active intervention of the U.S. Treasury and the Federal Reserve. In the view of most economists, the actions of the federal government prevented the “perfect storm” of financial events from becoming an economic calamity. As the private economy stabilizes from the 2008 meltdown, the wild card in the recovery is the status of state and local governments. The dramatic loss of revenues, combined with increasing obligations for pension and health care and increasing demand for services, could create a new crisis that would result in a double dip recession. The consensus view is that the likelihood of a double dip is now remote. But should that occur, we may find that our completion of the journey through the “perfect storm” is instead the “eye of the storm,” with future turbulence ahead.

*Sources: UT Center for Business Research; MTSU; State Funding Board; Atlanta Federal Reserve*

## City of Franklin

### Revenue Forecast

The City of Franklin has a broad economic base encompassing multiple revenue sources. These revenue streams fund various programs and projects as approved by the Board of Mayor and Aldermen. The City is blessed with a diverse and growing business base. Consistently high growth from business activity has historically been the primary driver to many of our revenue streams.

The forecast for the near term is improving in most areas, but is not as positive as in prior years for the housing and construction sectors. A general slowing of the economy, increased gas prices, increased retail choices in nearby communities, and significant build out of the Cool Springs area has resulted in a decline in the rate of revenue growth that is not expected to be offset in the short term by general population increases. We are projecting that the second half of FY 2010 is experiencing a rebound and that FY 2011 will see growth in most of the revenue sources as financial markets rebound.

Our revenue streams are primarily derived from business activity and growth, as well as rates charged for services. Some capability exists to modify rates and fees to change the resultant revenues on business services provided by City departments. Our projections assume some modest changes in rates for services to better reflect the true cost of providing the service.

#### **General Fund**

The **General Fund** obtains revenue primarily from sales tax, property tax, business tax, state shared revenue, taxes on the sale of alcohol, building permits, court fees, the Hall income tax and miscellaneous user service fees. As noted above, general business activity drives the revenue for this fund.

Local Sales Tax is the City's primary revenue source. Almost half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District. Significant erosion in collections has occurred due to the national economic situation, increased gas prices and increased competition from alternative shopping options in surrounding cities.

Property Tax is the second largest source of revenue for the City and comes from Residential/Farm properties and Commercial/Industrial properties. This revenue will continue to grow in FY 2011 reflecting the completion of commercial buildings and construction of residences since 2009. The property tax rate has not been increased for twenty one consecutive years.

Intergovernmental Revenues derived from State-shared taxes always face an uncertain path due to pressures in funding State services. The General Assembly reduced shared taxes to cities and used these funds when the State faced significant revenue shortfalls earlier this decade. During the current economic downturn, the State has shown resolve to leave these state-shared revenues for city and county use. This budget assumes no major shift in local



funding levels. This will continue to be monitored as the State finalizes its FY 2011 budget. Business tax will be added to State-shared revenues in FY2011, as the State has absorbed the role of primary collector from local governments.

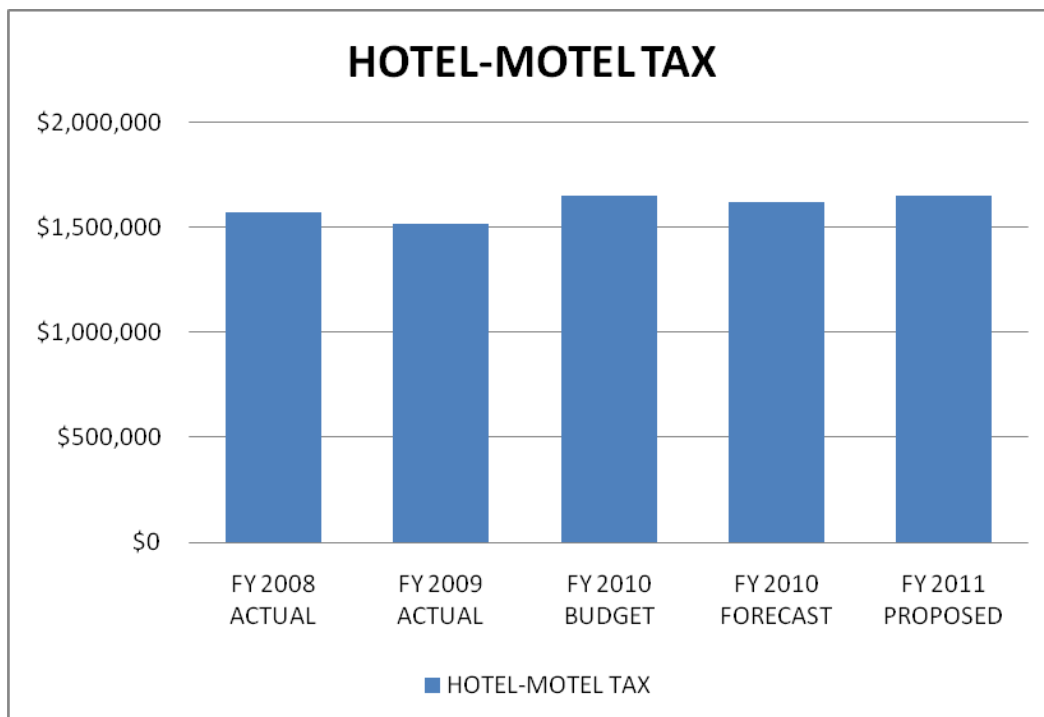
**Special Revenue funds**

Some activities are funded from dedicated sources, including the hotel/motel tax, solid waste fees, road impact fees, and facilities tax.

**Hotel/Motel Tax** funds debt payments on the Conference Center and park expansions (Harlinsdale and Eastern Flank). This revenue is a tax on the gross receipts of hotels. Revenue growth has been strong as Franklin has benefited greatly from convention trade, business travelers and visitors but has flattened recently due to the decline in travel.

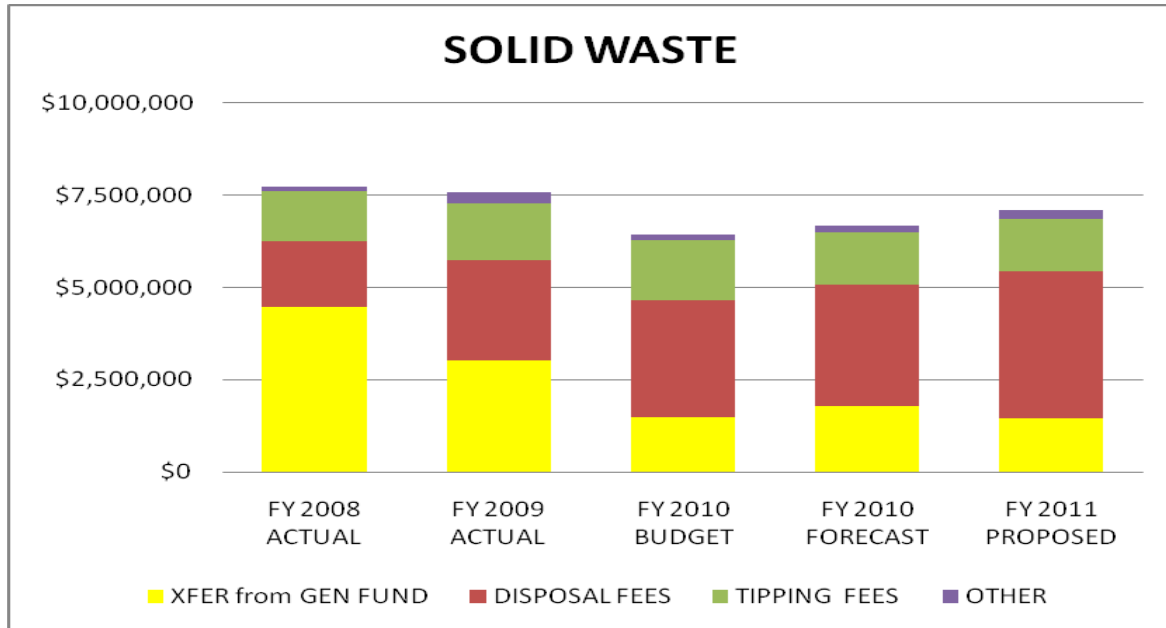
Although new hotels have opened their doors and new ones are being completed, annual growth has slowed as occupancy has been impacted by the national downturn in the economy. Currently, we have over 2,000 rooms available in the City. The additional rooms have allowed total revenues to remain constant and are projected to remain stable until the middle of 2010 when additional rooms are available and the travel business rebounds.

This tax is currently 4% and has legislative authority to be raised to 5%. In FY 2005 the rate was increased from 2% to 4% in order to fund the park and open space projects. The receipts have been restated to normalize at the current 4% rate.

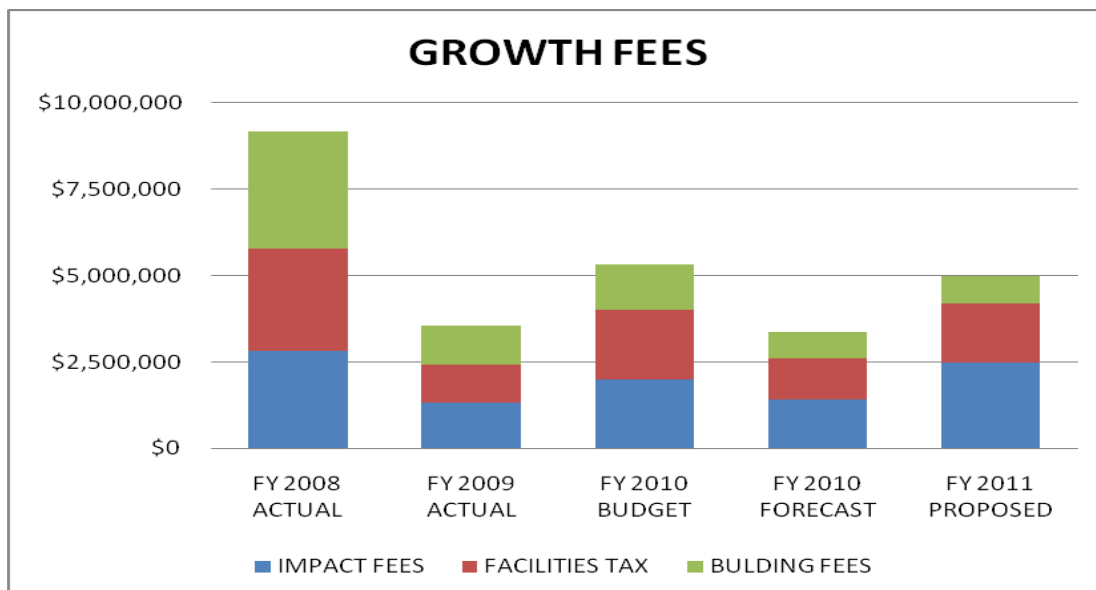


**Solid Waste** is one of the many services provided to the citizens of Franklin. Residential service is mandatory for detached housing units and billed to each customer monthly.

Current service rates do not cover the full cost of providing this service. The General Fund subsidizes residential solid waste trash service by allocating funds each year to fund the difference in revenue generated and the expense of operating the service. In FY 2011, the subsidy from the General Fund drops considerably and is projected to be approximately \$1.5 million assuming the residential service monthly service fee is increased from \$12/month to \$15/month.



**Growth** funds come from impact fees for the development of new commercial and residential buildings in the city. The City has not been immune from the overall decline in the state and national economy, and has experienced a slowdown in fees to initiate new developments in both the residential and commercial sectors. Fees are set to cover anticipated additions to support growth as reflected in the CIP.



## City of Franklin

### Debt Capacity & Debt Service Levels

In FY 2009-10, the City completed \$44 million in borrowings. Even with this amount, there is a need for additional borrowing if all of the proposed capital projects are adopted.

The City of Franklin's bond rating by both Moody's Investor Services and Standard & Poor's is Aaa (triple A), the highest rating possible. The City of Franklin is one of only three Tennessee cities with the triple A rating (Brentwood and Germantown are the other two).

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 are debt per capita, debt burden, and debt service as a percentage of General fund expenditures. The City's approved debt policy is included in this budget document in Appendix F.

## City of Franklin Debt Service

In 2010, the City created a fund for accumulation of resources and the payment of debt service. 19.3 cents of the total property tax rate (43.4 cents) has been proposed 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 Solid Waste Fund.

### GOVERNMENT FUNDS

	BOND INFORMATION				2011 DEBT SERVICE			DEBT SERVICE PAID BY				Total	
	Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2011 Principal	2011 Interest	Total 2011 Principal + Interest)	General Fund	Solid Waste Fund	Road Impact Fund		Hotel/Motel Tax Fund
1	2002 Refunding	Used to retire bonds previously issued in 1996 for the Conference Center	2013	\$4,550,000	\$1,550,000	\$495,000	\$56,706	\$551,706				\$551,706	\$551,706
2	2002 TN Municipal Bond Fund	Used to construct the Century Court Public Works facilities	2017	\$5,000,000	\$2,789,000	\$360,000	\$52,500	\$412,500		\$412,500			\$412,500
3	2003 TN Municipal Bond Fund	Used to construct Century Court	2018	\$2,000,000	\$1,248,000	\$140,000	\$21,000	\$161,000		\$161,000			\$161,000
4	2004 Refunding	Used to retire bonds previously issued in 2000 for 2nd Ave Parking Garage and in 1998 for road projects	2015	\$7,770,000	\$4,040,000	\$865,000	\$117,925	\$982,925	\$442,316		\$540,609		\$982,925
5	2004 New Bonds	Used to purchase Harlinsdale Farm property	2024	\$8,000,000	\$6,820,000	\$320,000	\$269,569	\$589,569				\$589,569	\$589,569
6	2005 TN Loans	Used to fund 4 projects: (1) Dry Branch Mitigation, (2) 800 MHZ, (3) Royal Oaks at 96, (4) N Carothers Pkwy Extension	2024	\$13,500,000	\$10,760,000	\$600,000	\$199,920	\$799,920	\$799,920				\$799,920
8	2005 TN Bond Fund	Used for WI-FI communications project	2017	\$4,500,000	\$3,280,000	\$380,000	\$100,450	\$480,450	\$480,450				\$480,450
9	2005 Lawrenceburg PBA	Used for 1/2 of purchase price of Battlefield Park property (\$2.5m) and r.o.w. for McEwen (\$2m)	2021	\$4,500,000	\$3,540,000	\$265,000	\$126,566	\$391,566			\$176,205	\$215,361	\$391,566
10	2007 Franklin Building Authority	Used for several projects including public safety building, parks, and road projects	2037	\$20,000,000	\$20,000,000	\$0	\$726,287	\$726,287	\$413,984		\$312,303		\$726,287
11	2009 TMBF	Used for several projects including public safety building, parks, and road projects	2029	\$25,000,000	\$24,203,000	\$833,000	\$371,000	\$1,204,000	\$493,640		\$614,040	\$96,320	\$1,204,000
13	2009A&B	Used for several projects including public safety building, parks, and road projects	2029	\$44,000,000	\$44,000,000	\$1,575,000	\$1,854,925	\$3,429,925	\$2,229,451		\$1,186,754	\$13,720	\$3,429,925
14	2010 New Bonds	To be used for Hillsboro Rd, 3rd Ave N Extension, and Columbia Ave Streetscape	TBD	\$15,729,000	\$15,729,000	\$0	\$133,263	\$133,263	\$133,263				\$133,263
<b>Government Funds Totals</b>				<b>\$154,549,000</b>	<b>\$137,959,000</b>	<b>\$5,833,000</b>	<b>\$4,030,111</b>	<b>\$9,863,111</b>	<b>\$4,993,024</b>	<b>\$573,500</b>	<b>\$2,829,911</b>	<b>\$1,466,676</b>	<b>\$9,863,111</b>



HISTORIC  
**FRANKLIN**  
TENNESSEE

# **General Fund Budget**

# General Fund Revenue

CITY OF FRANKLIN  
2010-2011 FISCAL YEAR BUDGET

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**GENERAL FUND**

		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>LOCAL TAXES</b>		<b>39,095,168</b>	<b>37,451,780</b>	<b>36,746,609</b>	<b>35,912,969</b>	<b>32,138,331</b>
31100	Property Taxes (24.1 cents in 2011)	10,337,833	10,598,592	8,602,709	8,599,018	6,617,531
31120	Penalty & Interest on Taxes	8,584	38,237	40,000	50,000	40,000
31190	Cost Recovery from Enterprise Funds - Water PILOT	0	0	0	0	50,000
31200	In Lieu of Tax (Local)	42,050	148,520	138,000	388,000	351,000
31300	Sales Tax (Local)	23,185,434	21,152,554	22,383,900	21,837,951	22,383,900
31400	Wholesale Beer Tax (Local)	1,312,792	1,315,666	1,377,000	1,300,000	1,326,000
31410	Beer Privilege Tax	17,032	17,149	18,000	18,000	18,500
31420	Wholesale Liquor Tax	726,802	753,282	760,000	810,000	826,200
31430	Liquor Privilege Tax	59,245	63,480	60,000	65,000	66,300
31440	Mixed Drink Tax	477,761	424,471	867,000	445,000	453,900
31500	Business Tax (delinquent only in 2011)	2,927,635	2,939,829	2,500,000	2,400,000	5,000
<b>LICENSES AND PERMITS</b>		<b>4,793,850</b>	<b>3,338,753</b>	<b>2,954,400</b>	<b>2,787,602</b>	<b>3,198,641</b>
32100	Mechanical License	6,188	6,736	6,500	7,000	7,200
32110	Mechanical Permits	244,490	117,989	122,400	75,000	76,500
32120	Building Permits	2,395,129	559,112	660,000	400,000	408,000
32140	Plumbing License	5,030	5,307	7,000	6,000	6,216
32150	Plumbing Permits	147,836	70,866	76,500	55,000	56,100
32160	Electrical Inspections	329,502	187,423	204,000	136,000	138,700
32170	Plans Review Fees	105,519	107,222	148,000	38,717	39,500
32171	Consultant Fees	0	14,557	15,000	3,500	3,600
32172	Reinspection Fees	0	700	2,000	2,400	2,500
32173	Sign Permits	0	4,098	4,000	7,800	8,000
32174	Café Fees	0	300	0	860	900
32175	Grass Cutting	0	0	0	1,500	1,500
32180	Tree Cutting Permits	1,275	125	1,000	50	50
32190	Grading Permits	5,900	2,900	5,000	1,000	5,000
32200	Rezoning Fees	34,210	2,800	7,000	1,400	1,500
32210	Site Plan Fees	83,464	28,212	35,000	20,000	20,400
32220	Plat Submittal Fees	30,635	11,975	20,000	11,000	11,300
32230	Miscellaneous Planning Fees	1,337	9,437	15,000	12,000	12,300
32300	Beer Permits	8,500	11,950	8,000	14,000	14,300
32400	Yard Sale Permits	9,075	9,810	11,000	9,000	9,200
32410	Taxi Operator Fees	0	0	0	375	375
32450	Business License (local license)	0	0	0	0	250,000
32500	Alarm Permits	17,646	19,440	20,000	20,000	20,400
32600	Miscellaneous Permits	5,785	3,300	8,000	5,000	5,100
32700	Franchise Fees	1,362,329	2,164,494	1,579,000	1,960,000	2,100,000
<b>INTERGOVERNMENTAL</b>		<b>7,801,620</b>	<b>6,854,410</b>	<b>8,586,307</b>	<b>7,711,677</b>	<b>11,838,983</b>
33100	Administrative Fees From Water/Wastewater	1,194,180	1,194,180	1,373,307	1,373,307	1,512,063
33102	Administrative Fees From Stormwater	0	0	145,000	145,000	252,010
33103	Administrative Fees from Solid Waste (new in 2011)	0	0	0	0	252,010
33200	Income Tax (State)	1,952,187	1,102,450	1,500,000	1,200,000	1,200,000
33210	Sales Tax (State)	3,588,358	3,687,950	3,765,000	3,673,170	3,765,000
33230	Beer Tax (State)	27,027	29,324	25,000	30,000	30,600
33240	Bank Excise Tax (State)	169,142	155,745	150,000	55,000	55,000
33250	In Lieu of Tax-TVA (State)	458,859	539,262	556,000	618,580	650,000
33260	Maintenance of State Routes (Mack Hatcher)	19,319	0	0	0	0
33270	Business Tax (from State)	0	0	0	0	2,450,000
33360	Emergency Shelter Grants	0	32,096	30,000	33,850	0
33400	Police Equipment Grants	1,169	0	0	0	0
33410	Federal Grant-Ballistic Vests	255	4,985	0	4,985	0
33420	Highway Safety Grant	42,286	0	0	0	0
33420	TN Driver Safety (Police)	0	0	10,000	0	0
33430	Community Enhancement Grant	4,000	0	0	0	0

# General Fund Revenue

## (continued)

CITY OF FRANKLIN  
2010-2011 FISCAL YEAR BUDGET

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GENERAL FUND

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>INTERGOVERNMENTAL (continued)</b>					
33440 Canine Transport Grant	0	6,500	0	0	0
33450 Fight Impaired Driving Grant	0	26,399	0	24,625	0
33500 Rideshare Grant	153,478	0	0	0	0
33540 Federal Grant-Traffic Operations Center	122,250	7,600	772,000	420,960	528,000
33560 FIDP Grant	49,415	0	0	0	0
33590 Federal Grant-DOE Block Grant	0	0	200,000	0	0
33590 Sustainability Salary Recovery/Planning	0	0	60,000	20,000	40,000
33700 Planning/Preservation Grants	5,352	0	0	0	0
33810 Jim Warrant Park Tree Grant	0	13,019	0	0	0
33820 Tree Commission Lectures Grant	0	1,500	0	1,500	0
33900 Big Read Grant	14,343	0	0	0	0
33900 Preservation Grant	0	14,400	0	0	0
33900 ICAC Grant (Police)	0	35,000	0	0	0
33910 TN Historical Commission Grant	0	4,000	0	0	0
33955 Federal ARRA Grant-Traffic Operations Center	0	0	0	110,700	1,104,300
<b>CHARGES FOR SERVICES</b>	<b>50,630</b>	<b>49,716</b>	<b>55,000</b>	<b>64,300</b>	<b>64,300</b>
34105 Regional Fire Training	0	950	0	300	300
34110 Maps Sold	4,525	1,759	3,000	2,000	2,000
34120 Plans Sold	3,200	5,932	5,000	0	0
34130 Records Sold	0	216	0	0	0
34200 Accident Reports	39,635	36,854	40,000	40,000	40,000
34210 Fingerprinting Fees	980	1,070	1,500	1,500	1,500
34220 Sexual Offender Registry	1,300	1,575	1,500	1,500	1,500
34230 License Seizure Fees	990	1,360	2,000	2,000	2,000
34235 Citizen's Police Academy	0	0	2,000	2,000	2,000
34250 3rd Party Billable Overtime	0	0	0	15,000	15,000
<b>FINES AND FORFEITURES</b>	<b>904,588</b>	<b>1,122,840</b>	<b>1,108,000</b>	<b>1,107,000</b>	<b>1,082,000</b>
35110 Drug Fines	65,538	0	to Drug	to Drug	to Drug
35120 City Court Fees & Fines	718,809	969,187	950,000	950,000	900,000
35125 Delinquent Court Fees & Fines	0	0	0	0	50,000
35130 General Sessions Fines	46,054	52,187	79,000	79,000	79,000
35140 Parking Fines	50,036	46,659	51,500	51,500	51,500
35210 Confiscated Goods (State)	0	(639)	0	0	0
35300 Beer Board Violations	0	250	1,500	1,500	1,500
35400 Business Tax Recording Fees (delinquent in 2011)	24,151	24,837	26,000	25,000	0
35600 Tree Bank Fees	0	30,359	0	0	0
<b>USES OF MONEY AND PROPERTY</b>	<b>2,151,708</b>	<b>1,244,423</b>	<b>1,109,000</b>	<b>1,271,500</b>	<b>1,041,500</b>
36100 Interest Income	1,695,696	1,002,920	840,000	812,500	772,500
36400 Rebates on Purchases	51,721	27,112	25,000	25,000	25,000
36500 Rent - City Hall & Others	14,801	18,001	20,000	20,000	20,000
36600 Park Concession & Rentals	22,158	23,857	24,000	24,000	24,000
36800 Sale of Surplus Assets	263,485	76,197	100,000	290,000	100,000
37900 Miscellaneous Income	103,847	96,336	100,000	100,000	100,000
<b>Total Current Year Revenue</b>	<b>54,797,564</b>	<b>50,061,922</b>	<b>50,559,316</b>	<b>48,855,048</b>	<b>49,363,755</b>
39100 Capital Allocation from Fund Balance	0	2,000,989	3,177,072	3,571,656	669,550
<b>Grand Total Revenue</b>	<b>54,797,564</b>	<b>52,062,911</b>	<b>53,736,388</b>	<b>52,426,704</b>	<b>50,033,304</b>



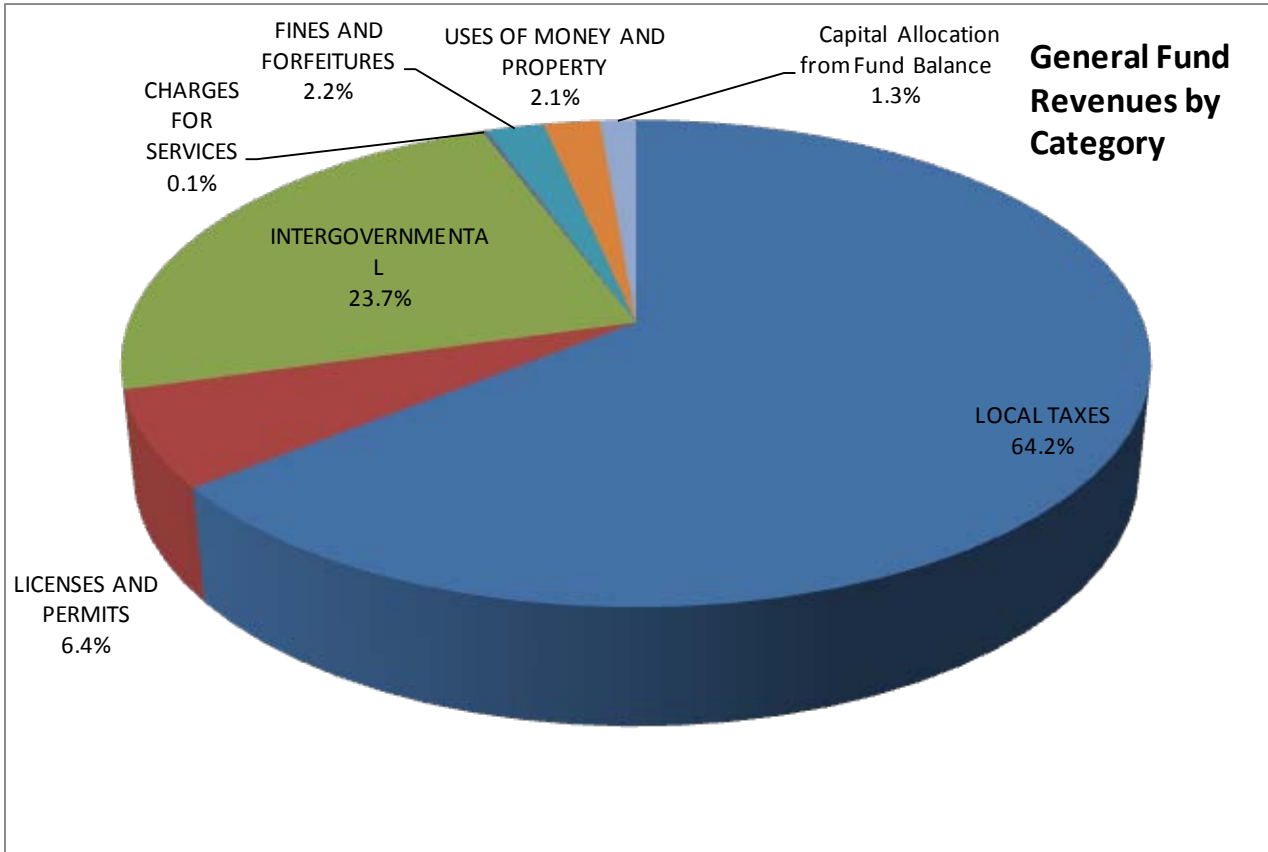
## General Fund Major Revenue Sources

These are the major sources of revenue in the General Fund. (Note: For 2010 & 2011, a portion of the 43.4 cent property tax described below is allocated to the debt service fund and not shown in the amounts for those years below).

ITEM	DESCRIPTION	HISTORICAL ANNUAL GROWTH (10 Year)	RECENT ANNUAL GROWTH (FY 08 Actual to FY 11 Approved)	FY 2008	FY 2009	FY 2010		FY 2011
				ACTUAL	ACTUAL	BUDGET	PROJECTED	APPROVED
SALES TAX (LOCAL)	Approved locally at 2.25%. Can be changed locally to 2.75%. Historically high level of year over year increase has flattened and expected to fall in FY 2010 but rebound in FY 2011	6.0%	-1.2%	\$23,185,434	\$21,152,554	\$22,383,900	\$21,837,951	\$22,383,900
PROPERTY TAX	<b>GROSS</b> - Approved locally at \$0.434 per \$100 of assessed value. Beginning in FY 2010, a portion of this revenue is split with the debt service fund.	6.7%	5.2%	\$10,346,417	\$10,636,829	\$11,695,000	\$11,321,397	\$11,956,212
	<b>LESS:</b> Portion of city property tax dedicated to debt service fund	NA	NA	\$0	\$0	(\$3,052,291)	(\$2,672,379)	(\$5,298,681)
STATE SHARED TAXES	State shares revenue based on SITUS, or population. Has shown steady increase in recent years. Incl State Sales Tax, Hall Income, TVA In-Lieu, bank excise and Business Tax	6.6%	-3.6%	\$9,123,208	\$8,454,560	\$8,496,000	\$7,976,750	\$8,150,600
ALCOHOL TAXES	Locally collected taxes primarily on the sale and consumption of alcohol. Has shown steady increase consistent with population changes. Tax rate is established by the State. Incl: Wholesale liquor & beer; liquor & beer privilege tax; mixed drink tax	7.5%	5.8%	\$2,635,682	\$2,722,568	\$3,220,000	\$3,090,300	\$3,096,900
FRANCHISE FEES	These are fees that are paid to the City for the privilege of operating in the City and is based on gross revenues and percent established by contract. Includes ATMOS, Comcast, AT&T and Piedmont.	19.6%	18.0%	\$1,362,329	\$2,164,494	\$1,579,000	\$1,960,000	\$2,100,000
ADMINISTRATIVE FEES (from other Funds)	Fees paid from the City's water/Wastewater, Solid Waste & Stormwater funds for administrative services provided by Revenue mgmt and other administrative departments and originally charged to the General Fund	130.0%	22.9%	\$1,194,180	\$1,194,180	\$1,518,307	\$1,518,307	\$2,016,083
FEDERAL GRANTS - TOC	Grant funds, primarily for the enhancement of the City's Traffic Operations Center	12.9%	102.0%	\$411,867	\$145,499	\$1,072,000	\$616,620	\$1,672,300
LICENSES & PERMITS (Other than Franchise Fees)	Fees paid as established by Ordinance for construction of structures inside the City.	3.4%	-22.2%	\$3,482,151	\$1,223,975	\$1,430,400	\$827,602	\$1,162,941
FINES and FORFEITURES	Court fees and fines for violations of ordinances including: traffic, parking and property maintenance. Fees/fines are limited by State law.	4.6%	6.5%	\$904,588	\$1,122,840	\$1,108,000	\$1,107,000	\$1,082,000
USE OF MONEY	Includes interest earned on deposits, property rentals, and surplus sales. Beginning in FY 10 includes funding from departments for maintenance of city vehicles.	-2.3%	-17.2%	\$2,151,708	\$1,244,423	\$1,109,000	\$1,271,500	\$1,041,500
<b>TOTAL</b>	<b>EXCLUDES FUND BALANCE TRANSFERS</b>	<b>5.3%</b>	<b>-3.3%</b>	<b>\$54,797,564</b>	<b>\$50,061,922</b>	<b>\$50,559,316</b>	<b>\$48,855,048</b>	<b>\$49,363,755</b>

City of Franklin  
General Fund

**Current Year Revenue by Category**  
**Fiscal Year 2010-2011**



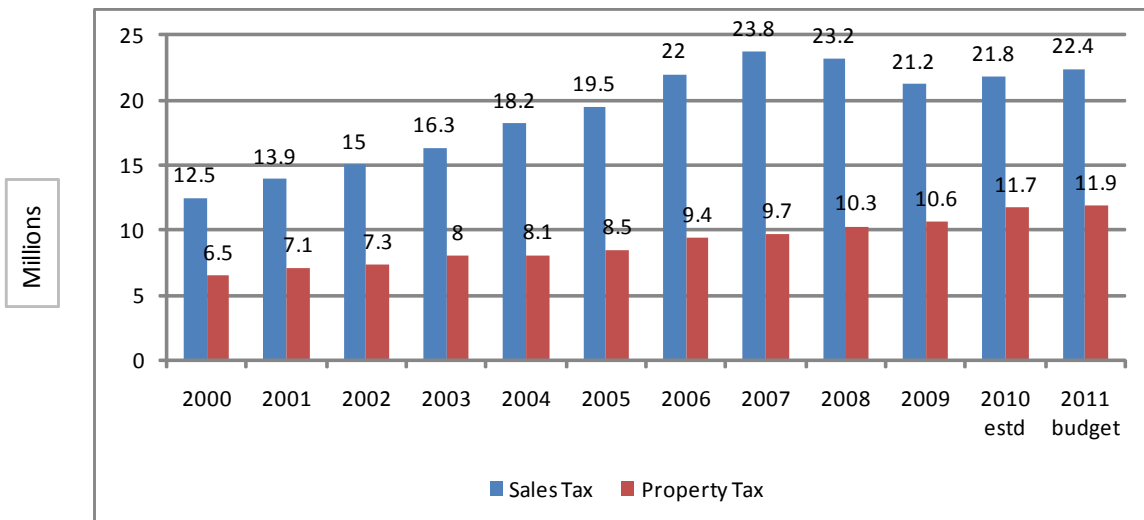
## City of Franklin

# 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 2011, the \$11.9 million is split \$6.6 million in the General Fund and \$5.3 million in the Debt Service Fund).

**Local Sales Tax** is the most significant revenue source for the City. The local sales tax rate is 2.25%. The City receives half of the tax amount if the sale occurs inside the City (with the County receiving the other half). Local sales tax applies only to the first \$1,600 of a single article purchase of tangible personal property.

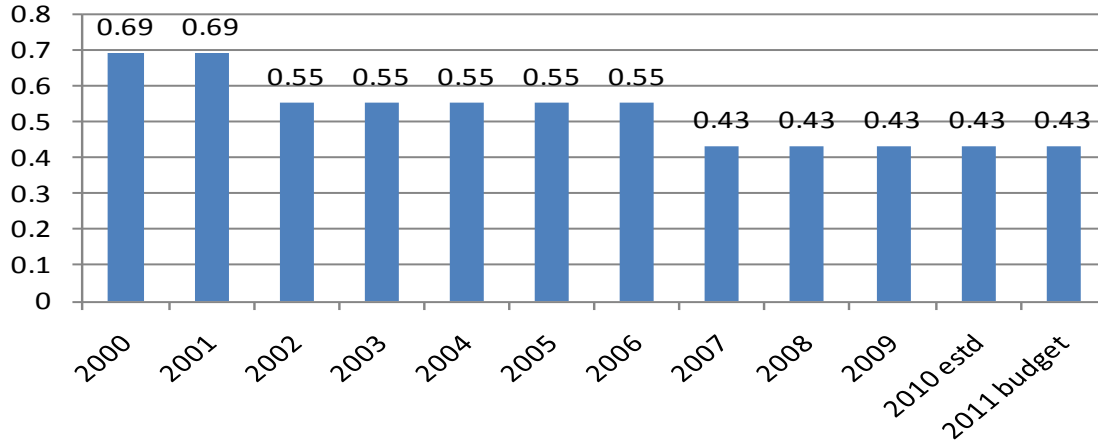
**Property Tax** is one of primary sources of revenue for the City. This revenue comes from Residential/Farm properties and Commercial/Industrial properties. Reassessments occurred in 2001 and 2006.



City of Franklin

# Property Tax Rate Summary

## Property Tax Rate Summary



For 2011, the property tax rate is approved at 43.4 cents per \$100 of assessed value.

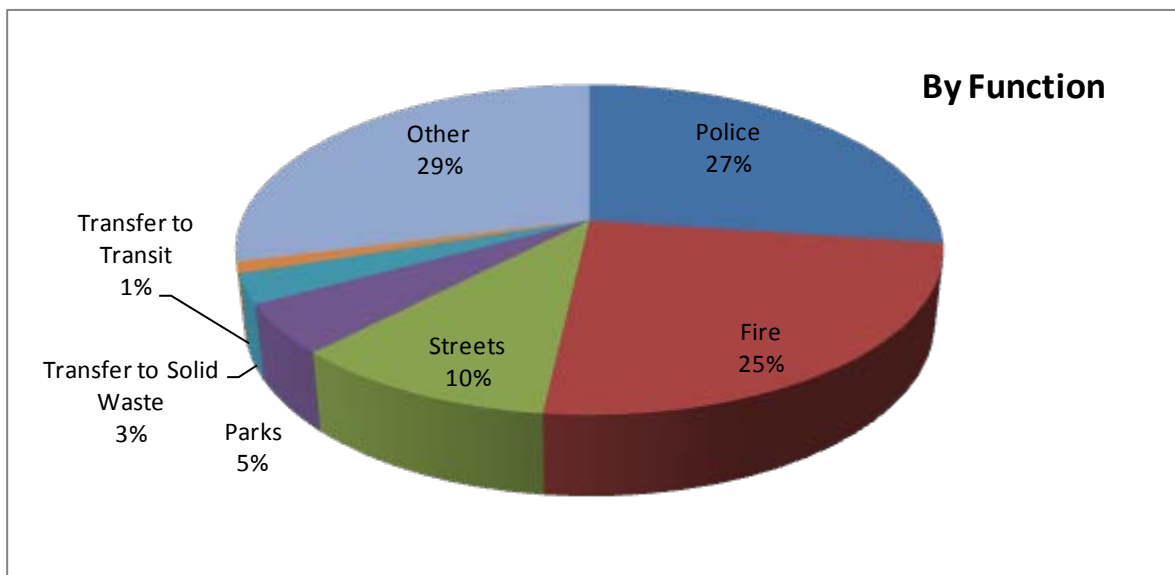
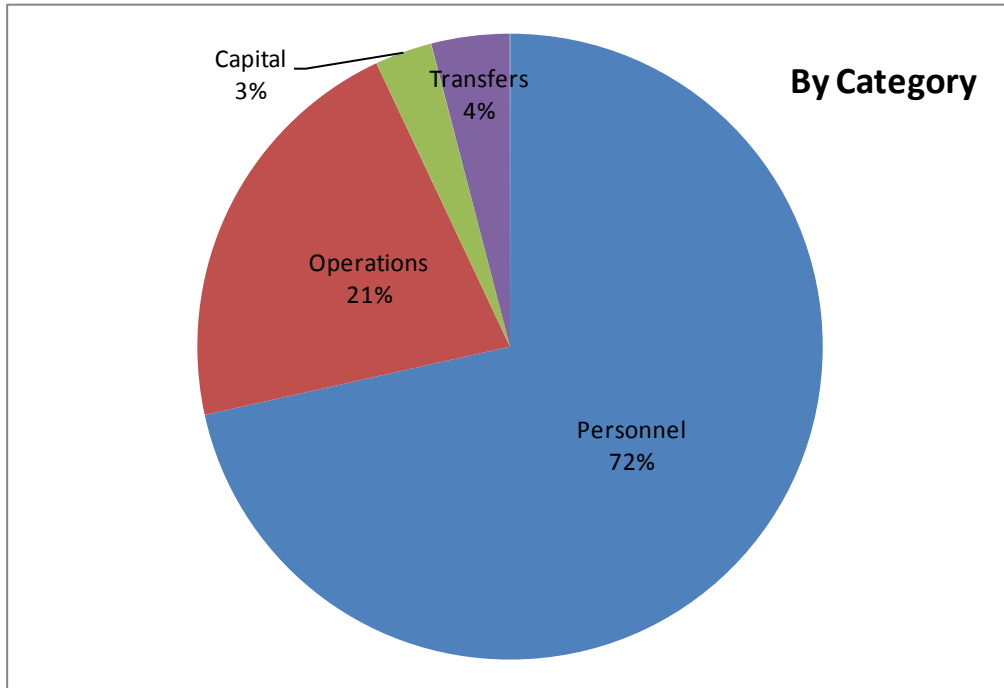
City of Franklin

**General Fund Expenditures by Department  
Fiscal Year 2010 – 2011**

Department	Personnel	Operations	Capital	Transfers	Total
Elected Officials	127,737	25,972	0	0	153,709
Administration	387,388	174,957	0	0	562,345
Capital Investment Planning	209,089	28,332	0	0	237,421
Project & Facilities Management	354,871	330,538	50,000	0	735,409
Human Resources	627,944	191,653	0	0	819,597
Law	244,221	125,477	0	0	369,698
Communications	265,042	49,692	0	0	314,734
Parks	1,680,403	664,531	97,500	0	2,442,434
Police	10,589,368	3,012,585	0	0	13,601,953
Fire	10,990,792	1,255,643	50,000	0	12,296,435
Finance	723,855	83,813	10,000	0	817,668
MIT	1,167,961	827,812	28,000	0	2,023,773
Purchasing	138,798	6,830	0	0	145,628
Revenue Management	754,115	442,657	0	0	1,196,772
Court	192,696	92,743	0	0	285,439
Building & Neighborhood Services	1,667,471	124,690	0	0	1,792,161
Planning & Sustainability	1,244,656	146,318	0	0	1,390,974
Engineering	545,638	54,950	0	0	600,588
Traffic Operations Center	218,614	1,207,282	830,000	0	2,255,896
Streets-Maintenance	2,057,095	1,436,495	175,000	0	3,668,590
Streets - Traffic	537,580	364,215	239,000	0	1,140,795
Streets - Fleet Maintenance	423,211	-35,294	0	0	387,917
General Expense	633,510	-318,609	0	0	314,901
Appropriations	0	399,211	0	0	399,211
Economic Development	0	41,791	0	0	41,791
Transfer to Solid Waste	0	0	0	1,459,008	1,459,008
Transfer to Transit	0	0	0	533,458	533,458
Transfer to Water	0	0	0	45,000	45,000
<b>TOTAL</b>	<b>35,782,055</b>	<b>10,734,284</b>	<b>1,479,500</b>	<b>2,037,466</b>	<b>50,033,305</b>

# General Fund Expenditures

## By Category and Function Fiscal Year 2010-11



## City of Franklin

# General Fund Summary

### GENERAL FUND SUMMARY

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>Beginning Fund Balance</b>	30,384,011	30,763,782	28,762,793	28,762,793	25,191,136
<b>Total General Fund Revenue</b>	54,797,564	50,061,922	50,559,316	48,855,048	49,363,755
<b>Total General Fund Expenditures</b>	54,417,793	52,062,911	53,736,388	52,426,704	50,033,305
<b>Ending Fund Balance</b>	<u>30,763,782</u>	<u>28,762,793</u>	<u>25,585,721</u>	<u>25,191,136</u>	<u>24,521,587</u>
*** Percent of Total Revenues	56%	57%	51%	52%	50%
*** Percent of Total Expenditures	57%	55%	48%	48%	49%

As approved, fund balance equal to approximately 49% of annual expenditures is maintained at fiscal year end 2010-11. This is compliance with the Board's adopted reserve policy, which establishes a benchmark of 33%.

The general fund budget has total estimated annual revenue available of \$49,363,755. In comparison to 2009-10 budgeted, estimated annual revenues for fiscal year 2010-11 are down 1.9%, but is up 2.4% overall compared to the estimated actual revenue for the current fiscal year 2009-10. The local option sales tax continues to be the single largest source of revenue for the City, at 45% of the general fund total. For FY 2011, we project a growth rate over estimated FY 2010 of 2.5% for this revenue.

Property tax is the second largest single source of revenue representing 13% of the general fund total continues to grow at a healthy rate.

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, except for the state income tax on dividends and interest, which is shared on a point of collection basis. These state shared taxes represent 13.9% of estimated revenues.

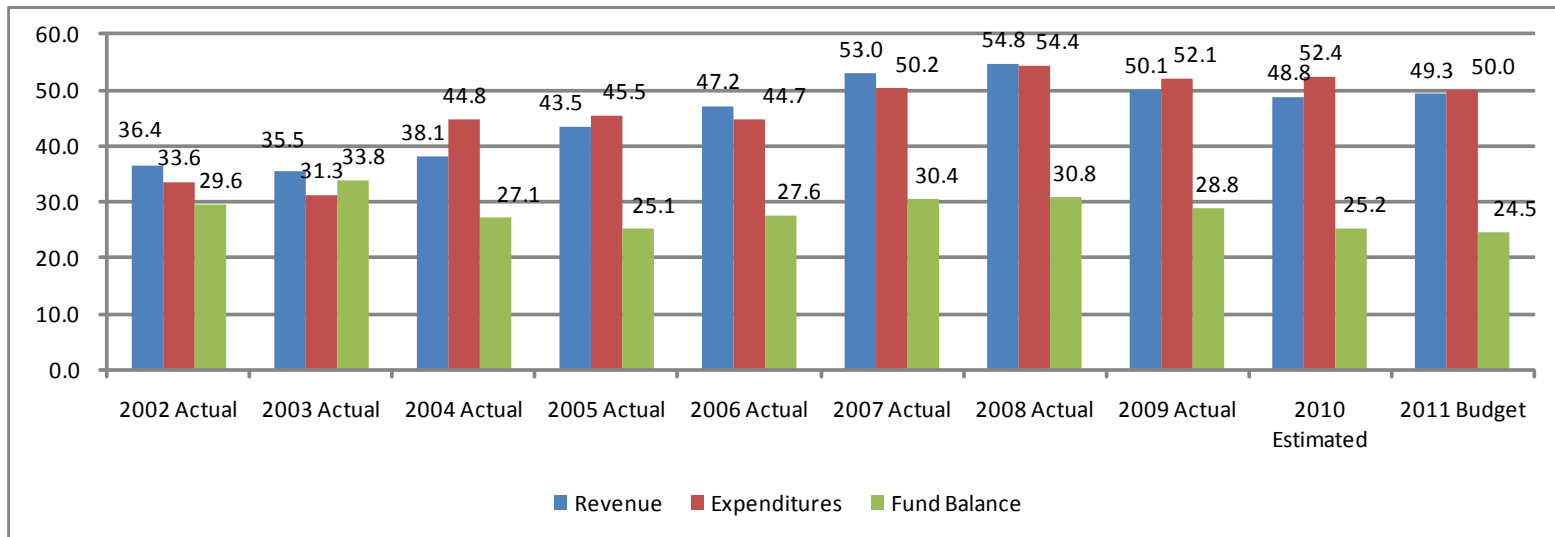
With the balance of revenues from all other sources, the City needs to continue to focus on opportunities and options for further diversification of our sources and types of revenue within the general fund. The dependence on one revenue source, the local sales tax, at a level of greater than 40% is a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

Total estimated general fund expenditures are \$50,033,305. Compared to fiscal year 2009-10, total expenditures for fiscal year 2009-10 are down approximately 4.6% compared to the estimated actual and down 6.8% compared to 2010's budget. Within the approved budget, 72% is dedicated to employee wages and benefits, 21% to operational costs, 3% to capital equipment, and 4% to transfers to other funds (including solid waste operations and transit).

City of Franklin

Financial Performance - General Fund

Fiscal Year 2010-2011



	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Budget
Revenue	36.4	35.5	38.1	43.5	47.2	53.0	54.8	50.1	48.8	49.3
Expenditures	33.6	31.3	44.8	45.5	44.7	50.2	54.4	52.1	52.4	50.0
Fund Balance	29.6	33.8	27.1	25.1	27.6	30.4	30.8	28.8	25.2	24.5

Note: Amounts above are in millions of dollars.





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TENNESSEE



# 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. Under this operating unit are **Human Resources, Law, Communications, Capital Investment Planning, Project and Facilities Management, and Revenue Management.**

## Recognitions and Awards:

- Named one of “America’s Distinctive Destinations” by National Trust for Historic Preservation
- “Top Ten Best Small Towns” (*Southern Living Magazine*)
- Top City in Tennessee to start a small business (and among the top 50 nationally) (*Business Week*)
- Four employees certified as Civil Treatment Training Instructors
- Two HR employees accredited Professionals in Human Resources (PHR)



**2009 Distinctive  
Destination**  
NATIONAL TRUST FOR  
**HISTORIC PRESERVATION®**

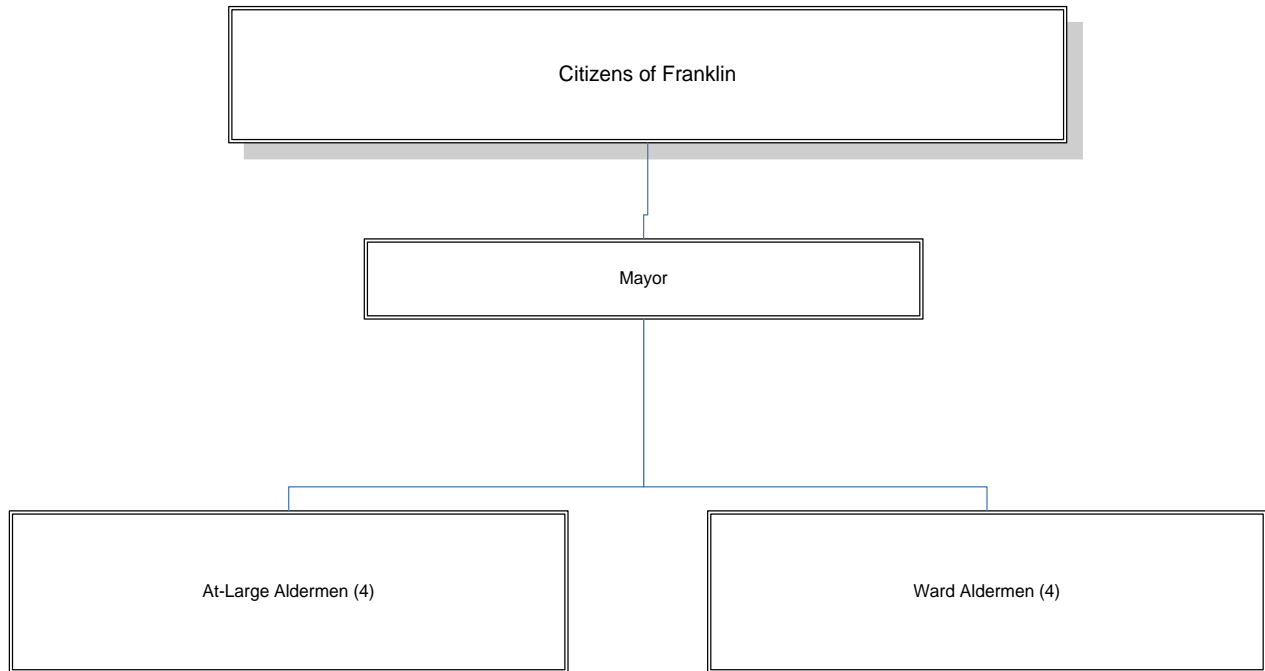
## Elected Officials

*John Schroer, Mayor*

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



# General Fund Elected Officials



**City of Franklin  
2010-2011 Fiscal Year Budget  
General Fund - Elected Officials  
Personnel by Position**

Position	FY 2010	FY 2011
Mayor	1	1
Alderman	8	8
	<b>9</b>	<b>9</b>

Note: This department includes only elected officials. The recording secretary for the Board is located under Administration.

## Budget Notes/Objectives

### *Elected Officials*

#### **Personnel:**

Budgeted officials fees have been increased in 2010-11 based on actual results from fiscal years 2008 and 2009.

#### **Operations:**

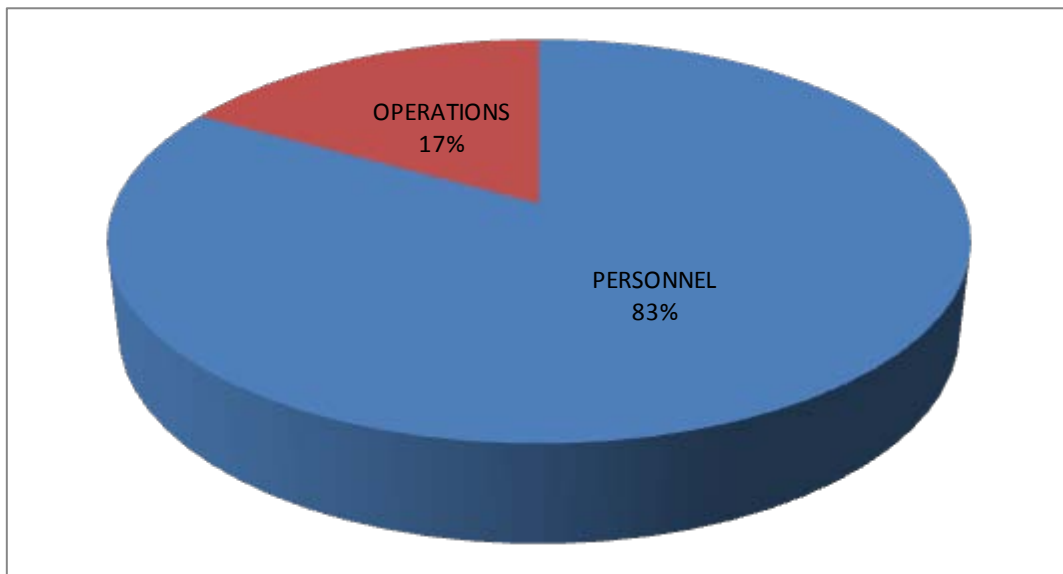
Operating costs are reduced by \$41,415, or 61%, in 2011. This is primarily due to \$40,000 budgeted in the last fiscal year for city elections.

#### **Capital:**

There are no capital costs budgeted in 2011.

# General Fund Elected Officials

110 GENERAL FUND 41100 ELECTED OFFICIALS		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>						
81200	Officials Fees	56,097	56,991	48,487	48,487	53,000
81400	Employee Benefits	87,079	87,774	74,813	74,756	74,737
	<b>Total Personnel</b>	<b>143,176</b>	<b>144,765</b>	<b>123,300</b>	<b>123,243</b>	<b>127,737</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	45	0	200	200	200
82200	Operating Services	433	51	600	600	600
82300	Notices, Subscriptions, Publicity	300	5,765	47,272	47,272	7,272
82400	Utilities	1,628	1,111	3,600	3,600	1,200
82800	Professional Development/Travel	7,439	7,158	10,000	10,000	10,000
83100	Office Supplies	2,701	2,289	5,000	5,000	5,000
83200	Operating Supplies	0	30	0	0	0
83300	Fuel & Mileage (Non-Travel)	0	30	0	0	0
83500	Equipment (<\$10,000)	20,529	60	500	500	1,500
85100	Property & Liability Costs	187	151	215	139	200
85200	Rentals	305	115	0	0	0
85900	Other Business Expenses	0	0	0	0	0
	<b>Total Operations</b>	<b>33,567</b>	<b>16,760</b>	<b>67,387</b>	<b>67,311</b>	<b>25,972</b>
<b>CAPITAL</b>						
89200	Buildings	0	0	0	0	0
89500	Equipment (>\$10,000)	0	0	0	0	0
	<b>Total Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Elected Officials Budget</b>		<b>176,743</b>	<b>161,525</b>	<b>190,687</b>	<b>190,554</b>	<b>153,709</b>



# Administration

*Eric S. Stuckey, City Administrator*

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

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10 (projected)</b>
Number of Agenda Packets reviewed	29	51	46
Number of Sets of Minutes Produced	28	105	114
Number of Resolutions Passed	38	40	69
Number of Ordinances Passed	62	54	69
Number of documents scanned into OnBase:			
Resolutions	39	42	69
Ordinances	66	56	69
Sets of Minutes	28	105	69
<b>Goal: Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.</b>			
Percentage of time target met	45%	55%	70%
Percent of BOMA Meetings with Perfect Attendance	50%	42%	64%



## Sustainable Franklin

This year the Administration Department placed the newly codified Municipal Code on the City's website. It is updated on a constant basis thru MuniCode, our contracted codifier of the code. Besides the value of making this information available to citizens 24/7, it is current and also minimizes the use and cost of paper products.

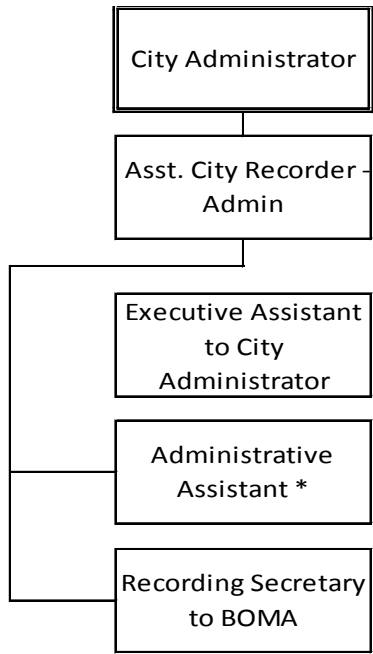
The Board of Mayor and Aldermen's meeting agendas are now available on the City's website. Agenda packets are no longer produced in mass quantities; the agenda and all supporting documents for Board meetings, work sessions, and committee meetings can now be found on the City's website. This information is also distributed to Board members and the City Administrator on electronic memory sticks in lieu of a photocopied packet. The number of printed proposed budget books is also decreasing. This year we plan on producing 15 printed copies of the budget book, compared to approximately 40 copies as done in years past. The budget will be available for viewing on the City's website.

Paper cups are now being purchased for the Administration break room, conference room, and special events. We ceased purchasing Styrofoam cups earlier this fiscal year; however, we are slowly depleting the supply on hand so you may still find them in use at City Hall at times!





# Organizational Chart



\* Unfunded

# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Administration  
 Personnel by Position

Position	Pay	FY 2010		Not Funded	FY 2011		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
City Administrator	28	1	0	0	1	0	0
CIP Executive	26	0	0	0	0	0	0
Communications Manager	22	0	0	0	0	0	0
Facilities Project Manager	22	0	0	0	0	0	0
Assistant City Recorder/Admin	21	1	0	0	1	0	0
Public Outreach Specialist	21	0	0	0	0	0	0
Executive Assistant to City Administrator	13	1	0	0	1	0	0
Administrative Assistant	12	1	0	1	1	0	1
Recording Secretary to BOMA	12	1	0	0	1	0	0
	<b>TOTALS</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>1</b>

## Budget Notes/Objectives

### *Administration*

**Personnel:**

The Administration Department will not fund in 2011 a vacant administrative assistant position.

**Operations:**

Operating costs are reduced by \$32,003, or 15%, in 2011. This is partly due to the budgeting of costs for public relations & education and promotions & special events under Communications in 2011.

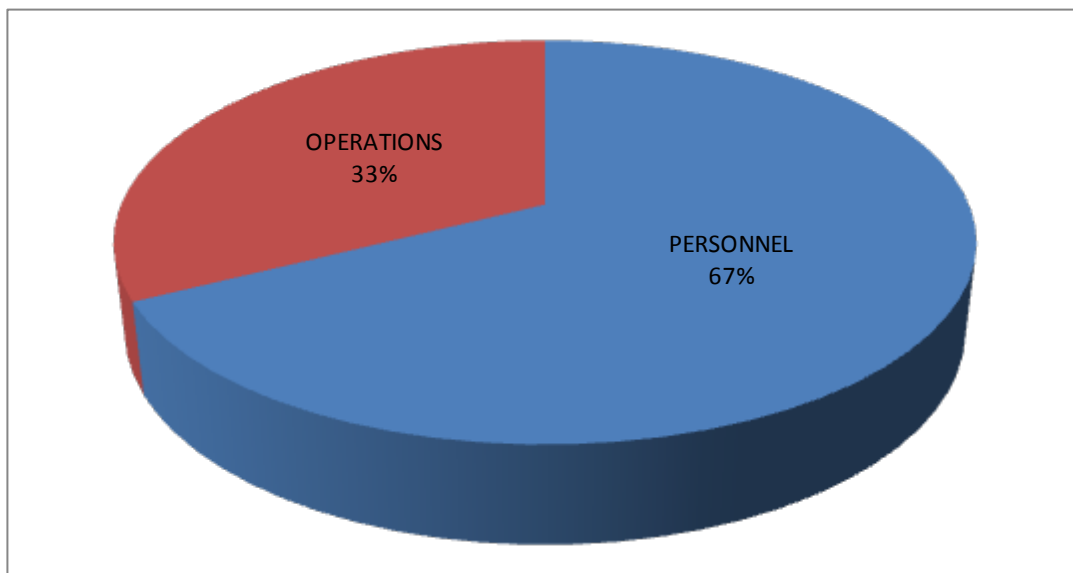
**Capital:**

There are no budgeted capital costs in 2011.

# General Fund Administration

110 GENERAL FUND  
41300 ADMINISTRATION

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>					
81100 Salaries & Regular Pay	558,645	533,664	289,523	289,523	282,052
81400 Employee Benefits	213,349	184,870	132,441	112,524	105,337
Total Personnel	771,994	718,534	421,964	402,047	387,388
<b><u>OPERATIONS</u></b>					
82100 Transportation Charges	503	3,060	10,273	10,273	5,273
82200 Operating Services	13,243	5,235	13,500	13,500	16,000
82300 Notices, Subscriptions, Publicity	59,219	53,054	54,932	54,932	37,932
82400 Utilities	33,967	17,135	45,049	45,049	45,049
82500 Contractual Services	17,450	36,681	2,500	2,500	2,500
82600 Repair & Maintenance Services	4,497	2,675	12,634	12,634	10,134
82700 Employee Programs	11,982	0	11,000	11,000	11,000
82800 Professional Development/Travel	22,207	6,068	18,199	18,199	15,199
83100 Office Supplies	27,474	15,348	30,125	30,125	19,625
83200 Operating Supplies	2,656	511	3,288	3,288	3,288
83300 Fuel & Mileage (Non-Travel)	1,512	394	452	452	452
83500 Equipment (<\$10,000)	25,946	8,831	13,518	13,518	17,018
83600 Repair & Maintenance Supplies	1,597	1,575	1,400	1,400	1,400
84000 Operational Units	18,131	0	0	0	0
85100 Property & Liability Costs	103,805	678	4,475	16,515	4,472
85200 Rentals	0	50	0	0	0
85300 Permits & Fees	115	0	4,615	4,615	4,615
85500 Financial Fees	0	0	0	0	0
85900 Other Business Expenses	35,349	500	(19,000)	(19,000)	(19,000)
Total Operations	379,651	151,795	206,960	219,000	174,957
<b><u>CAPITAL</u></b>					
89500 Equipment (>\$10,000)	42,381	0	0	0	0
Total Capital	42,381	0	0	0	0
<b>Total Administration Budget</b>	<b>1,194,026</b>	<b>870,329</b>	<b>628,924</b>	<b>621,047</b>	<b>562,345</b>



# Human Resources

*Shirley Harmon, Director*

The Human Resources Department is responsible for overseeing the City's recruitment and hiring processes, administering the City's compensation plan, implementing the personnel rules and regulations, and managing employee benefits.

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10 (Projected)</b>	<b>FY11 (Goal)</b>
Number of Budgeted Positions Full-Time (Part-Time)	664(47)	679(44)	689(52)	NA
Human Resources Staff per 100 Employees (not including Risk)	.68	.81	.80	.80
Employee Turnover for Full-Time Positions (Not Including Retirees)	9.1%	3.8%	2.2%	5%
Number of Vacancies Advertised Externally	NA	20	23	20
Number of External Applications Processed	NA	4,200	2,595	3,500
Average Number of Applications per Advertised External Vacancy	NA	210	113	100
Average Number of Days to Fill a Position Advertised Externally	NA	NA	125	100
Wellness Program Participants*	618	574	662	705
Annual Wellness Cost per FTE	\$31.64	\$20.79	\$33.33	\$35.38
Total benefits as a percent of total wages	39.8%	40.7%	41.9%	41.9%
Retirement Contributions as a percent of total payroll	NA	21.23%	19.25%	NA

*\*Employees may have participated in more than one wellness activity (unable to track by employee).*

Measurement/Goal	FY08	FY09	FY10 (Projected)	FY11 (Goal)
Number of TOSHA Recordable Injuries	13	38	17	
TOSHA Recordable Injuries as a Percentage of Workforce	1.9%	5.7%	2.5%	
Average Number of Work Days Lost per Injury	17	5.1	14	
Total Loss of Payroll	\$30,026	\$26,526	\$35,000	

*Recordable Injuries are reported in calendar years rather than fiscal years.*



## Sustainable Franklin

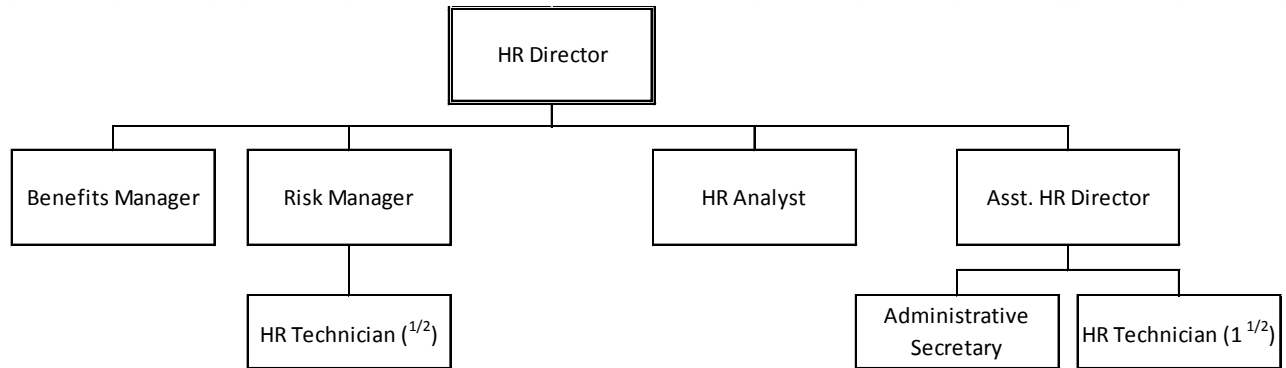
It has and will continue to be a goal of the Human Resources Department to implement “paperless” initiatives that result in cost savings and more efficient document filing and retrieval. In FY 2007, we began scanning files into an electronic document system, OnBase. In FY 2009, we began scanning personnel orders and distributing them via email. In FY 2010, we added additional insurance information online and added our Human Resources Manual on the intranet and internet.

We have now started sending letters to applicants not selected for a position via e-mail. With over 2,500 applications each year, this results in a significant savings of letterhead, envelopes, and postage.

In FY2010 we had to replace existing computers and our shredder. The replacements that were purchased are energy efficient.

Human Resources believes that health and wellness is an important component of maintain sustainable communities. We offer a wellness program to employees that includes a walking program, Weight Watchers, health screenings, flu shots, a health fair, smoking cessation, and physicals. As part of our wellness program we have provided reusable water bottles and reusable tote bags.

# Organizational Chart



## Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Human Resources  
 Personnel by Position

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Human Resources Director	25	1	0	1	0
Risk Manager	23	1	0	1	0
Human Resources Asst Dir	22	1	0	1	0
Benefits Manager	21	1	0	1	0
Human Resources Analyst	19	1	0	1	0
Risk Associate	16	0	0	1	0
Human Resources Technician	12	2	0	2	0
Administrative Secretary	10	1	0	0	0
	<b>TOTALS</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>



## Budget Notes/Objectives

### *Human Resources*

- Salaries & Wages – A minimal decrease is expected in this line item due to the vacancy of the Human Resources Analyst. The department is currently operating at less than the 25 percentile for HR personnel to total FTEs.
- Operating Services - 52.5 % reduction in the Printing & Copying Expenses due to mandatory reduction in the 2010-11 Budget.
- Employee Programs – A reduction of \$92,000 will be implemented due to the Employee Tuition Assistance Program being suspended by Administration and a \$7,000 reduction in Employee Recognition for a total decrease of 42% in Employee Programs. This is in addition to the 34% decrease in this line item in last year's budget.

The Human Resources Department will recognize a total reduction of more than \$51,000 in the overall budget. This amount equates to a decrease of approximately 6% in the 2010-11 Human Resources Budget.

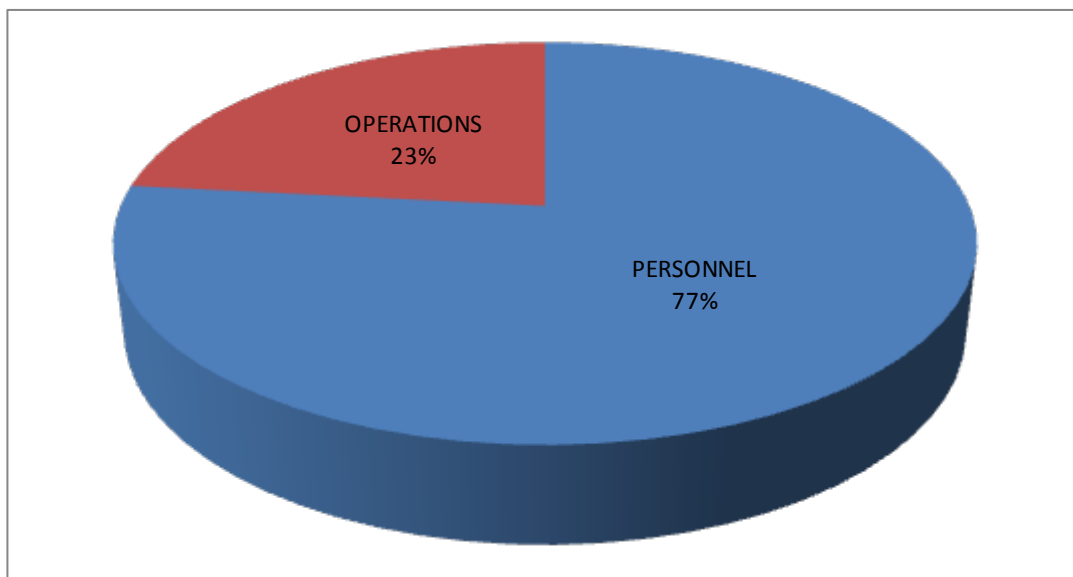


# General Fund Human Resources

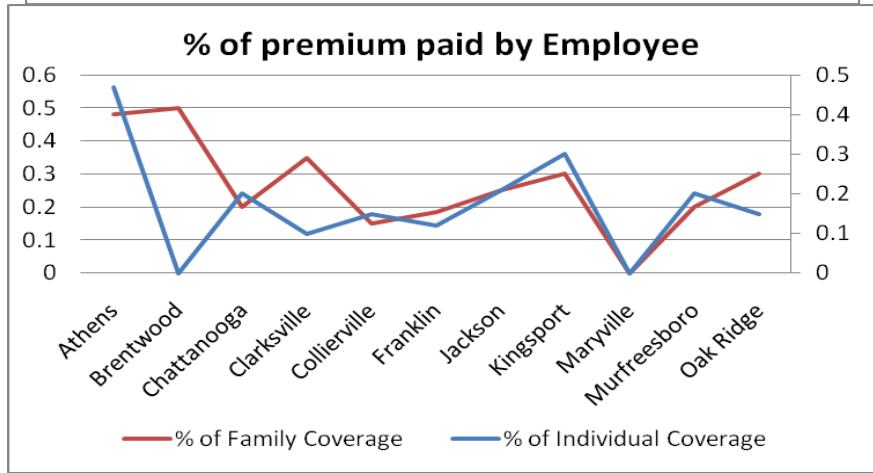
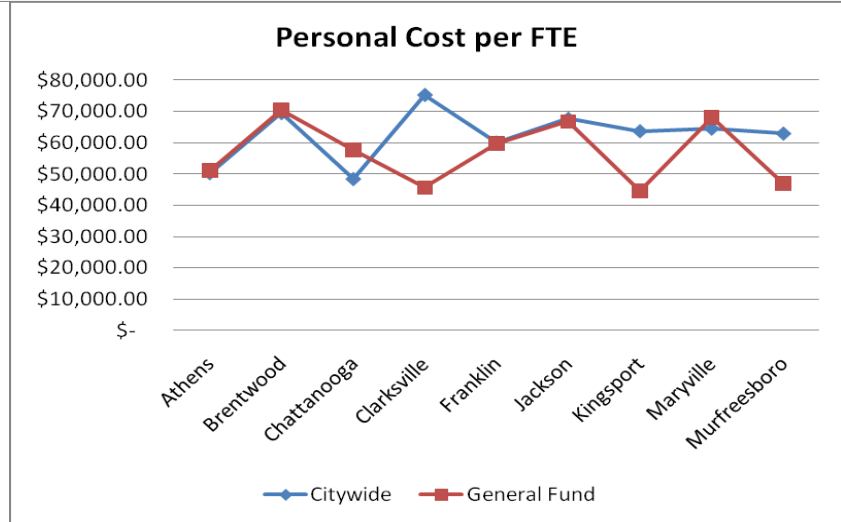
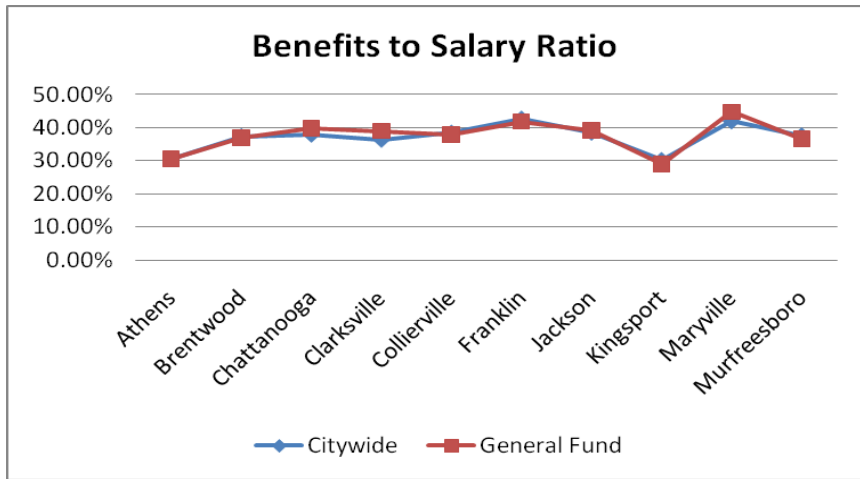
110  
41650

GENERAL FUND  
HUMAN RESOURCES

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>					
81100 Salaries & Regular Pay	334,896	429,299	428,020	428,020	472,450
81400 Employee Benefits	126,660	139,705	159,136	150,228	155,494
Total Personnel	461,556	569,004	587,156	578,248	627,944
<b><u>OPERATIONS</u></b>					
82100 Transportation Charges	319	2,649	6,000	6,000	5,000
82200 Operating Services	4,987	2,694	10,250	10,250	5,000
82300 Notices, Subscriptions, Publicity	8,518	6,861	7,905	7,905	7,500
82400 Utilities	5,563	4,842	5,980	5,980	4,820
82500 Contractual Services	65,412	18,733	25,000	25,000	40,000
82600 Repair & Maintenance Services	2,049	4,148	4,000	4,000	4,500
82700 Employee Programs	55,478	160,422	169,082	169,082	73,000
82800 Professional Development/Travel	12,903	16,905	22,700	22,700	25,100
83100 Office Supplies	8,535	6,841	8,450	8,450	9,050
83200 Operating Supplies	3,823	6,059	11,000	11,000	12,500
83300 Fuel & Mileage (Non-Travel)	969	1,365	1,975	1,975	2,150
83500 Equipment (<\$10,000)	8,026	4,399	9,000	9,000	12,700
83600 Repair & Maintenance Supplies	0	38	0	0	0
85100 Property & Liability Costs	2,765	2,239	2,239	1,448	2,083
85900 Other Business Expenses	4,483	0	500	500	(11,750)
Total Operations	183,830	238,195	284,081	283,290	191,653
<b><u>CAPITAL</u></b>					
89500 Equipment (>\$10,000)	13,701	0	0	0	0
Total Capital	13,701	0	0	0	0
<b>Total Human Resources Budget</b>	659,087	807,199	871,237	861,538	819,597



# MTAS Benchmarking Program



*\*Note: Information from FY2009 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*



HISTORIC  
**FRANKLIN**  
TENNESSEE

## Law

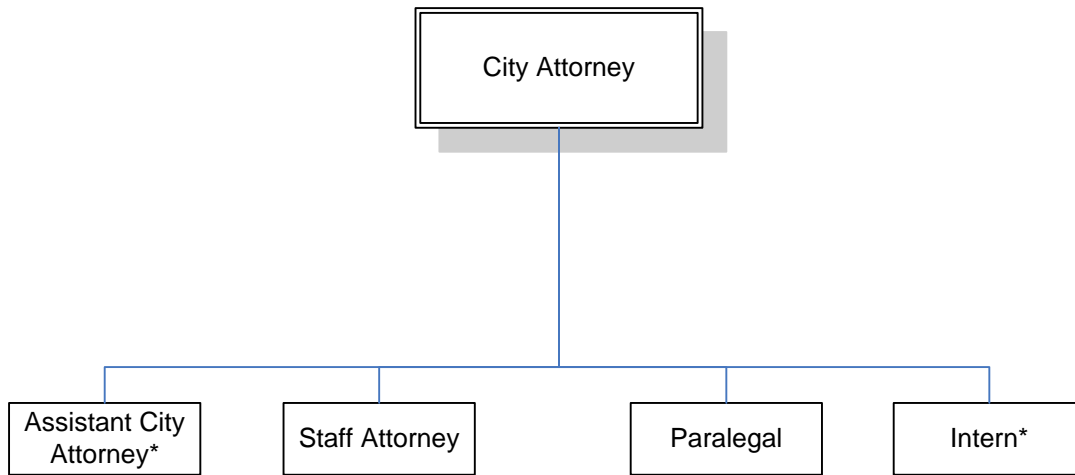
*Shauna Billingsley, City Attorney*

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.

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b> <i>(as of 4/30/2010)</i>	<b>FY11</b> <i>(Goal)</i>
Number of Ordinances/Resolutions Drafted or Reviewed	NA	NA	99	NA
Number of Contracts Drafted and/or Reviewed	NA	NA	124	NA
Legal Opinions Distributed (Goal: Distribute one every month)	NA	NA	9	NA
Legal Research Completed	NA	NA	NA	NA

## Organizational Chart



\* = Unfunded

## Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Law  
 Personnel by Position

Position	Pay Grade	FY 2010			FY 2011		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
City Attorney	25	1	0	0	1	0	0
Asst City Attorney	23	1	0	0	1	0	1
Staff Attorney	22	1	0	0	1	0	0
Paralegal	16	0	0	0	1	0	0
Administrative Assistant	---	0	1	0	0	0	0
Intern	---	0	1	1 PT	0	1	1 PT
<b>TOTALS</b>		<b>3</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>2</b>

# Budget Notes/Objectives

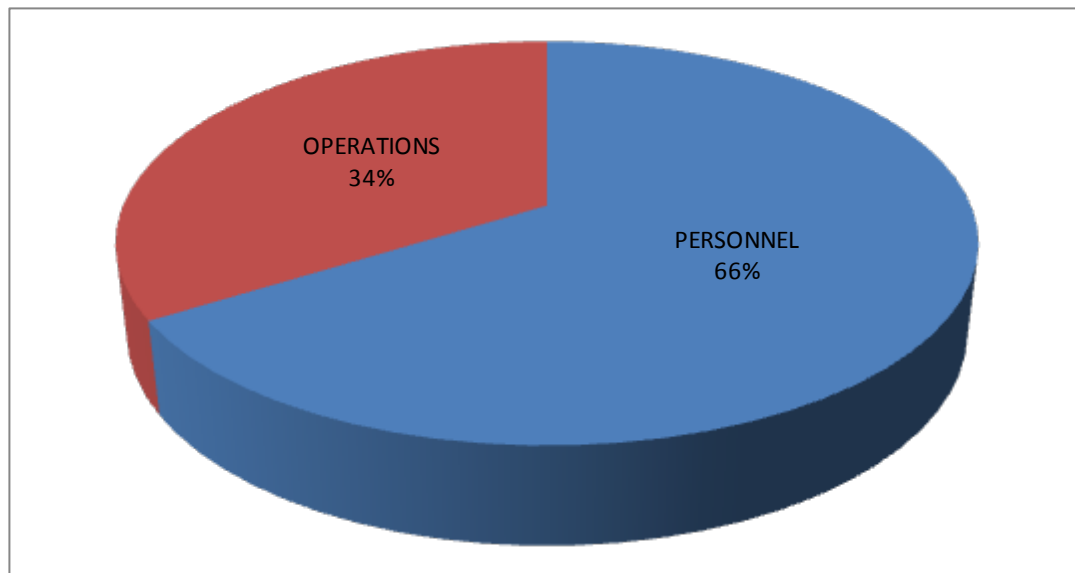
## *Law*

- Salaries & Wages – The part-time administrative assistant will be reclassified to a full-time paralegal.
- Operating Services – costs have been reduced significantly due to the finalization of the City Attorney position.
- Contractual Services – costs have remained the same as outside attorney expenses are budgeted through the Law Department.
- Professional Development – The conferences are essential to the practice of municipal attorneys
- Office Supplies – costs are expected to decrease as the Law Department is fully functional at this time; additionally, we have budgeted zero dollars to fund meals and food inside Williamson County



# General Fund Law

110 41400	GENERAL FUND LAW	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	169,846	138,430	207,866	144,863	171,907
81400	Employee Benefits	64,860	55,683	85,572	60,577	72,314
	Total Personnel	234,706	194,113	293,438	205,440	244,221
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	244	284	1,300	1,300	1,300
82200	Operating Services	3,243	1,069	4,240	4,240	3,740
82300	Notices, Subscriptions, Publicity	11,632	11,973	19,587	19,587	17,495
82400	Utilities	1,597	1,334	2,698	2,698	3,240
82500	Contractual Services	85,252	0	61,000	61,000	62,400
82700	Employee Programs	2,550	146	7,700	7,700	5,200
82800	Professional Development/Travel	9,802	5,565	11,800	11,800	14,800
83100	Office Supplies	2,980	2,005	7,650	7,650	4,150
83200	Operating Supplies	455	0	750	750	500
83300	Fuel & Mileage (Non-Travel)	230	24	400	400	400
83500	Equipment (<\$10,000)	1,056	0	2,500	2,500	5,500
83600	Repair & Maintenance Supplies	0	153	0	0	0
85100	Property & Liability Costs	1,226	986	1,400	1,400	1,302
85300	Permits & Fees	388	871	5,340	5,340	5,450
85900	Other Business Expenses	0	0	0	0	0
	Total Operations	120,654	24,410	126,365	126,365	125,477
<b><u>CAPITAL</u></b>						
89500	Equipment (>\$10,000)	0	0	0	0	0
	Total Capital Budget	0	0	0	0	0
<b>Total Law Budget</b>		355,360	218,523	419,803	331,805	369,698





# Communications

Milissa Reiterson, Communications Manager

The Communications Division was created 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.

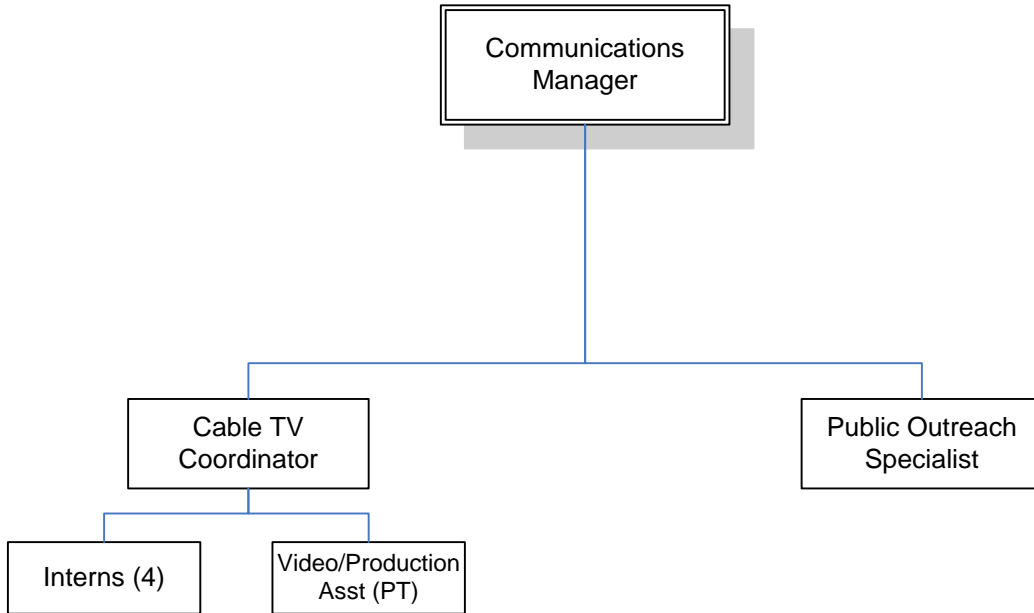
Measurement/Goal	FY08	FY09	FY10 (Projected)
<b>Goal: Provide proactive and timely information</b>			
Number of Press Releases	NA	76	152
Number of News Stories Generated from Media releases	NA	245	400
Percentage of stories:			
City portrayed in positive manner	NA	55%	60%
City portrayed in negative manner	NA	11%	9%
City portrayed in neutral manner	NA	36.8%	31%
Deliver Employee Newsletter within the first five days of the month	NA	NA	73%
<b>Goal: Produce informative programming for Franklin TV</b>			
Local programming produced for Franklin TV			
Average daily external visits to City's website	NA	NA	
Meet or Exceed Expectations of Departments	NA	NA	NA



## Sustainable Franklin

The Communications Office assisted with the development of the Live Green Partnership program. The Live Green Partnership for Businesses is a collaborative effort of businesses in Franklin that promote sustainable operations in the work place and is the first of its kind in Tennessee.

## Organizational Chart



## Staffing by Position

**City of Franklin  
2010-2011 Fiscal Year Budget  
General Fund - Communications  
Personnel by Position**

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Communications Manager	22	1	0	1	0
Cable TV Coordinator	21	1	0	1	0
Public Outreach Specialist	21	1	0	1	0
Video/Production Assistant	13	0	1	0	1
Intern	---	0	5	0	4
<b>TOTALS</b>		<b>3</b>	<b>6</b>	<b>3</b>	<b>5</b>

## Budget Notes/Objectives

### *Communications*

#### **Personnel:**

The Communications division has budgeted one less intern position in 2011. Also, employee benefits are budgeted in 2011 comparable to estimated actual in 2010.

#### **Operations:**

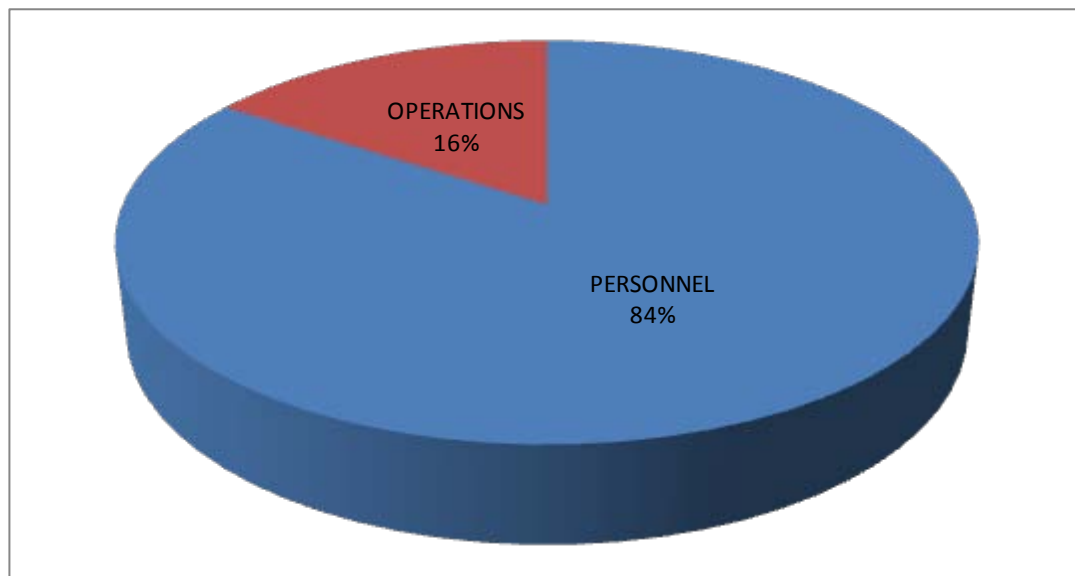
Operating costs are increased by \$16,017, or 48%, in 2011. This is partly due to the budgeting of costs for public relations & education and promotions & special events under Communications in 2011 that was previously budgeted in Administration.

#### **Capital:**

There are no budgeted capital costs in 2011.

# General Fund Communications

110 41330	GENERAL FUND COMMUNICATIONS	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	67,642	68,458	196,940	200,494	194,479
81400	Employee Benefits	25,450	24,715	47,221	71,195	70,563
	Total Personnel	93,091	93,173	244,161	271,689	265,042
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	177	251	264	600	600
82200	Operating Services	89	37	200	160	200
82300	Notices, Subscriptions, Publicity	1,508	642	1,508	3,800	21,900
82400	Utilities	402	593	500	2,156	2,300
82600	Repair & Maintenance Services	350	2,359	2,500	1,000	1,500
82800	Professional Development/Travel	648	1,131	2,050	720	4,436
83100	Office Supplies	61	394	750	900	1,250
83200	Operating Supplies	13,548	9,903	10,814	10,500	10,510
83300	Fuel & Mileage (Non-Travel)	291	151	200	240	300
83500	Equipment (<\$10,000)	4,396	10,441	13,141	9,000	6,000
83600	Repair & Maintenance Supplies	0	0	0	0	0
85100	Property & Liability Costs	650	527	748	484	696
85300	Permits & Fees	0	0	0	0	0
85900	Other Business Expenses	1,175	1,350	1,000	0	0
	Total Operations Budget	23,295	27,779	33,675	29,560	49,692
<b><u>CAPITAL</u></b>						
89500	Equipment (>\$10,000)	9,295	0	0	0	0
	Total Capital Budget	9,295	0	0	0	0
<b>Total Communications Budget</b>		125,682	120,952	277,836	301,249	314,734



# Capital Investment Planning

*David Parker, CIP Executive/City Engineer*

The CIP Division coordinates and manages the current and future infrastructure capital projects' needs of the City of Franklin and prepares and presents the Capital Investment Program for approval by the Board of Mayor and Aldermen. We work with the other City Departments, elected officials, and the citizens of Franklin to ensure that our water, sanitary sewer, reclaimed (reuse) water, stormwater, streets and transportation, parks, public buildings, etc. infrastructure is designed and constructed properly and that it meets all local, state and federal standards and guidelines.

In addition, the CIP Division;

1. Works with the Law Department in the preparation and review of contracts/agreements, bonds, deeds, ordinances, resolutions, construction documents, and franchise agreements for the City.
2. Is responsible for liaison with other municipal, county, state, and federal government entities and regulatory agencies.



## Sustainable Franklin

The CIP Division aims to decrease the number of hard/paper copies used in day to day file management and increase the number of digital files used. The CIP Division recycles paper, plastic bottles, Aluminum cans and toner cartridges. The CIP Division turns off all lights at night and when not in use. In addition, the CIP Division utilizes the only hybrid City fleet vehicle.

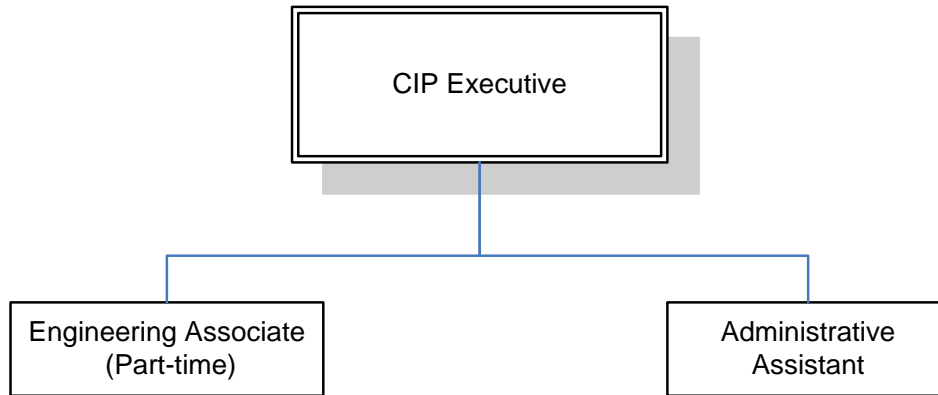
## 2010-2011 Outlook

The main goal of the CIP Division is to prepare and to present the proposed annual 5-year CIP Program to the Board of Mayor and Aldermen in a timely manner with the necessary information for the Board to make the hard decisions as to prioritization and funding for the City's infrastructure capital investments.

During this fiscal year the CIP Division expects to complete the drafts for the various standard contract documents and agreements for use with City projects. The use of these standard documents will increase the efficiency of City staff charged with dealing with the various City contracts.

The responsibilities of the CIP Division are continually being refined and as additional responsibilities are assigned, the Division will define necessary procedures and leverage the latest available technology resources to complete the tasks to increase the efficiency of staff.

## Organizational Chart



## Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund-Capital Investment Planning  
 Personnel by Position

Position	Pay	FY 2010		FY 2011	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
CIP Executive	26	1	0	1	0
Engineering Associate (Part-Time)	16	0	1	0	1
Administrative Assistant	12	1	0	1	0
<b>TOTALS</b>		<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>



## Budget Notes/Objectives

### *Capital Investment Planning*

Personnel costs have been reduced due to the Engineering Associate Position being changed from Full-time to Part-time.

There is a new line item – Consultant Services at \$10,000 – in this year’s budget for the CIP Division to be able to contract for work that comes up during the year, but is not anticipated.

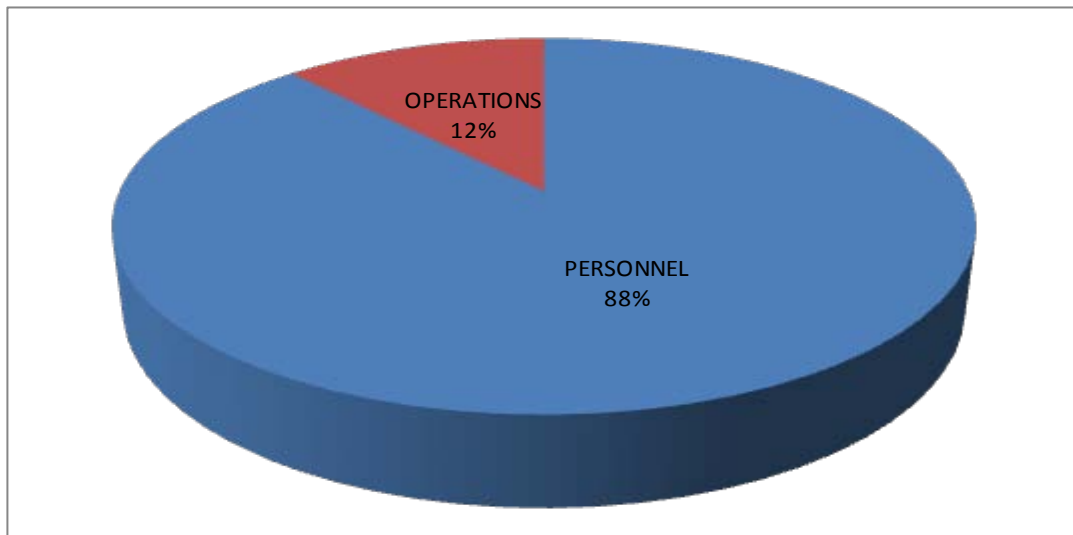
No capital costs are shown for the new budget year.



# General Fund Capital Investment Planning

110 GENERAL FUND  
41305 CAPITAL INVESTMENT PLANNING

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>					
81100 Salaries & Regular Pay			171,088	170,519	161,096
81400 Employee Benefits			48,763	48,304	47,993
Total Personnel			<u>219,851</u>	<u>218,823</u>	<u>209,089</u>
<b><u>OPERATIONS</u></b>					
82100 Transportation Charges			500	500	400
82200 Operating Services			600	0	50
82300 Notices, Subscriptions, Publicity			2,800	2,430	2,435
82400 Utilities			2,850	2,820	2,820
82500 Contractual Services			0	0	10,000
82600 Repair & Maintenance Services			250	250	250
82700 Employee Programs			0	0	0
82800 Professional Development/Travel			7,700	5,425	6,500
83100 Office Supplies			1,350	500	1,100
83200 Operating Supplies			800	400	300
83300 Fuel & Mileage (Non-Travel)			400	600	700
83500 Equipment (<\$10,000)			1,500	1,500	1,900
83600 Repair & Maintenance Supplies			0	0	0
84000 Operational Units			0	0	0
85100 Property & Liability Costs			1,204	814	1,077
85200 Rentals			0	0	0
85300 Permits & Fees			950	550	800
85500 Financial Fees			0	0	0
85900 Other Business Expenses			0	0	0
Total Operations			<u>20,904</u>	<u>15,789</u>	<u>28,332</u>
<b><u>CAPITAL</u></b>					
89500 Equipment (>\$10,000)			0	0	0
Total Capital			<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Capital Investment Planning Budget</b>			<b>240,755</b>	<b>234,612</b>	<b>237,421</b>





# Project and Facilities Management

*Brad Wilson, Project Manager*

The Facilities Services work unit is responsible for the development, design, planning, scheduling, and management of city facilities projects. These projects cover a wide spectrum ranging from major new construction and large remodels to small projects designed to improve, repair, or enhance existing city facilities or systems. Capital projects funded through the state legislature, and city requested Recharge projects are managed by Project and Facilities Management Services.



## Sustainable Franklin

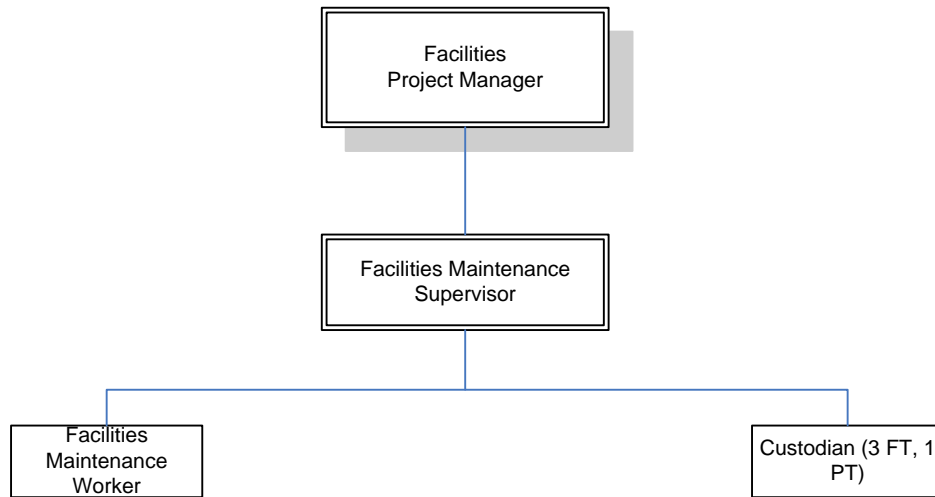
Project Facilities Management promotes recycling all paper products, plastic bottles, aluminum cans and toner cartridges. They turn off all lights at night and when not in use.

## 2010-2011 Outlook

Maintain a safe and healthy environment for staff, and the community. Consider accessibility as a priority in new construction and remodel projects. Provide project documentation for sharing information with the city community, contractors, consultants, and others and continue to develop project management processes and skills.



## Organizational Chart



## Staffing by Position

**City of Franklin**  
**2010-2011 Fiscal Year Budget**  
**General Fund - Project & Facilities Management**  
**Personnel by Position**

Position	Pay	FY 2010		FY 2011	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Facilities Project Manager	22	1	0	1	0
Facilities Maintenance Supervisor	14	1	0	1	0
Facilities Maintenance Worker	10	1	0	1	0
Custodian	7	4	1	3	1
	<b>TOTALS</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>1</b>

## Budget Notes/Objectives

### *Project & Facilities Management*

**Personnel:**

A position of custodian has been eliminated in 2011.

**Operations:**

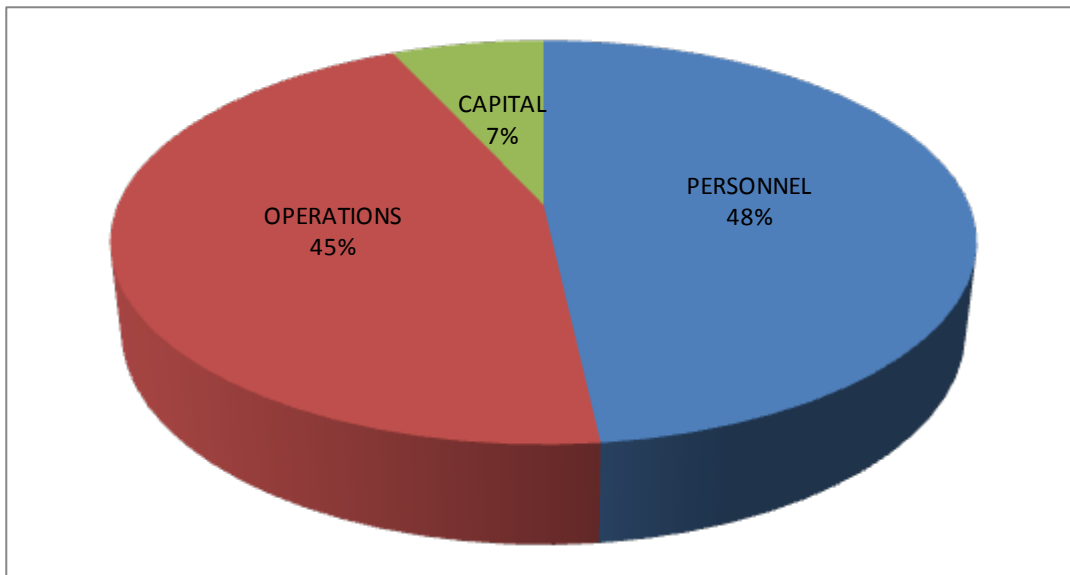
Operating costs are approximately the same as 2010, with utilities for operating City Hall as its primary expenditure.

**Capital:**

Building improvements were halved (\$80,000 to \$40,000) in 2011 as part of the department's cost containment measures.

# General Fund Project & Facilities Management

110 GENERAL FUND 41320 PROJECT & FACILITIES MANAGEMENT		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	158,805	159,772	256,271	256,271	233,419
81400	Employee Benefits	95,546	93,424	136,799	136,046	121,452
	Total Personnel	254,350	253,196	393,070	392,317	354,871
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	22	20	20	20	20
82200	Operating Services	30	278	60	60	60
82300	Notices, Subscriptions, Publicity	939	42	500	500	500
82400	Utilities	156,387	197,526	190,524	190,524	194,724
82500	Contractual Services	0	800	0	0	0
82600	Repair & Maintenance Services	51,871	66,015	60,975	60,975	50,750
82800	Professional Development/Travel	0	0	0	0	0
83100	Office Supplies	3,720	118	401	401	401
83200	Operating Supplies	743	825	1,290	1,290	1,290
83300	Fuel & Mileage (Non-Travel)	638	459	500	500	500
83500	Equipment (<\$10,000)	17,153	1,328	2,300	2,300	2,300
83600	Repair & Maintenance Supplies	23,524	33,104	40,870	40,870	40,870
85100	Property & Liability Costs	9,570	22,528	25,784	22,144	30,547
85200	Rentals	0	6,391	7,826	7,826	7,826
85300	Permits & Fees	45	50	0	0	0
85900	Other Business Expenses	0	0	750	750	750
	Total Operations Budget	264,642	329,484	331,800	328,160	330,538
<b><u>CAPITAL</u></b>						
89200	Buildings	40,121	0	80,000	80,000	40,000
89500	Equipment (>\$10,000)	0	10,597	10,597	10,597	10,000
	Total Capital Budget	40,121	10,597	90,597	90,597	50,000
<b>Total Project &amp; Facilities Management Budget</b>		559,114	593,277	815,467	811,074	735,409



# Revenue Management

Steve Sims, Assistant City Recorder

Revenue Management, formerly Recorder’s Office, oversees the billing and collection of most City revenues, including property tax, business tax, water/wastewater/storm water bills, and numerous permits.

Measurement/Goal	FY08	FY09 (Actual)	FY10 (Goal)	FY10 (Projected)	FY11 (Proposed)
<b>Goal – Issue Accurate and Timely Bills</b>					
Billing Errors per 10,000 billable items <sup>1</sup>	3.5	5.9	5.2	5.0	5.2
<b>Goal – Collect the Monies Owed the City of Franklin</b>					
Cost for Each Dollar Collected (excludes Court)	\$0.0156	\$0.0172	\$0.0175	\$0.0200	0.0175



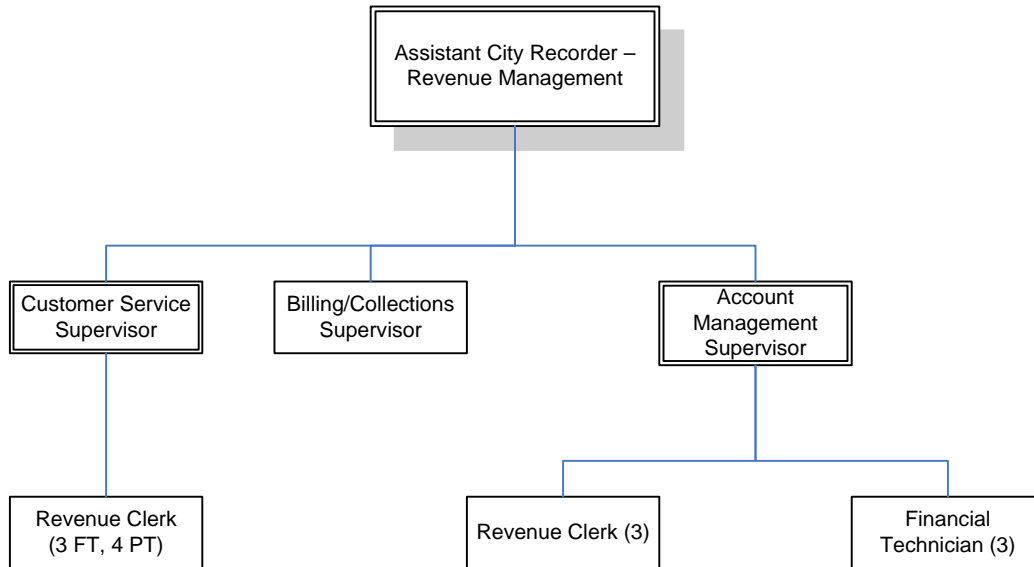
## Sustainable Franklin

- Reduce our footprint by deploying tools to allow customer choice and changes in business processes
- Reduce reliance on paper by deploying tools targeted at reducing issuance of paper utility billing statements
- Reduce travel time & gas by customers thru customer education and by deploying tools aimed at use of web applications for conducting business
- Reduce travel time & gas by employees by deploying tools enhancing communications to facilitate account maintenance functions
- Reduce reliance on paper documents by deploying tools to allow electronic document authorization and processing

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<sup>1</sup> Billable items are individual services provided to the customer by the various departments and billed to customers including water, irrigation, reclaimed, sewer, trash and stormwater service. Metric is American Water Works Association (AWWA) standard and is set at top quartile.

## Organizational Chart



## Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Revenue Management  
 Personnel by Position

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Asst City Recorder - Billing/Collection	21	1	0	1	0
Customer Service Supervisor	18	1	0	1	0
Account Management Supervisor	18	1	0	1	0
Billing / Collection Supervisor	14	1	0	1	0
Financial Technician	12	3	0	3	0
Billing & Collection Tech	10	7	0	0	0
Revenue Clerk	10	0	0	6	4
<b>TOTALS</b>		<b>14</b>	<b>0</b>	<b>13</b>	<b>4</b>

## Budget Notes/Objectives

### *Revenue Management*

#### **Personnel:**

A full-time position has been eliminated in 2011. Four (4) part-time Revenue Technician equivalent positions have been added.

#### **Operations:**

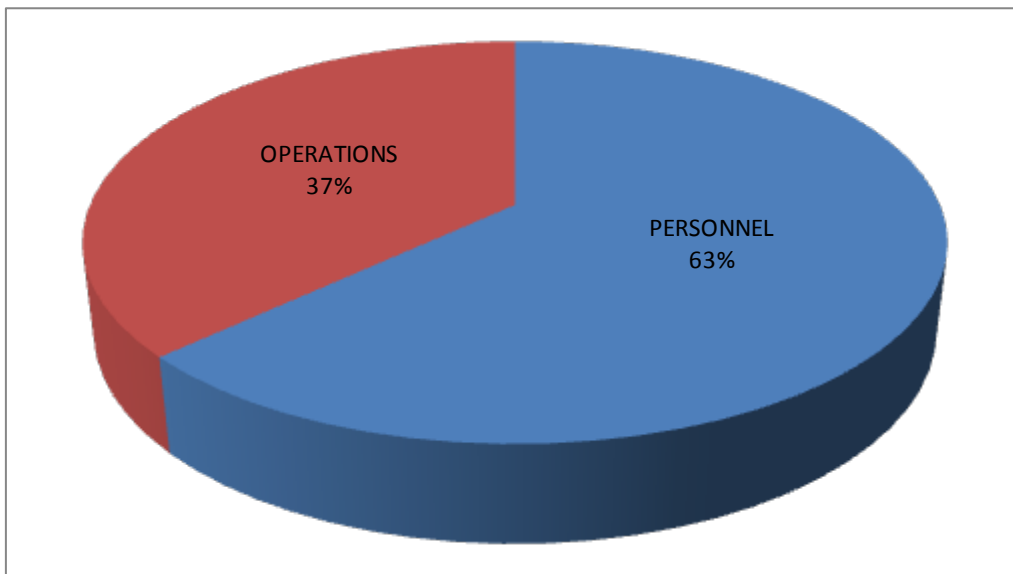
Operating costs are increased by \$135,073, or 44%, in 2011. This is primarily due to (1) increased utility district fees paid to a third part agent resulting from solid waste fee increases, anticipated sewer rate increases and customer base growth and (2) transfer of budget responsibility from Finance for financial fees for payment receipts.

#### **Capital:**

There are no capital costs budgeted in 2011.

# General Fund Revenue Management

110 GENERAL FUND 41310 REVENUE MANAGEMENT		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	502,731	542,595	521,493	520,300	531,184
81400	Employee Benefits	240,313	232,629	255,094	258,048	222,931
	Total Personnel	743,044	775,224	776,587	778,348	754,115
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	8,725	29,362	20,000	19,000	20,000
82200	Operating Services	1,210	131	5,000	3,400	3,700
82300	Notices, Subscriptions, Publicity	472	1,057	700	2,160	2,160
82400	Utilities	2,269	2,148	2,340	2,340	2,340
82500	Contractual Services	5,106	11,534	19,400	6,400	7,900
82600	Repair & Maintenance Services	655	503	1,000	700	1,000
82700	Employee Programs	265	0	0	200	200
82800	Professional Development/Travel	716	25	500	300	300
83100	Office Supplies	17,178	18,001	16,600	17,700	18,700
83200	Operating Supplies	(531)	0	600	700	1,000
83300	Fuel & Mileage (Non-Travel)	100	80	100	0	0
83500	Equipment (<\$10,000)	7,332	252	6,500	3,700	6,400
83600	Repair & Maintenance Supplies	169	0	0	0	0
85100	Property & Liability Costs	(12,583)	4,844	4,844	4,844	4,506
85300	Permits & Fees	168,249	153,397	10,000	89,000	106,500
85500	Financial Fees	170,401	170,739	220,000	199,500	267,951
85900	Other Business Expenses	0	0	0	0	0
	Total Operations Budget	369,732	392,073	307,584	349,944	442,657
<b><u>CAPITAL</u></b>						
89200	Buildings	4,084	0	0	0	0
89500	Equipment (>\$10,000)	2,328	0	0	0	0
	Total Capital Budget	6,412	0	0	0	0
<b>Total Revenue Management Budget</b>		<b>1,119,188</b>	<b>1,167,297</b>	<b>1,084,171</b>	<b>1,128,292</b>	<b>1,196,772</b>







HISTORIC  
**FRANKLIN**  
TENNESSEE



## **PUBLIC SAFETY**

Public Safety comprises the Police and Fire departments.



# Police

*Jackie Moore, Police Chief*

It is the mission of the Franklin Police Department to create and maintain public safety in the City of Franklin. We do so with focused attention on preventing and reducing crime, enforcing the law and apprehending criminals.

The City has earned a national reputation as a safe and vibrant community. It is a testament to the dedication and professionalism of the sworn and civilian personnel of our agency that our Police Department is acknowledged to be amongst the finest in the South. The Franklin Police Department is currently the ninth (9<sup>th</sup>) largest in the State and continues to maintain amongst the lowest crime rate per capita in Tennessee. As the city continues to grow, the department will evolve in order to continue to exceed the needs and expectation of our residents, visitors, and employees. The Franklin Police Department will continue to deliver professional, progressive, and responsive service to our community. The Franklin Police Department is responsible for protecting the citizens of Franklin from crime; investigating and apprehending those individuals who are suspected of breaking federal, state or local laws within the City limits; enforcing City ordinances and traffic laws; providing traffic control on the streets and city schools; providing public information and education to the schools, citizen groups, and to the public about crime prevention, self-protection and the illegal use of narcotics.

In an effort to quantify and measure our performance the department is implementing the following performance measures for the upcoming fiscal year:

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>
Violent Crimes per 1,000 population	2.46%	2.65%	2.15%	2.32
<i>2008 National average – 4.15</i>				
Property Crimes per 1,000 population	19.79%	19.99%	18.16%	18.75
<i>2008 National average: 35.51</i>				
CID Case Clearance Rate (Cases Closed vs. Cases Assigned)	43%	40%	38%	37%
<i>2008 National average – 29.2%</i>				
Number of Assigned Cases	894	966	636	852
Total Traffic Crashes per 1000 population	NA	NA	NA	34.68

Measurement/Goal	FY07	FY08	FY09	FY10
Total number of crashes	NA	NA	NA	2028
Number of Dispatched Calls Including Officer Initiated Activity	46,682	53,732	46,517	67,422
Average Emergency Response Time (includes calls classified as “Priority Three”)	4:56	5:11	5:10	5:13
Average Non-Emergency Response Time	10:11	10:28	10:11	9:10



## Sustainable Franklin

In May 2010, the Department moved into their new state-of-the-art Headquarters. The facility is LEED certified and consists of many “green” features, including: a green roof, a cistern that will allow the facility to utilize captured rainwater thereby saving more than 250,000 gallons of water per year in irrigation water and waste water intake; and efficient lighting design and the use of geothermal field for heating and cooling which allows for reduced energy loads.

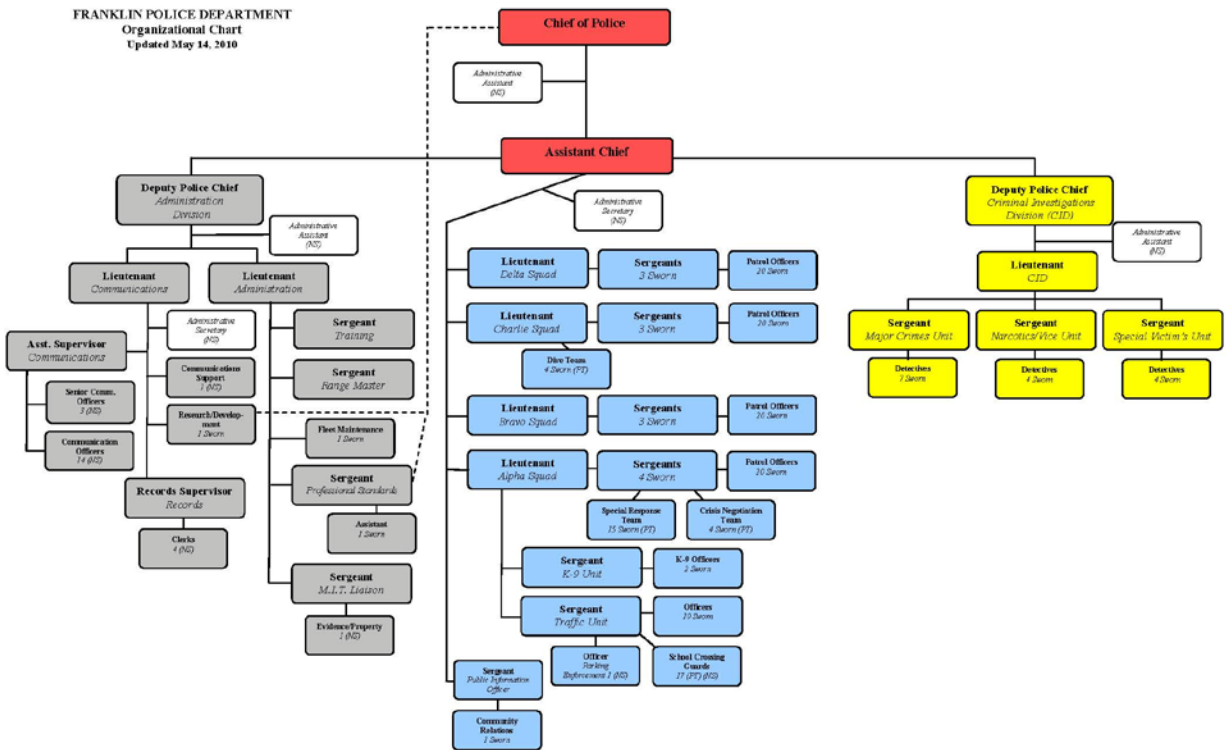
The Police Department also utilizes an electric vehicle for parking enforcement in the Downtown area, Segways for special events, and motorcycles as part of its fleet.

## 2010-2011 Outlook

In an effort to be fiscally responsible during this recent economic downturn, the department will leave unfunded nineteen currently authorized positions. These positions will consist of seven uniformed officers and two detectives. These unfunded positions will result in a decrease in salaries and wages in fiscal year 2010 when compared to fiscal year 2009. This leaves five officer vacancies funded from January 2010 to be filled. The department is not requesting any new positions, reclassifications, or promotions in the upcoming fiscal year.

Currently, Communications is short eight dispatchers for this fiscal year (FY 2009-2010). Three of these vacancies will be unfunded, which leaves five positions to be filled.

# Organizational Chart



FPD FORM # 42, Revised 5/10

# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Police  
 Personnel by Position

Position	Pay	FY 2010			FY 2011		
	Grade	Full-Time	Part-Time	Not-Funded	Full-Time	Part-Time	Not-Funded
<b>SWORN OFFICERS:</b>							
Police Chief	25	1	0	0	1	0	0
Police Assistant Chief	24	1	0	0	1	0	0
Police Deputy Chief	23	2	0	0	2	0	0
Police Lieutenant	19	7	0	0	7	0	0
Police Sergeant	17	20	0	0	23	0	0
Police Officers	13	95	0	7	92	0	13
Police Officer (Research & Dev)	13	1	0	0	1	0	0
Detective	15	18	0	2	18	0	2
<b>ADMIN &amp; COMMUNICATIONS:</b>							
Communications Supervisor	17	0	0	0	0	0	0
Asst Communications Supervisor	14	1	0	0	1	0	0
Records Supervisor	14	1	0	0	1	0	0
Evidence Technician	12	1	1	0	1	1	0
Sr. Communications Officer	12	3	0	0	3	0	0
Administrative Assistant	12	3	0	0	3	0	0
Comm Center Support Coord	12	1	0	0	1	0	0
Communications Officer	11	14	0	3	14	0	3
Administrative Secretary	10	2	0	0	1	2	0
Records Clerk	9	4	0	1	4	0	1
Parking Enforcement Officer	7	1	0	0	1	0	0
School Patrol (Part-Time)	---	0	17	0	0	17	0
<b>TOTALS</b>		<b>176</b>	<b>18</b>	<b>13</b>	<b>175</b>	<b>20</b>	<b>19</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	from Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Reclassify 3 police officers to sergeant					17
Eliminate Admin Secretary					
Add 2 Admin Secretary (part-time)					

## Budget Notes/Objectives

### *Police*

#### **Personnel:**

In its efforts to assist in cost containment needed for the 2011 budget, nineteen (19) full-time positions have not been funded.

#### **Operations:**

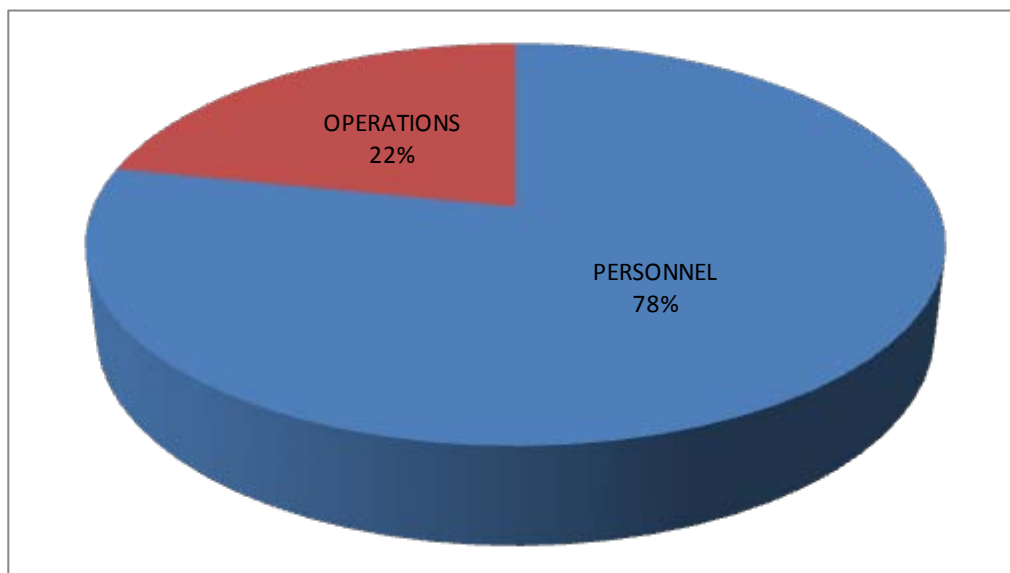
Operating costs are \$585,087, or 24%, higher than 2010. This is primarily due to anticipated increased costs for operating the new police headquarters building. Previously, several of these costs were borne within the operation of City Hall where the department was located until May 2010.

#### **Capital:**

There are no capital costs budgeted in 2011.

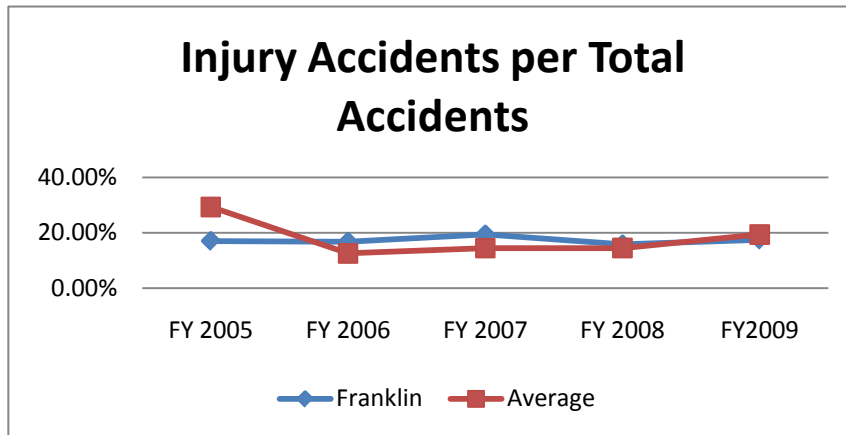
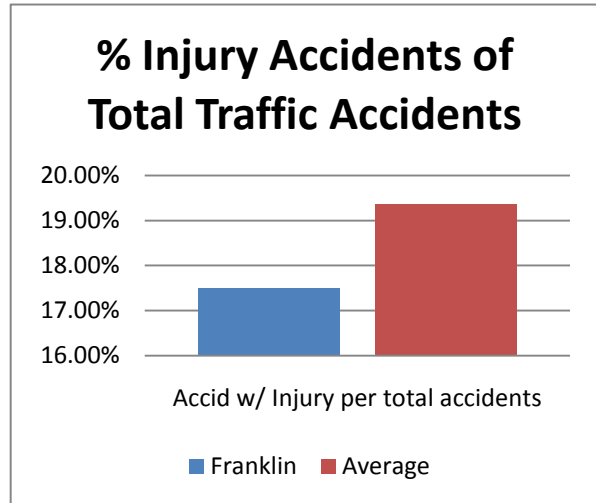
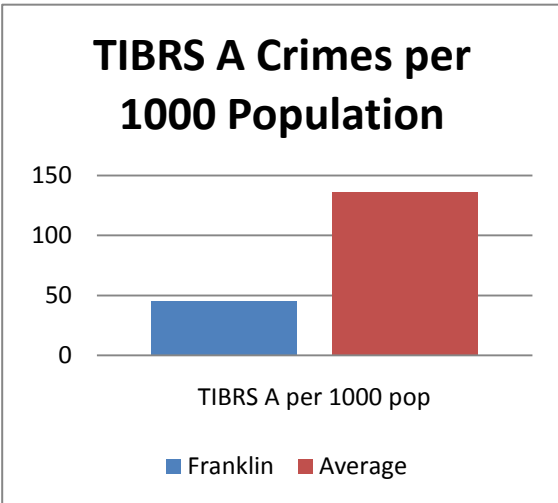
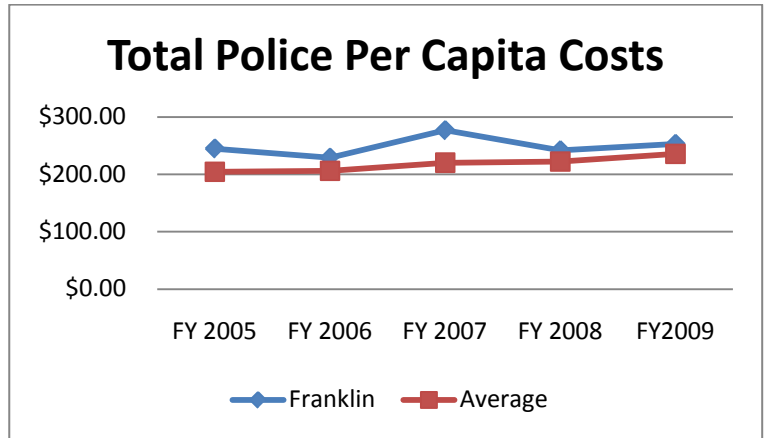
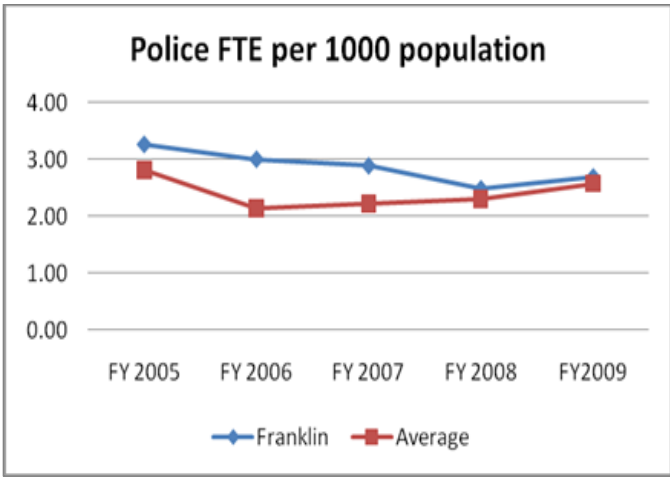
# General Fund Police

110 42100		GENERAL FUND POLICE DEPARTMENT				
		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	7,297,660	7,650,680	8,004,038	7,852,912	7,243,711
81200	Officials Fees	0	0	0	0	3,200
81400	Employee Benefits	3,291,494	3,273,349	3,815,369	3,511,697	3,342,457
	Total Personnel	10,589,154	10,924,029	11,819,407	11,364,609	10,589,368
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	10,325	13,983	27,000	20,600	21,100
82200	Operating Services	98,804	67,382	83,500	84,900	93,000
82300	Notices, Subscriptions, Publicity	78,321	51,283	76,700	77,212	72,650
82400	Utilities	278,122	222,437	335,750	265,121	351,400
82500	Contractual Services	126,519	78,250	130,000	253,077	149,000
82600	Repair & Maintenance Services	118,379	173,001	226,500	197,466	225,000
82700	Employee Programs	216,077	196,798	273,000	191,500	256,000
82800	Professional Development/Travel	22,585	23,820	37,335	8,987	9,000
83100	Office Supplies	42,750	39,013	41,500	41,400	46,500
83200	Operating Supplies	308,342	260,585	294,500	286,100	307,500
83300	Fuel & Mileage (Non-Travel)	326,843	278,508	236,700	276,000	281,500
83500	Equipment (<\$10,000)	175,630	106,693	170,090	125,400	221,080
83600	Repair & Maintenance Supplies	2,345	2,562	13,000	14,300	12,500
84000	Operational Units	124,769	254,110	152,600	99,180	145,000
85100	Property & Liability Costs	131,223	132,542	222,500	157,965	227,878
85200	Rentals	294	2,440	94,753	486,300	581,477
85300	Permits & Fees	0	29	20	0	0
85500	Financial Fees	0	51	50	0	0
85900	Other Business Expenses	12,209	27,863	12,000	9,600	12,000
	Total Operations	2,073,538	1,931,350	2,427,498	2,595,108	3,012,585
<b><u>CAPITAL</u></b>						
89200	Buildings	4,123	0	0	0	0
89500	Equipment (>\$10,000)	513,708	824,785	631,398	0	0
	Total Capital	517,830	824,785	631,398	0	0
<b>TOTAL POLICE BUDGET</b>		13,180,522	13,680,164	14,878,303	13,959,717	13,601,953





# MTAS Benchmarking Program



*\*Note: Information from FY2009 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

# Drug Fund

For 2011, this fund anticipates revenues approximate to estimated 2010. An operating amount of \$108,460 and \$70,000 of capital has been budgeted for drug investigations.

140 42100 DRUG FUND POLICE		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budget 2011
<b><u>AVAILABLE FUNDS</u></b>						
25100	Beginning Fund Balance	381,490	257,521	335,343	335,343	150,274
35110	Drug Fines	65,538	71,160	80,000	60,000	60,000
35200	Confiscated Goods (Federal)	42,829	46,412	100,000	40,000	40,000
35210	Confiscated Goods (State)	3,897	3,274	25,000	2,000	2,000
36100	Interest Income	5,203	12,789	3,000	500	500
	<b>Total Available Funds</b>	<b>498,957</b>	<b>391,156</b>	<b>543,343</b>	<b>437,843</b>	<b>252,774</b>
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	635	0	1,760	1,760	1,760
82300	Notices, Subscriptions, Publicity	0	0	0	1,000	11,000
82400	Utilities	12,488	0	0	7,200	7,200
82600	Repair & Maintenance Services	206	0	0	0	0
82700	Employee Programs	11,586	0	0	15,500	20,000
82800	Professional Development/Travel	143	0	0	0	0
83100	Office Supplies	468	0	1,000	0	0
83200	Operating Supplies	36,441	0	0	0	0
83300	Fuel & Mileage (Non-Travel)	46	0	0	0	0
83500	Equipment (<\$10,000)	3,987	0	2,450	7,450	22,000
84000	Operational Units	49,950	55,813	50,000	70,000	46,500
85200	Rentals	0	0	0	0	0
85300	Permits & Fees	5,023	0	0	0	0
85900	Other Business Expenses	38,750	0	20,000	34,659	0
	<b>Total Operations</b>	<b>159,722</b>	<b>55,813</b>	<b>75,210</b>	<b>137,569</b>	<b>108,460</b>
<b><u>CAPITAL</u></b>						
89500	Equipment (>\$10,000)	81,715	0	133,422	150,000	70,000
	<b>Total Capital</b>	<b>81,715</b>	<b>0</b>	<b>133,422</b>	<b>150,000</b>	<b>70,000</b>
	<b>Total Expenditures</b>	<b>241,436</b>	<b>55,813</b>	<b>208,632</b>	<b>287,569</b>	<b>178,460</b>
	<b>Total Unallocated Funds</b>	<b>257,521</b>	<b>335,343</b>	<b>334,711</b>	<b>150,274</b>	<b>74,314</b>

# Fire

Rocky Garzarek, Fire Chief

The Franklin Fire Department develops, organizes, equips and maintains the capability to deliver exceptional service to calls for help, anywhere in our City's 41.28 square miles, in 4:30 minutes or less (on average). We also provide mutual aid to surrounding communities when needs arise.

Measurement/Goal	FY08	FY09	FY10 (Projected)	FY11 (Goal)
Goal - To maintain an average first unit response time (from receipt of dispatch to arrival) of four minutes or less to 90% of all emergency incidents.				
Average Response Time	4:00 minutes	4:29 minutes	4:30 minutes	4:30 minutes
Goal - To confine the fire to the room of origin for 90% of all structure fire incidents				
	83%	81%	NA	90%
Goal - To deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.				
	80% for EMT 53% for Paramedic	100%	100%	100%
Goal - To 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 99% Personnel Attended	100% Offered 100% Personnel Attended	100% Offered 100% Personnel Attendance	100% Offered 100% Personnel Attendance
Goal - To maintain an Insurance Services Rating of Class 2 or better.				
	3	2	2	2



## Sustainable Franklin

The Fire Department helps to promote “Green” in a number of ways. In November 2009, we implemented a Video Conferencing Solution that has reduced our combined travel by 700 miles per class. This has reduced fuel consumption by an average of 116 gallons per class while extending the life of our apparatus, extending the time interval between required maintenance, and reducing our emissions. The department has increased the use of fleet maintenance thereby reducing travel to and from Smyrna. We continue to implement electronic documents combined with workflow processes reducing the need for printable materials and travel between our fire stations. The Department also participates in recycling of plastics and aluminum beverage containers, as well as paper products, and has incorporated LED lighting into the specification requirements for new apparatus. Our goals for the future include the refurbishing of fire apparatus to both reduce costs and to reuse existing materials that would otherwise be discarded.

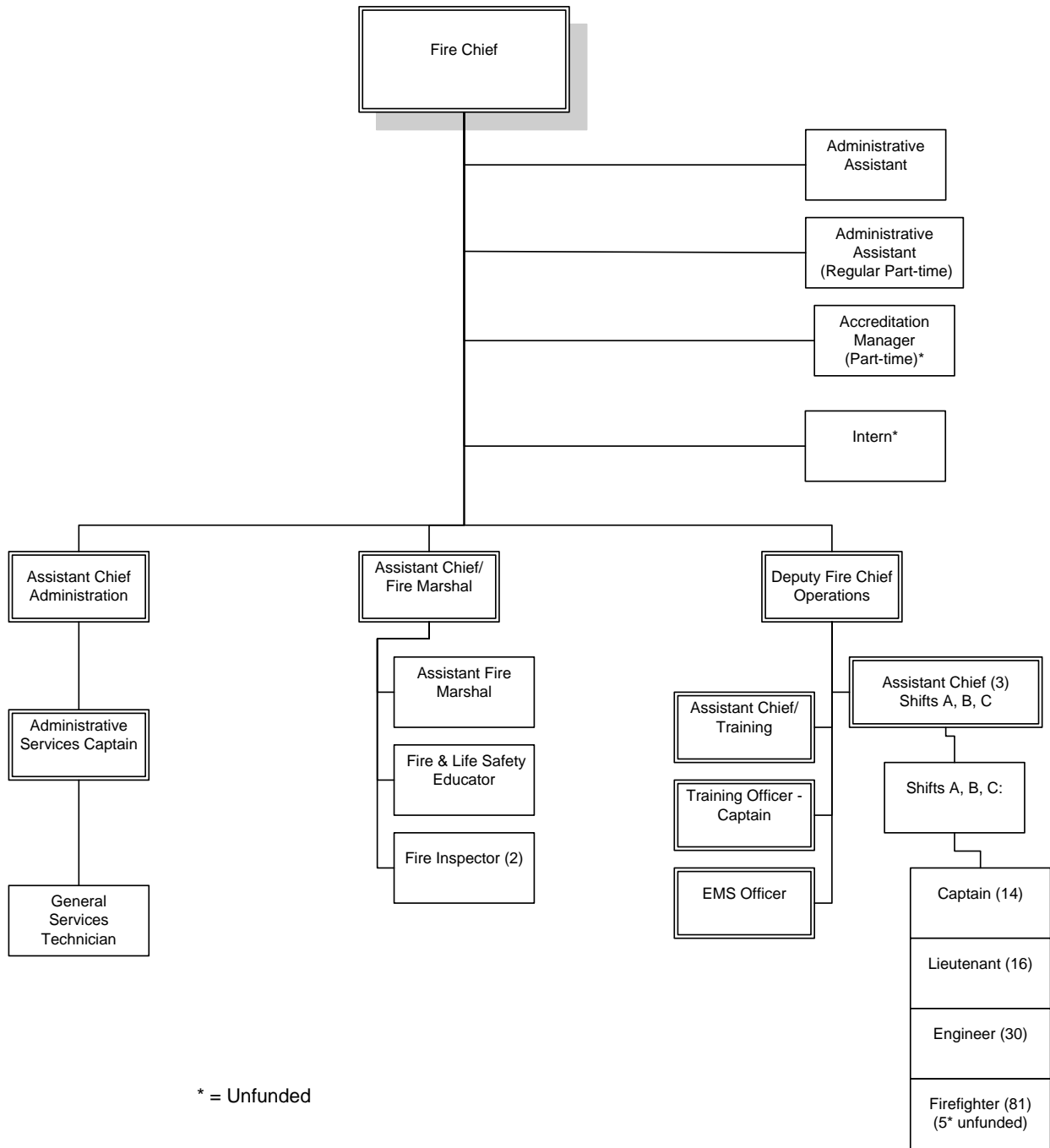
## 2010-2011 Outlook

The Fire Department remains well aware of the current economic situation and keeps abreast of its future predictions. With this in mind, we have put forth what we believe to be a responsible and absolute "bare bones" budget.

The department has always and will continue to be prudent in the management of our budget resources. We will continue to implement measures such as: increase our usage of fleet maintenance; be prudent in our necessary travels; offer as much in-house training as possible; and modify our response plan when appropriate without sacrificing quality of services. We will make sacrifices whenever and however we can, and be forthcoming when we cannot.



# Organizational Chart



# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Fire  
 Personnel by Position

Position	Pay	FY 2010		Not Funded	FY 2011		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Fire Chief	25	1	0	0	1	0	0
Fire Deputy Chief	23	1	0	0	1	0	0
Assistant Chief/Administration	21	1	0	0	1	0	0
Assistant Chief/ Shift Commander	21	3	0	0	3	0	0
Assistant Chief/Training	21	1	0	0	1	0	0
Assistant Chief/ Fire Marshal	21	1	0	0	1	0	0
EMS Officer	20	1	0	0	1	0	0
Administrative Services Officer	20	1	0	0	1	0	0
Training Officer (Captain)	19	1	0	0	1	0	0
Fire Captain	19	14	0	0	14	0	0
Fire Lieutenant	17	16	0	0	16	0	0
Assistant Fire Marshal (Lt.)	17	1	0	0	1	0	0
Fire & Life Safety Educator	17	1	0	0	1	0	0
Fire Inspector	16	2	0	0	2	0	0
Fire Engineer	15	30	0	0	30	0	0
Firefighter	13	81	0	1	81	0	5
Administrative Assistant	12	1	0	0	1	0	0
Administrative Assistant (Part-Time)	12	0	1	0	0	1	0
General Services Technician	9	1	0	0	1	0	0
Intern	---	0	1	1 PT	0	1	1 PT
Accreditation Manager	---	0	1	1 PT	0	1	1 PT
<b>TOTALS</b>		<b>158</b>	<b>3</b>	<b>3</b>	<b>158</b>	<b>3</b>	<b>7</b>

## Budget Notes/Objectives

### *Fire*

Our personnel submittal reflects a 1.8% increase. This increase results primarily from a failure to fund holiday pay in the previous budget year. It has been somewhat offset by the elimination of funding for five (5) currently vacant firefighter positions; continued elimination of funding for an Accreditation Manager and an intern; and our continued efforts to control overtime. Included is incentive pay funding in the amount of \$30,600 to compensate personnel who will be achieving Paramedic or EMT certification.

Operational requests have increased by 4% (\$49,604). This increase is largely due to the department assuming responsibility for management of the tornado siren system and the addition of Solid Waste Disposal services fees.

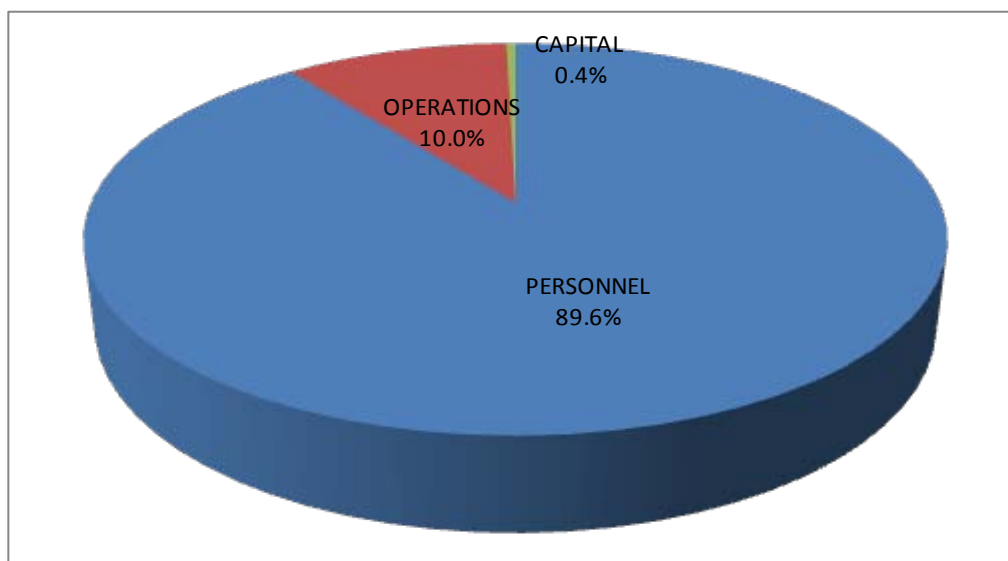
We have eliminated all capital requests for the second consecutive year, except for improvements to our existing facilities.

# General Fund Fire

110  
42200

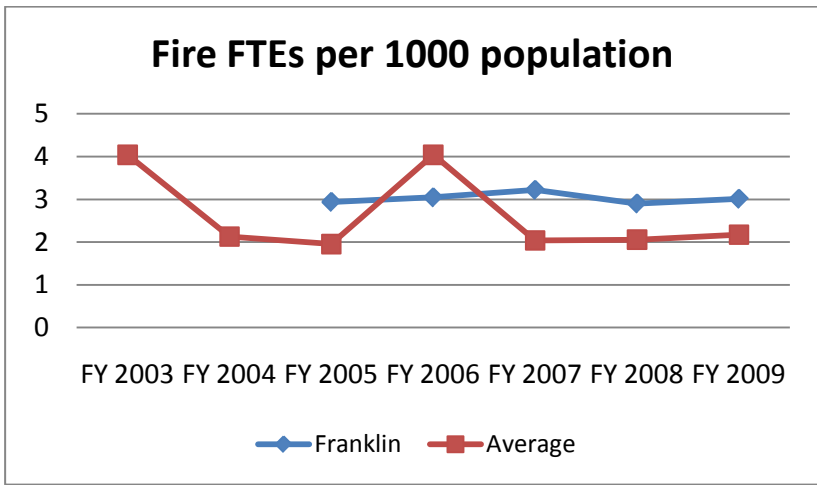
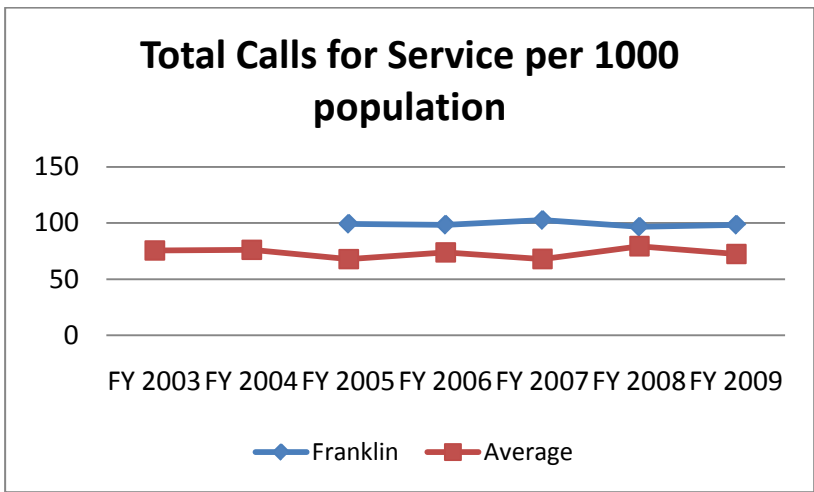
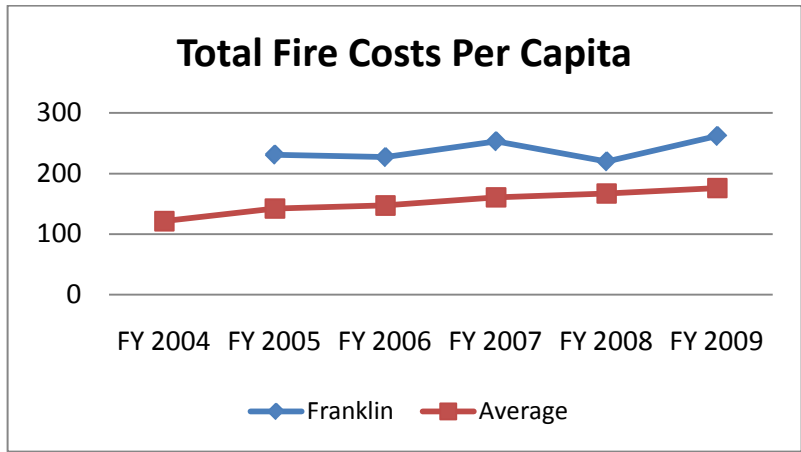
GENERAL FUND  
FIRE DEPARTMENT

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	7,202,134	7,632,373	7,259,181	7,543,300	7,348,785
81400 Employee Benefits	3,447,718	3,445,437	3,678,291	3,458,121	3,642,007
Total Personnel	10,649,852	11,077,810	10,937,472	11,001,421	10,990,792
<b>OPERATIONS</b>					
82100 Transportation Charges	2,877	1,546	2,150	2,300	2,700
82200 Operating Services	103,032	67,748	89,870	86,794	105,350
82300 Notices, Subscriptions, Publicity	23,317	14,726	35,750	21,609	39,868
82400 Utilities	215,329	229,029	231,850	193,025	205,950
82500 Contractual Services	5,735	16,651	28,750	28,750	41,000
82600 Repair & Maintenance Services	322,600	278,303	256,250	319,500	299,000
82700 Employee Programs	20,811	48,900	67,320	67,320	42,950
82800 Professional Development/Travel	47,044	19,577	24,355	24,000	24,355
83100 Office Supplies	15,627	12,425	14,540	12,855	13,300
83200 Operating Supplies	209,105	117,741	84,895	71,290	89,250
83300 Fuel & Mileage (Non-Travel)	103,624	72,475	52,100	65,840	65,840
83500 Equipment (<\$10,000)	172,379	72,896	122,050	46,500	136,025
83600 Repair & Maintenance Supplies	75,055	57,210	62,750	63,150	58,000
84000 Operational Units	1,283	481	3,000	0	5,000
85100 Property & Liability Costs	894,664	129,378	129,909	98,210	127,055
85200 Rentals	1,234	(230)	500	0	0
85300 Permits & Fees	1,325	260	0	360	0
85500 Financial Fees	39	0	0	0	0
85900 Other Business Expenses	(10)	0	0	0	0
Total Operations	2,215,071	1,139,116	1,206,039	1,101,503	1,255,643
<b>CAPITAL</b>					
89100 Land	0	0	0	0	0
89200 Buildings	6,980	0	0	0	50,000
89500 Equipment (>\$10,000)	185,489	764,183	45,000	45,000	0
Total Capital	192,469	764,183	45,000	45,000	50,000
<b>TOTAL FIRE BUDGET</b>	<b>13,057,392</b>	<b>12,981,109</b>	<b>12,188,511</b>	<b>12,147,924</b>	<b>12,296,435</b>





# MTAS Benchmarking Program



*\*Note: Information from FY2009 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*



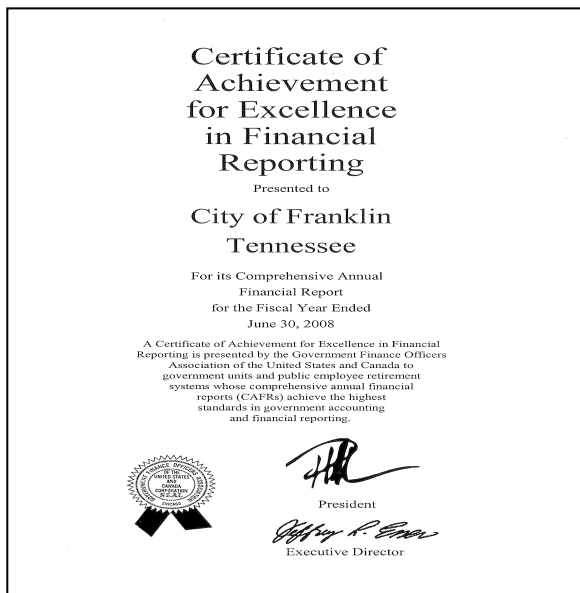
# FINANCE & ADMINISTRATION

Finance & Administration comprises **Finance, Municipal Information Technology, Purchasing, City Court, Solid Waste and Transit.** (It also includes Water & Wastewater which is included in a separate budget document).

In addition to providing 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.

## Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2008 Comprehensive Annual Financial Report (18<sup>th</sup> year).
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2010 budget document (2<sup>nd</sup> year).
- Established Fuel Hedging initiative with Davidson County. City has saved over \$10,000 in its fuel costs in 2010.



# Finance

*Russell Truell, Assistant City Administrator*

*Mike Lowe, Comptroller*

The Finance Department oversees the security and management of the City's financial and property interests. The Department helps the City Administrator prepare, implement and monitor the City's annual capital and operating budgets. The department also plans and executes the issuance of bonds and other financing mechanisms available to municipalities.

The Finance Department provides financial services for the City of Franklin. These include: (1) Financial Accounting and Reporting, (2) Investment of Temporarily Idle Funds, (3) Maintaining and Reconciling City Bank Accounts, (4) Issuing Employee Payroll, (5) Issuing Vendor Payments, (6) Internal Audits, and (7) Ensuring that the Annual External Financial Audit is Conducted.

<b>FINANCE DEPARTMENT PERFORMANCE MEASURES</b>				
<b>Measurement/Goal</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 (Projected)</b>	<b>FY 2011 (Goal)</b>
1. To exceed the return on investments of the LGIP.	4.91% annual average to LGIP's 3.83%	3.75% annual average to LGIP's 1.61%	2.08% average to LGIP's .39%	Exceed LGIP average by minimum 1%
2. To pay average interest rate on debt below rate on 20-year Treasury notes.	3.40% annual average to Treasury's 4.36%	3.84% annual average to Treasury's 4.11%	1.73% through March 2010 to Treasury's 4.35% (primarily due to variable rate on TN Bond Fund, currently at .41% for April)	Continue annual average below Treasury's by minimum .25%
3. To retain the City's Triple AAA rating (for consecutive months)	90 months since attained December 1999	102 months since attained December 1999	114 months since attained December 1999	126 months since attained December 1999
4. To have City's rating affirmed by multiple rating agencies (maximum = 3).	1	1	2	2
5. To achieve the GFOA Annual Report award for financial reporting annually.	16th consecutive (for FY 2006)	17th consecutive (for FY 2007)	18th consecutive (for FY 2008)	19th consecutive (for FY 2009)
6. To achieve the GFOA Budget Report award annually.	no submittal	1st award (for FY 2009 budget)	2nd award (for FY 2010 budget)	3rd award (for FY 2011 budget)
7. To increase use of electronic payments for payroll (number and percent by ACH and check)	not measured	88%	91%	93%
8. To increase use of electronic payments for AP (number and percent by ACH, purchasing card, and check)	not measured	10%	18%	20%



## Sustainable Franklin

In 2009, the Finance Department began utilizing Employee Desk, software that allows employees to view their paystubs online, eliminating the need for paper stubs and envelopes. Currently, 205 employees use Employee Desk; that amounts to 5,330 paper paystubs and 5,330 envelopes saved each year!

Other “Green” Initiatives include reducing paper usage by dedicating a printer to use reuse paper already printed on one side and to reduce waste by recycling paper, newspaper, plastic bottles, and aluminum cans.

As our police department moves to its own building on May 15, 2010, the Finance Department will electronically send to the police department its vendor invoices using AP Workflow software. After coding and approval for payment, the invoices will be returned electronically to Finance for payment. No trips will need to be made between the two buildings. This will be expanded to other departments to save gasoline and time for city staff.

## 2010-2011 Outlook

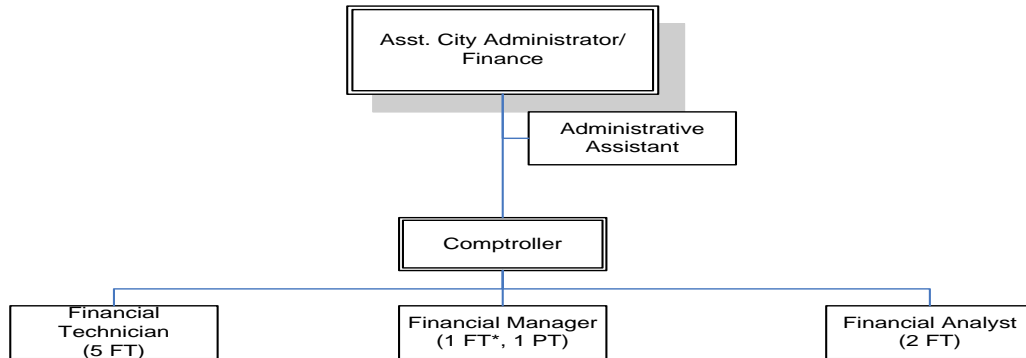
The department is working to control costs such as travel by exploring local training options. Finance is also monitoring office supply requests, delaying software purchases, dedicating a printer to re-using paper printed on only one side and electronic scanning of documents to reduce the number of copies made and printed.

### **Goals:**

One ongoing goal is to work closer with each individual department. This will allow better oversight of departmental records, timekeeping, invoicing, purchasing and other administrative duties, as well as a better dialogue between the operational department staff and the financial support staff.

A second goal is to recognize increased skills, knowledge, and abilities of department staff. For 2011, the department is proposing to have 3 achievement levels for Financial Technician staff. The first level would be for staff as they acquire basic knowledge and skills. The second level would be for those who achieve a certification in their specialty such as payroll or accounts payable. The third level would be for those who achieve a state or nationally recognized certification demonstrating comprehensive governmental financial knowledge.

# Organizational Chart



\* = Unfunded

# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Finance  
 Personnel by Position

Position	Pay Grade	FY 2010		Not Funded	FY 2011		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
ACA Finance	26	1	0	0	1	0	0
Comptroller	23	1	0	0	1	0	0
Financial Manager	19	2	0	1	1	1	1 FT
Financial Analyst	16	3	0	0	2	0	0
Financial Technician 3	TBD	0	0	0	0	0	0
Financial Technician 2	TBD	0	0	0	0	0	0
Financial Technician	12	3	0	0	5	0	0
Administrative Assistant	12	1	0	0	1	0	0
<b>TOTALS</b>		<b>11</b>	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>1 FT</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
1 full-time Financial Manager unfunded					
1 Financial Manager part-time (recent retiree)					
Change staffing to reflect current (2 Financial Analysts, 5 Financial Technicians)					
Implement Technician levels similar to other governments based on experience, knowledge, and skills, as evidenced by such methods as certifications.					

## Budget Notes/Objectives

### *Finance*

#### **Personnel:**

The Finance Department has vacancies in its 2 Financial Manager positions. In 2011, the department will leave one of these positions unfunded and staff the second on a part-time basis. In 2010, salaries and wages exceeded budget due primarily to the addition of a Financial Technician position that transferred from the City's Building and Neighborhood Services department. (The budget for this staff member was included in that department's budget).

#### **Operations:**

Operating costs are reduced by 42% in 2011. This is partly due to the sharing of ½ of the City's anticipated banking fees for 2011 with the Recorder's Office. Also, a reduction in investment fees anticipated as a result of an RFP for custodial services initiated in 2010.

#### **Capital:**

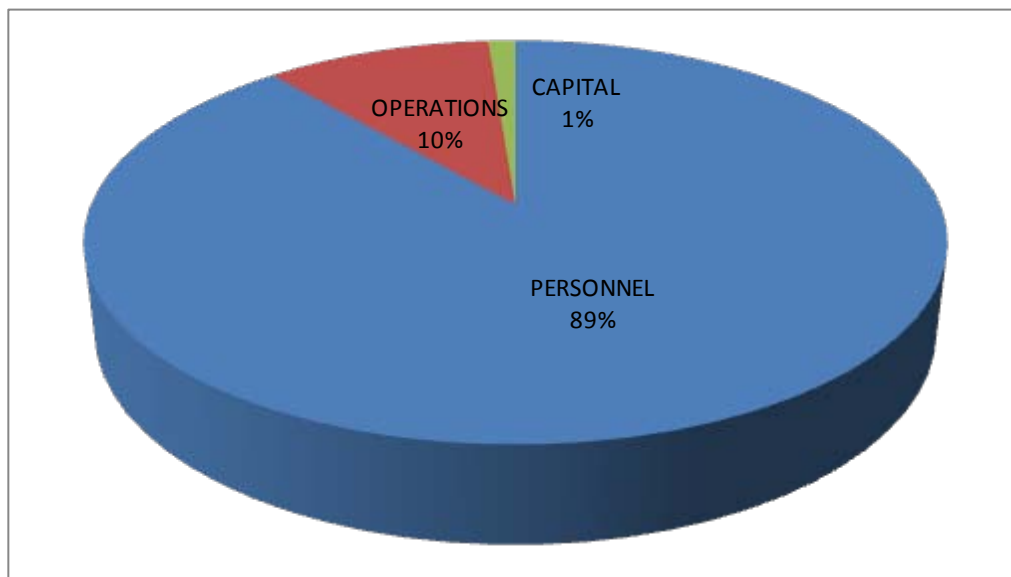
Capital costs are reduced by \$10,000 as planned software additions of \$10,000 have been budgeted instead of the \$20,000 budgeted in 2010.

#### **Department Objectives:**

The department is striving to achieve efficiencies in processing Accounts Payable, Payroll and recording of Fixed Assets through training, reconciliations, and cost control initiatives. To help achieve those goals, cross-training on a variety of tasks is planned for everyone in the Department.

# General Fund Finance

110 41500	GENERAL FUND FINANCE	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	553,458	617,180	513,386	556,747	510,722
81400	Employee Benefits	207,490	208,878	214,582	226,676	213,133
	Total Personnel	760,949	826,058	727,968	783,423	723,855
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	375	3,121	2,500	3,090	3,000
82200	Operating Services	1,498	1,117	1,400	764	800
82300	Notices, Subscriptions, Publicity	4,082	4,192	3,683	3,615	4,000
82400	Utilities	7,513	6,115	7,900	3,222	3,222
82500	Contractual Services	7,254	11,562	10,348	8,140	10,000
82600	Repair & Maintenance Services	2,795	1,603	500	0	0
82700	Employee Programs	143	2,409	2,000	0	0
82800	Professional Development/Travel	11,688	9,357	10,050	6,093	5,520
83100	Office Supplies	14,217	6,392	6,500	3,805	3,800
83200	Operating Supplies	60	169	0	0	0
83300	Fuel & Mileage (Non-Travel)	48	61	150	0	0
83500	Equipment (<\$10,000)	13,247	17,083	2,200	46	4,500
83600	Repair & Maintenance Supplies	0	0	0	234	250
85100	Property & Liability Costs	4,697	3,804	4,000	2,587	3,721
85300	Permits & Fees	0	0	0	0	0
85500	Financial Fees	75,007	83,331	78,500	84,914	45,000
85900	Other Business Expenses	2,316	(288)	0	(24)	0
	Total Operations	144,940	150,028	129,731	116,486	83,813
<b><u>CAPITAL</u></b>						
89500	Equipment (>\$10,000)	29,134	9,295	20,000	20,000	10,000
	Total Capital	29,134	9,295	20,000	20,000	10,000
<b>TOTAL FINANCE BUDGET</b>		<b>935,022</b>	<b>985,381</b>	<b>877,699</b>	<b>919,909</b>	<b>817,668</b>





# Municipal Information Technology (MIT)

*Fred Banner, Director*

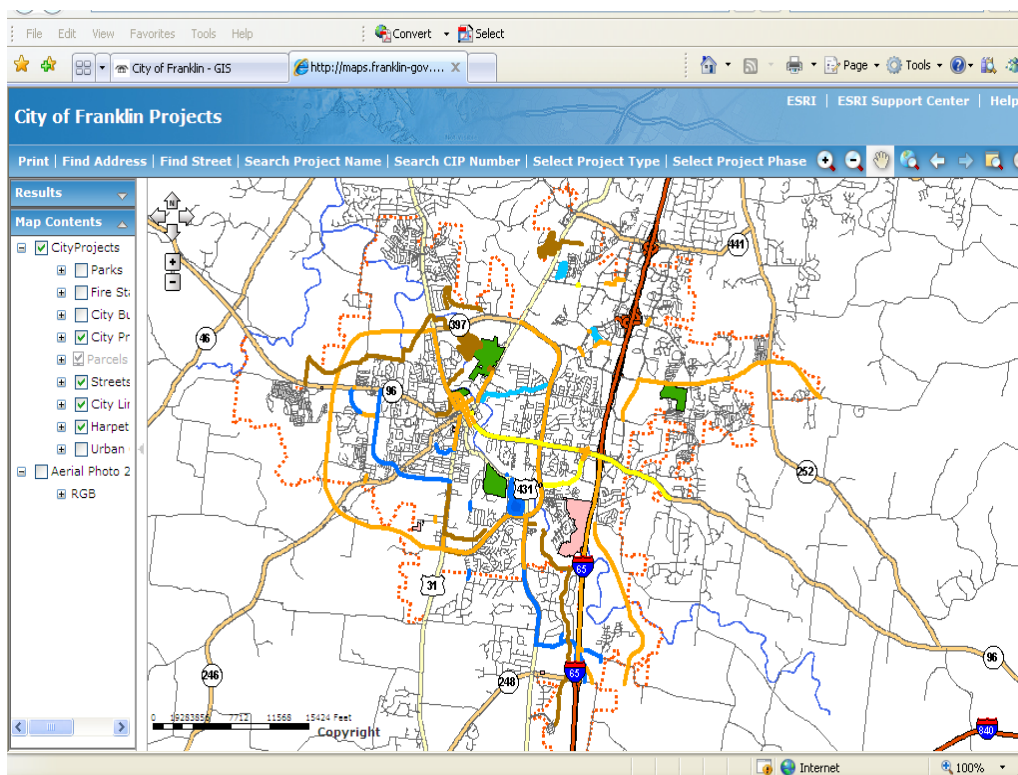
The Municipal Information Technology (MIT) Department interacts closely with every department to assess current and future technology requirements. The department installs and ensures proper functioning of licensed software; administers multiple city-wide databases; installs and repairs hardware; manages networking and communication systems; maintains the City of Franklin's website; and provides end-user training. The MIT Department also provides the City's Geographic Information System (GIS), made up of layers of data, aerial photographs, and databases. This information is used to create digital and paper maps, plan for the future of Franklin, prepare for natural and manmade disasters, expedite EMS response, and track development. Currently the GIS division works with 20,118 parcels within limits (41.28 square miles) plus another 4,136 in the Urban Growth Boundary.

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10 (projected)</b>
Number of ArcMap licenses	43	55	63
Number of 800 mhz radios	641	660	670
HelpStar Requests by Category			
800 MHz Radios	2.29%	3.34%	2.93%
Financial Applications	1.06%	1.28%	3.57%
Fire - Computer/Technology	9.20%	4.24%	3.18%
GIS	1.54%	2.88%	4.43%
Hardware	18.31%	10.50%	10.50%
Phones	3.30%	7.32%	7.71%
Police - Computer/Technology	2.82%	7.64%	6.64%
Printers	7.75%	3.97%	4.75%
Software	50.22%	35.23%	29.74%
Visions	2.33%	0.63%	0.93%
Web Related	1.14%	22.97%	25.63%



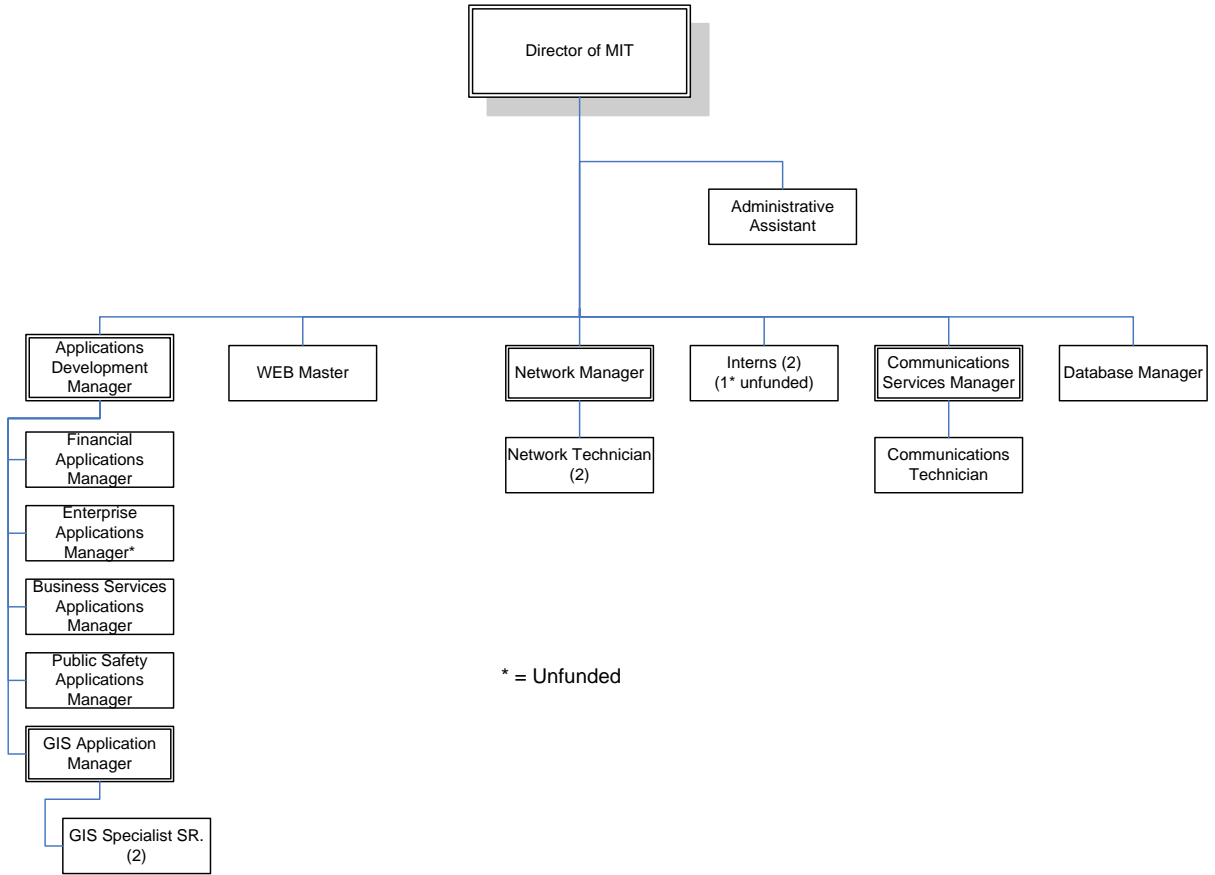
## Sustainable Franklin

The MIT Department continues to promote “Green” by targeting approximately 200 computers to be a part of the Energy Savings Group. These workstations will be scheduled to shut down nightly at 9 pm. They will not come back on unless the user powers them on. The department is also participating in “server virtualization.” Virtualization is a method of partitioning a single physical server into multiple servers. MIT has already reduced five servers to one and plans to continue this process.



Information on various City Projects (Roads, Parks, Water/Sewer, etc.) can be found on the City’s website at [www.FranklinTN.gov](http://www.FranklinTN.gov)

# Organizational Chart



# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - MIT  
 Personnel by Position

Position	Pay Grade	FY 2010			FY 2011		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
MIT Director	24	1	0	0	1	0	0
Applications Development Manager	22	1	0	0	1	0	0
Database Manager	21	1	0	0	1	0	0
WEB Master	21	1	0	0	1	0	0
Communications Services Manager	21	1	0	0	1	0	0
GIS Applications Manager	21	1	0	0	1	0	0
Network Manager	20	1	0	0	1	0	0
Enterprise Applications Manager	20	1	0	1	1	0	1
Public Safety Applications Manager	20	1	0	0	1	0	0
Financial Applications Manager	20	1	0	0	1	0	0
Business Services Applications Manager	20	1	0	0	1	0	0
GIS Specialist Sr	19	2	0	0	2	0	0
Network Technician	16	2	0	0	2	0	0
Communications Technician	16	1	0	0	1	0	0
Administrative Assistant	12	1	0	0	1	0	0
Intern	---	0	2	1	0	2	1
<b>TOTALS</b>		<b>17</b>	<b>2</b>	<b>2</b>	<b>17</b>	<b>2</b>	<b>2</b>

## Budget Notes/Objectives

### *Municipal Information Technology*

**Personnel:**

The MIT department has one (1) unfunded full-time position in 2011. It also has an intern position to be unfunded.

**Operations:**

Operating costs are increased by \$169,183, or 26%, in 2011. This is primarily due to anticipated computer services.

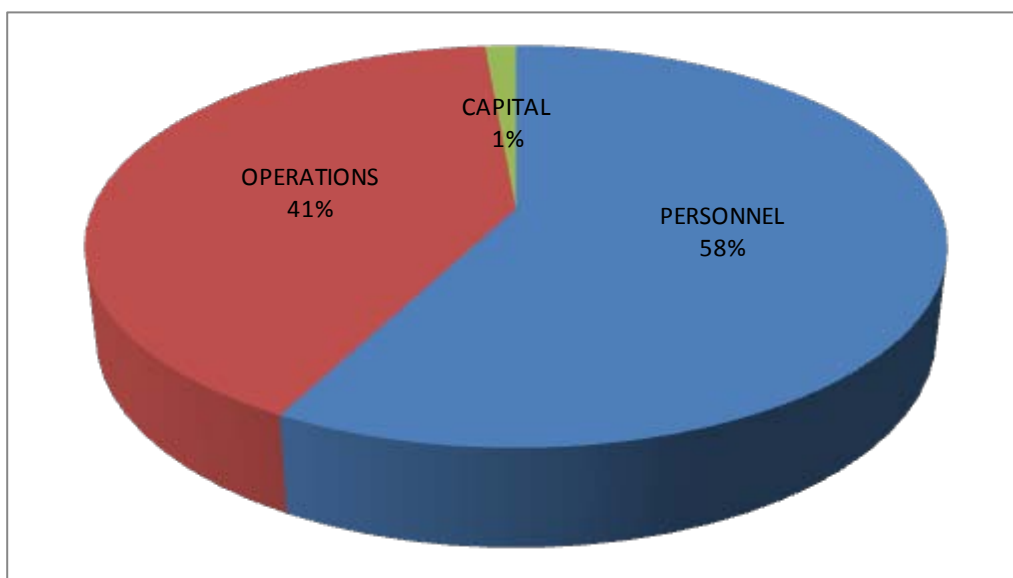
**Capital:**

Capital costs are \$28,000 for capital software purchases.

# General Fund MIT

110 GENERAL FUND  
41350 MIT - INFORMATION TECHNOLOGY

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	745,394	772,126	859,734	859,734	855,348
81400 Employee Benefits	293,553	290,860	338,559	320,815	312,613
<b>Total Personnel</b>	<b>1,038,946</b>	<b>1,062,986</b>	<b>1,198,294</b>	<b>1,180,550</b>	<b>1,167,961</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	115	1,608	200	200	200
82200 Operating Services	1,268	615	700	700	700
82300 Notices, Subscriptions, Publicity	9,778	7,240	725	725	2,200
82400 Utilities	70,609	70,937	78,800	78,800	80,100
82500 Contractual Services	320,007	617,972	492,450	492,450	674,281
82600 Repair & Maintenance Services	1,539	5,356	1,600	1,600	1,600
82700 Employee Programs	41,021	1,613	5,000	5,000	5,000
82800 Professional Development/Travel	28,566	26,344	2,020	2,020	25,000
83100 Office Supplies	6,271	5,712	5,000	5,000	5,300
83200 Operating Supplies	4,087	2,497	1,500	1,500	1,500
83300 Fuel & Mileage (Non-Travel)	1,861	1,389	1,000	1,000	1,000
83500 Equipment (<\$10,000)	49,536	207,236	62,000	62,000	22,000
83600 Repair & Maintenance Supplies	4,798	1,608	1,250	1,250	2,000
85100 Property & Liability Costs	6,969	6,384	6,384	7,838	6,631
85200 Rentals	0	0	0	0	0
85900 Other Business Expenses	79	250	0	0	300
<b>Total Operations Budget</b>	<b>546,503</b>	<b>956,761</b>	<b>658,629</b>	<b>660,083</b>	<b>827,812</b>
<b>CAPITAL</b>					
89500 Equipment (>\$10,000)	476,283	82,375	80,000	80,000	28,000
<b>Total Capital Budget</b>	<b>476,283</b>	<b>82,375</b>	<b>80,000</b>	<b>80,000</b>	<b>28,000</b>
<b>Total MIT Budget</b>	<b>2,061,732</b>	<b>2,102,122</b>	<b>1,936,923</b>	<b>1,920,633</b>	<b>2,023,773</b>



# Purchasing Office

Brian Wilcox, Purchasing Manager

Procurement of goods and services not related to construction that is valued at or above the \$10,000 public advertisement / sealed submittal threshold is normally facilitated by the Purchasing Office, along with some procurements that are common to multiple departments. In addition, the Purchasing Office: administers the City's purchasing card program, which allows, within spending limits, for purchases to be made by departmental staff by means of a City-issued credit card; and facilitates on an as-needed basis the lawful disposal of surplus property of the City, including both real property and personal property, and, at the discretion of the department, any lost or stolen property recovered by or turned over to the City.

Measure		Actual FY2009	Projected FY2010	Proposed FY2011
Number and value per year of formal procurement solicitations <sup>1</sup> processed by the Purchasing Office		21	36 <sup>2</sup>	30
		\$1,610,398	\$6,941,478 <sup>2</sup>	\$2,500,000
Average number of calendar days from date of requisition greater than \$10,000 to award of procurement		111	70 <sup>2</sup>	70
Number and value of purchasing card transactions processed (by fiscal year), and value of City's rebate earned for total spend, net of credits (by calendar year)		13,384	13,500	13,500
		\$2,894,166	\$2,900,000	\$2,900,000
		\$27,082	\$25,511	\$25,000
Average number of calendar days (from receipt of card request to receipt of delivered card) for...	purchasing card	5	5	5
	fleet fuel driver card	7	6	6
	fleet fuel vehicle card	4	5	5
Number and value of electronic auctions of surplus personal property initiated by the Purchasing Office		52	86 <sup>2</sup>	70
		\$151,082	\$307,792 <sup>2</sup>	\$225,000

<sup>1</sup> Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.

<sup>2</sup> Year to date.

Measure	Actual FY2009	Projected FY2010	Proposed FY2011
Number of Disadvantaged Business Enterprises registered as interested in doing business with the City	Not Available	Not Available	15
Number and value of capital items listed in the "Equipment over \$10,000" <sup>1</sup> portion of the annual operating budget for all funds, and percent (of number) that are processed by the Purchasing Office if purchased	18	59	To be determined
	\$2,637,703	\$3,963,795	To be determined
	100%	100%	100%



## Sustainable Franklin

The Purchasing Office will encourage client departments of the City to incorporate environmentally friendly product specifications, and to consider the environmental implications of their purchases. For example, what is the recycled content, what is the energy or fuel efficiency, is it readily recyclable, is it reusable/refillable, does it come with minimal and recyclable packaging, is it less or non-toxic, and does it allow for sustainable harvesting?

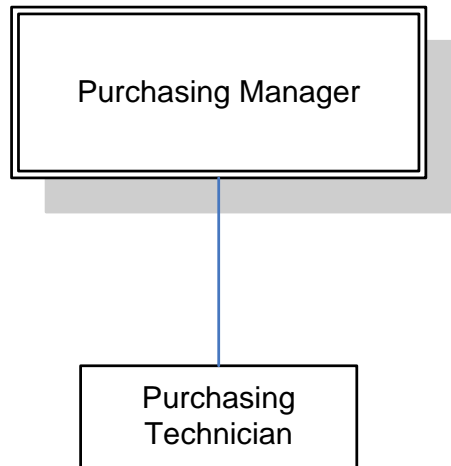
1. The Purchasing Office will promote use by its client departments of the City the following method for the economical and eco-friendly disposal of used ink cartridges: The City's office supplies vendor provides the City with recycled boxes that we use to place the used ink cartridge in. They also provide us with shipping labels for a commercial shipper. Once we have accumulated enough used cartridges to fill the box (approximately 6 cartridges), we affix a shipping label to the box and call the commercial shipper for pick up. The office supplies vendor assumes the financial expense from the commercial shipper.
2. The Purchasing Office has had half of the fluorescent light bulbs in the office ceiling fixtures disconnected, and turns off all of its office lights whenever the office is empty for more than a few minutes.

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<sup>1</sup> Includes furniture, fixtures, vehicles, machinery, equipment, computer hardware and computer software.



# Organizational Chart



## Staffing by Position

**City of Franklin  
2010-2011 Fiscal Year Budget  
General Fund - Purchasing  
Personnel by Position**

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Purchasing Manager	21	1	0	1	0
Purchasing Analyst (future)	TBD	0	0	0	0
Purchasing Technician	12	1	0	1	0
	<b>TOTALS</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>

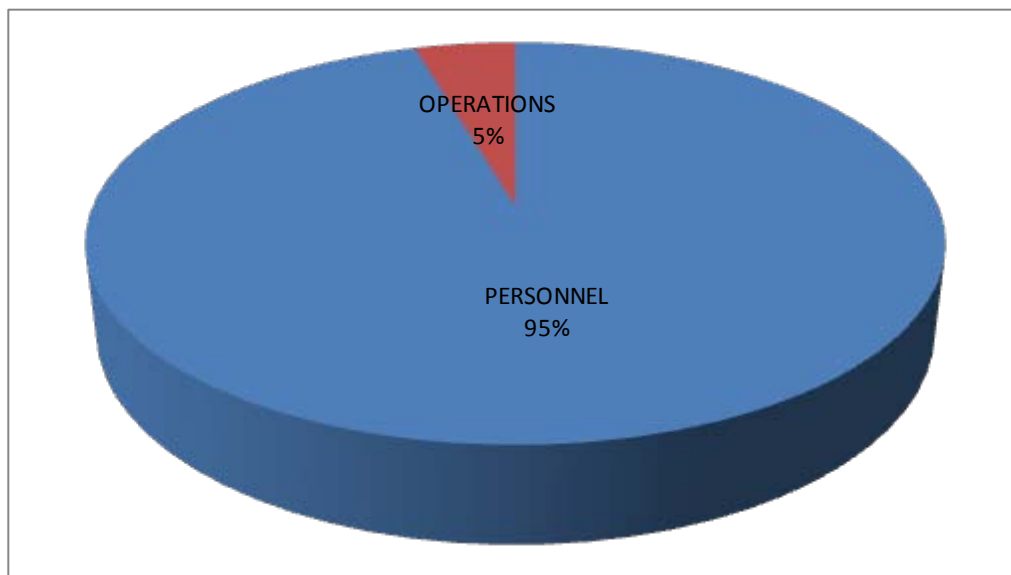
## Budget Notes/Objectives

### *Purchasing*

The Purchasing Office budget for FY2011 proposes no changes to the number or classification of budgeted positions. Funds are budgeted for the replacement of the office scanner (which is used to scan purchasing card supporting documentation) and a desk chair.

# General Fund Purchasing

110 41340	GENERAL FUND PURCHASING	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	93,504	76,761	94,534	96,952	94,051
81400	Employee Benefits	45,938	36,925	48,000	45,770	44,747
	Total Personnel	139,442	113,686	142,534	142,722	138,798
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	31,670	33	50	50	50
82200	Operating Services	132	0	50	0	0
82300	Notices, Subscriptions, Publicity	1,817	1,970	1,745	1,751	1,811
82400	Utilities	477	469	550	550	550
82600	Repair & Maintenance Services	(137)	0	0	0	0
82800	Professional Development/Travel	3,559	1,521	1,826	1,302	1,925
83100	Office Supplies	1,726	1,160	250	202	250
83200	Operating Supplies	0	0	0	0	0
83300	Fuel & Mileage (Non-Travel)	0	0	100	0	0
83500	Equipment (<\$10,000)	4,405	1,379	500	0	1,500
85100	Property & Liability Costs	961	777	800	517	744
85900	Other Business Expenses	0	0	0	0	0
	Total Operations	44,610	7,309	5,871	4,372	6,830
<b><u>CAPITAL</u></b>						
89500	Equipment (>\$10,000)	0	0	0	0	0
	Total Capital Budget	0	0	0	0	0
<b>Total Purchasing Budget</b>		184,052	120,995	148,405	147,094	145,628



# Court

*Steve Sims, Assistant City Recorder*

The Municipal Court of the City of Franklin serves to adjudicate municipal offenses and collect fines and costs.

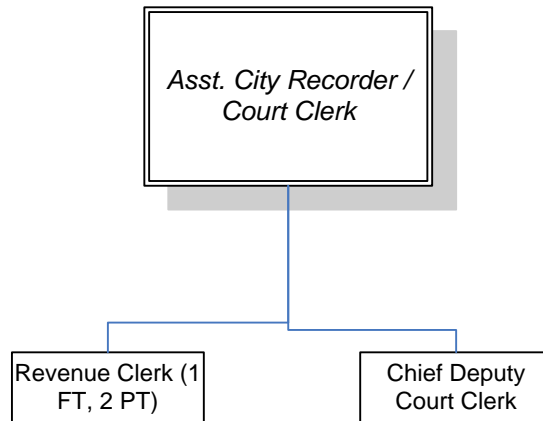
Goal - Administer the Operations of City Court					
Citations Processed per Employee ( <i>per month</i> )	252	359	310	375	375



## Sustainable Franklin

- Reduce our footprint by deploying tools to allow customer choice and changes in business processes
- Reduce reliance on paper by deploying tools targeted at reducing issuance of paper utility billing statements
- Reduce travel time & gas by customers thru customer education and by deploying tools aimed at use of web applications for conducting business
- Reduce travel time & gas by COF employees by deploying tools enhancing communications to facilitate account maintenance functions
- Reduce reliance on paper documents by deploying tools to allow electronic document authorization and processing

## Organizational Chart



## Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Court  
 Personnel by Position

Position	Pay	FY 2010		FY 2011	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Chief Deputy Court Clerk	12	1	0	1	0
Deputy Court Clerk	10	2	0	0	0
Revenue Clerk	10	0	0	1	2
<b>TOTAL</b>		<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>

Note: The City Judge is also paid from within this department.

## Budget Notes/Objectives

### *Court*

**Personnel:**

Personnel costs in Court have decreased slightly as \$3,200 in warrant issuing costs have been transferred to the budget of the police department.

**Operations:**

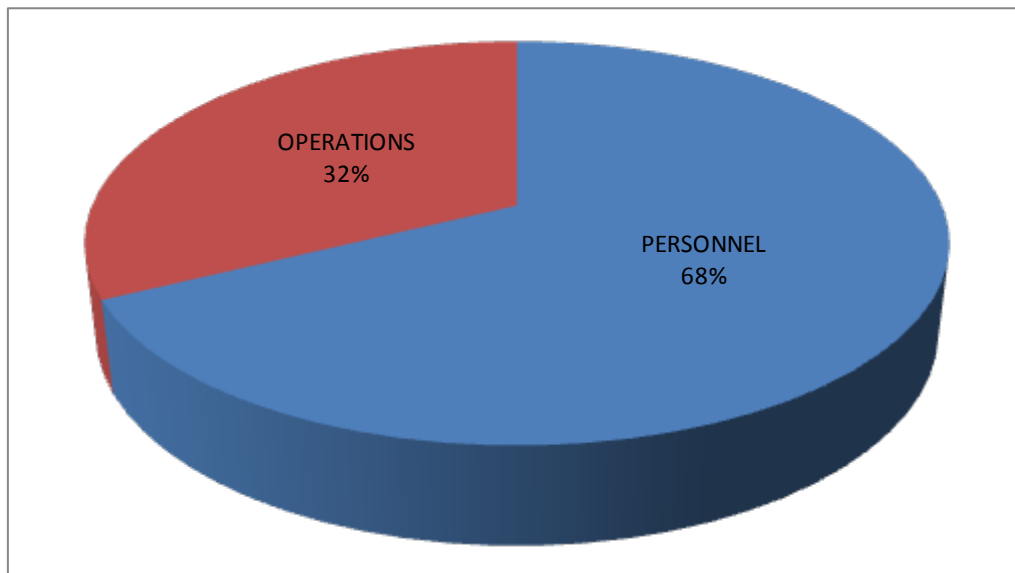
Operating costs are decreased by \$7,817, or 8%, in 2011. This is primarily due to a reduction in requirements for contractual services.

**Capital:**

There are no capital costs budgeted in 2011.

# General Fund Court

110 41200 GENERAL FUND COURT		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	103,074	106,361	102,744	105,103	101,962
81200	Officials Fees	29,360	29,360	29,360	29,360	26,160
81400	Employee Benefits	68,706	60,904	62,267	66,384	64,574
	<b>Total Personnel</b>	<b>201,140</b>	<b>196,625</b>	<b>194,371</b>	<b>200,847</b>	<b>192,696</b>
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	0	3,791	15,000	14,800	15,096
82200	Operating Services	247	0	2,000	2,600	2,500
82300	Notices, Subscriptions, Publicity	474	0	500	600	600
82400	Utilities	536	580	600	521	532
82500	Contractual Services	0	0	23,600	300	11,200
82600	Repair & Maintenance Services	337	337	200	200	0
82800	Professional Development/Travel	54	941	1,300	815	815
83100	Office Supplies	2,634	2,609	3,000	2,500	2,500
83200	Operating Supplies	210	0	160	160	160
83300	Fuel & Mileage	0	545	0	0	0
83500	Equipment (<\$10,000)	1,573	200	11,900	1,100	8,700
85100	Property & Liability Costs	1,908	2,310	2,300	1,488	2,140
85300	Permits & Fees	24,531	27,978	30,000	40,000	40,000
85500	Financial Fees	5,840	7,530	10,000	8,500	8,500
85900	Other Business Expenses	0	0	0	0	0
	<b>Total Operations</b>	<b>38,342</b>	<b>46,821</b>	<b>100,560</b>	<b>73,584</b>	<b>92,743</b>
<b><u>CAPITAL</u></b>						
89500	Equipment (>\$10,000)	0	0	0	0	0
	<b>Total Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL COURT BUDGET</b>		<b>239,482</b>	<b>243,446</b>	<b>294,931</b>	<b>274,431</b>	<b>285,439</b>





# Solid Waste

Rebecca Caldwell, Director

The Solid Waste Department is responsible for collection and disposal of all residential, commercial, yard and bulk waste within the Franklin City limits. The department includes a City-owned and operated transfer station that handles our municipal waste, in addition to refuse from private haulers. The primary goal is to maintain a high standard of service with efficient daily operations through all team efforts of all divisions within our department.

There are four (4) divisions within the Solid Waste Department:

- (1) The **Administration Division** is responsible for oversight of the facility maintenance for the solid waste portion of the Municipal Services Complex, as well as operations oversight for four (4) other solid waste divisions.
- (2) The **Collection Division** collects household and commercial waste generated from residents and businesses within our community.
- (3) The **Disposal Division** transfers waste through our transfer station to a local contracted landfill.
- (4) The newest division is the **Recycling Division**. This is the first year to add the Recycling Division to our Solid Waste budget. The blue bag, curbside recycling program will be the first in our City and it begins July 12, 2010.

Measurement/Goal	FY07	FY08	FY09	FY10 (projected)
Residential Trash Collected	25,055 tons	25,743 tons	22,246 tons	21,401 tons
Commercial Trash Collected	9,536 tons	9,285 tons	7,418 tons	7,269 tons
Trash from private haulers	45,820 tons	48,020 tons	42,667 tons	37,695 tons
Trash Diverted from Landfill	982 tons	1,553 tons	1,812 tons	3,047 tons
Tons collected per 1000 population	458 tons	446 tons	397 tons	369 tons
<b>BOPAE Collections (as of April 14, 2010)</b>				
Batteries	NA	NA	NA	7,135 lbs
Oil	NA	NA	NA	459 gallons
Paint	NA	NA	NA	33,160 lbs
Anti-Freeze	NA	NA	NA	NA
Electronics	NA	NA	NA	76,095 lbs



## Sustainable Franklin

- We continue to increase the amount of plastic recyclables collected from our City facilities.
- We will begin added education to our employees regarding recycling and appropriate handling of additional recyclable materials within our organization.
- The Blue Bag service begins in July 2010, further supporting our Sustainability Task Force goals and initiatives.
- We began the BOPAE program in November 2009. Initially we thought the volume would decrease over time, in reality we have seen just the opposite. Residents throughout Williamson County continue to deliver acceptable items to our BOPAE drop-off on a daily basis.
- Routing continues to be a key consideration for fuel and time efficiency. We continue to fine-tune the existing routes to increase efficiency on a daily basis.
- We are starting to modify our former habits and print and/or copy using both sides of the paper for documents longer than one (1) page.
- As we continue flood debris clean up, from our May 2010 flooding, we strive to recycle all we can from the waste stream. We have effectively removed metals, specifically white goods, paint and other hazardous chemicals from areas most affected by the flood.
- We had four (4) team members graduate from the Keep Williamson Beautiful Environmental Leadership program.
- Our commercial cardboard service continues to slowly increase as businesses learn of the service, in addition to identifying acceptable locations for cardboard recycling dumpster units.



## 2010-2011 Outlook

We continue to leave the Assistant Solid Waste Director position vacant in the Administration Division.

Our Solid Waste *Collection division* services an average of 18,000 households each week. Our fleet of side loaders, rear loaders, mini packers and knuckleboom trucks collects waste in 90-gallon rollout containers, small yard waste in biodegradable paper bags, brush, bulky items and white goods (appliances, hot water heaters, etc...) left curbside. We maintain front loaders that service our commercial dumpster customers as often as five times weekly. In addition, we offer dumpster service to residents for re-modeling and clean-up projects.

This group of employees clean-up during and after special events, both sponsored by the City, as well as, private parties who request and pay for our services. Some of the events include: Feile Franklin, Arbor Day, company events for Nissan, the Main Street Festival, Cinco de Mayo, Franklin on the Fourth, the Jazz Festival, Pumpkinfest, Wine Down Main Street and Dickens of a Christmas. We continue to present our public education booth, with Administration and Collection division staff, during these special events.

In an effort to reduce operating expenses, we started maintaining our portion of the grounds occupied at the Municipal Services Complex, on Century Court, in March 2008 and we continue to manage these tasks on a regular basis. This eliminates the need for a contracted service and saves fees associated with such. We continue to clean the inside of our facility to save the expense of a hired service.

In our Collection Division we have a Solid Waste Supervisor vacancy that we intend to fill as soon as possible. One (1) Solid Waste Driver/Operator position as well as three (3) Solid Waste Worker positions will be unfunded for the FY 2010-2011 budget year.

Our capital request includes one (1) replacement mini-packer. We use these units for backdoor service, alley collection and new construction areas because of their smaller size and lighter weight when compared to our heavier fleet vehicles. Additionally, we request one (1) replacement side loader to continue providing our curbside residential waste collection in the most efficient manner.

The *Disposal Division* receives municipal waste from our Collection Division as well as refuse from private hauling companies. Our tip fee at the scalehouse remains at \$35.00 per ton, with a \$10.00 minimum charge for smaller loads that cross the scale for disposal in our transfer station. One (1) Tractor-Trailer Driver vacancy remains unfunded for the FY 2010-2011 budget.

In January 2010 we transferred our Fleet Maintenance Division to the City Street Department. This division is now listed as a component of Street Department operations.

The new *Recycling Division* is presented in the budget for the first time. We will offer blue bag curbside recycling services to our residents. Recycled materials include plastics (# 1 through #

7), aluminum, steel, cardboard and mixed paper. We will not collect glass or foam as part of the curbside recycling program. We now have a logo and mascot for the Blue Bag program. Public education is our top priority before this service begins July 12, 2010.

In addition to our new Recycling Division, we obtained an addendum to our existing transfer station permit and started a BOPAE (Batteries, Oil, Paint, Anti-freeze and Electronics) drop-off program at our Century Court Municipal Services Complex, in November 2009. We continue to see increases in volume as residents throughout Williamson County become aware of this service. All waste collected through the BOPAE program is recycled.

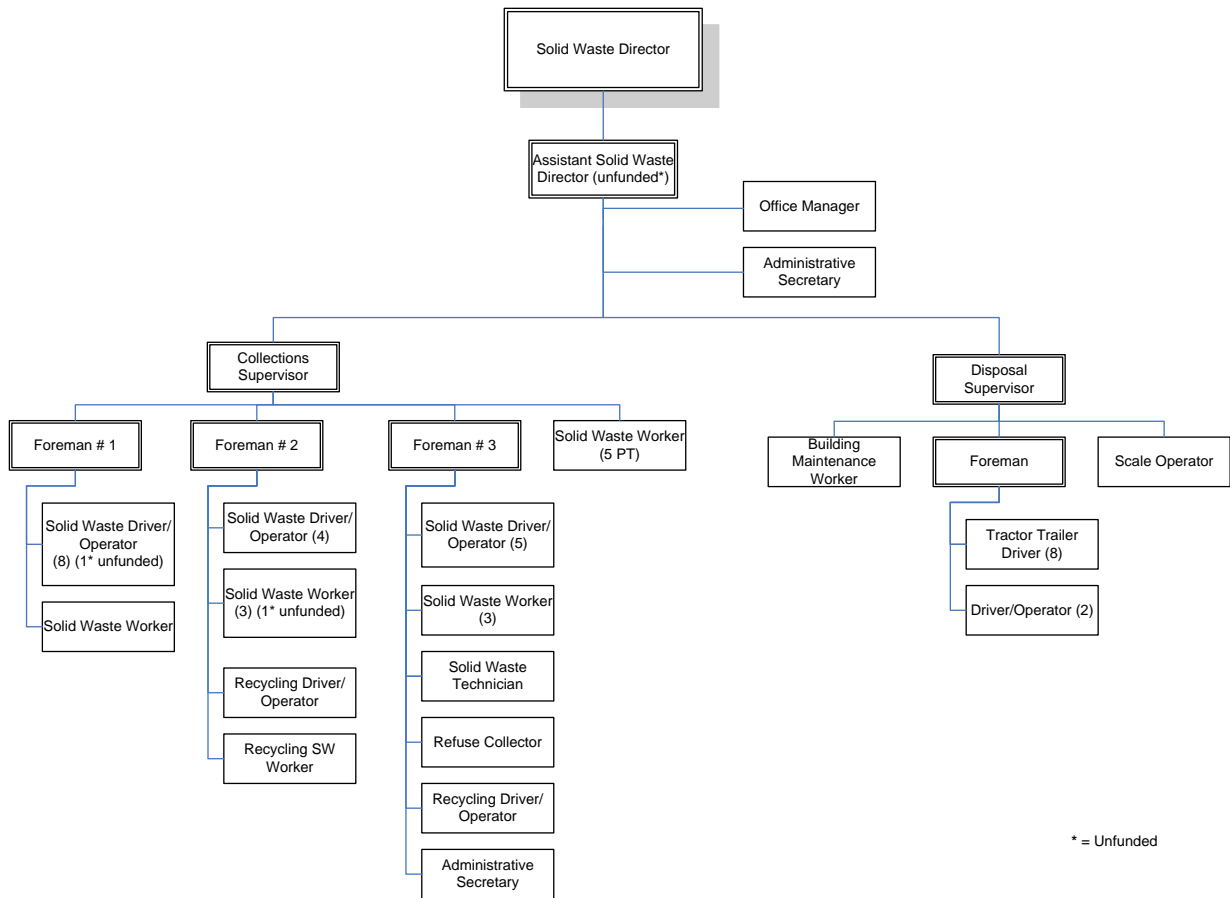


# Organizational Chart

## Solid Waste Department

City of Franklin, TN

FY 2011 Approved



# Staffing by Position

**City of Franklin**  
**2010-2011 Fiscal Year Budget**  
**Special Revenue Fund - Solid Waste-Administrator**  
**Personnel by Position**

Position	Pay	FY 2010		Not Funded	FY 2011		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Solid Waste Director	24	1	0	0	1	0	0
Assistant Solid Waste Director	22	1	0	1	1	0	1
Assistant Office Manager	TBD	0	0	0	1	0	0
Administrative Assistant	12	1	0	0	0	0	0
Administrative Secretary	10	1	0	0	1	0	0
Scale Operator	9	0	0	0	0	0	0
<b>TOTALS</b>		<b>4</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>

**City of Franklin**  
**2010-2011 Fiscal Year Budget**  
**Special Revenue Fund - Solid Waste-Collection**  
**Personnel by Position**

Position	Pay	FY 2010		Not Funded	FY 2011		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Solid Waste Supervisor	17	1	0	0	1	0	0
Solid Waste Crew Foreman	14	3	0	0	3	0	0
Solid Waste Truck Driver/Operator	11	19	0	1	17	0	1
Solid Waste Driver	10	8	0	1	7	5	1
Solid Waste Technician	9	1	0	0	1	0	0
Refuse Collector	6	1	0	0	1	0	0
Administrative Secretary (Dispatch)	10	1	0	0	1	0	0
<b>Subtotal</b>		<b>34</b>	<b>0</b>	<b>2</b>	<b>31</b>	<b>5</b>	<b>2</b>

**2010-2011 Fiscal Year Budget**  
**Special Revenue Fund - Solid Waste-Disposal**  
**Personnel by Position**

Position	Pay	FY 2010		Not Funded	FY 2011		Not Funded
	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Solid Waste Supervisor	17	1	0	0	1	0	0
Solid Waste Crew Foreman	14	1	0	0	1	0	0
Tractor-Trailer Driver	12	9	0	1	9	0	1
Building Maintenance Worker	10	1	0	0	1	0	0
Scale Operator	9	1	0	0	1	0	0
<b>Subtotal</b>		<b>13</b>	<b>0</b>	<b>1</b>	<b>13</b>	<b>0</b>	<b>1</b>

**City of Franklin**  
**2010-2011 Fiscal Year Budget**  
**Special Revenue Fund - Solid Waste-Recycling**  
**Personnel by Position**

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Solid Waste Truck Driver/Operator	11			2	0
Solid Waste Driver	10			1	0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>

## Budget Notes/Objectives

### *Solid Waste Fund*

#### **Revenue:**

Disposal fees include the \$3 rate increase for billing cycles beginning July 1, 2010.

#### **Personnel:**

We continue to leave the Assistant Solid Waste Director position vacant in the Administration Division. In our Collection Division we have a Solid Waste Supervisor vacancy that we intend to fill as soon as possible. One (1) Solid Waste Driver/Operator position as well as three (3) Solid Waste Worker positions will be unfunded for the FY 2010-2011 budget year.

#### **Operations:**

Operating costs are increased by \$735,010, or 26%, in 2011. This is primarily due to increased landfill costs and vehicle maintenance costs now borne by the department after the change of fleet maintenance to the Streets department.

#### **Capital:**

Our capital request includes one (1) replacement mini-packer. We use these units for backdoor service, alley collection and new construction areas because of their smaller size and lighter weight when compared to our heavier fleet vehicles. Additionally, we request one (1) replacement side loader to continue providing our curbside residential waste collection in the most efficient manner.

# Solid Waste Fund

## Revenue and Summary

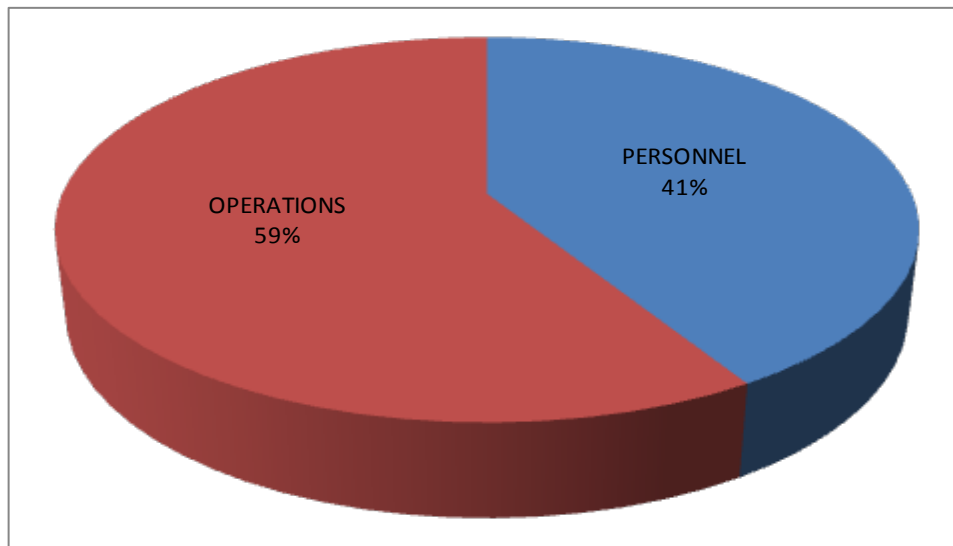
*(Divisions are shown on following pages)*

124 SOLID WASTE FUND		Actual	Actual	Budgeted	Estd Actual	Budgeted
		2008	2009	2010	2010	2011
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	0	0	0	0	0
33101	Reimbursement from Other Funds-For Fleet Maint	0	229,410	to General	to General	to General
34410	Solid Waste Disposal Fees (Residential/Comm Serv	1,785,661	2,739,541	3,176,000	3,281,950	3,965,100
34420	Tipping Fees (at Century Court)	1,365,049	1,519,675	1,632,000	1,425,000	1,440,000
34430	Cardboard Recycling Program	0	0	0	0	0
34440	Buck a Bag Program	0	0	0	0	0
36700	Sale of Waste Containers	46,642	59,564	68,000	44,000	95,000
36705	Lease of Waste Containers	0	0	40,000	0	0
36800	Sale of Surplus Assets	60,453	21,610	40,000	0	0
37100	Transfer from General Fund	4,469,880	3,012,034	1,482,017	1,781,738	1,459,008
37900	Misc Other Revenue	3,757	5,958	7,188	143,000	145,000
	<b>Total Available Funds</b>	<b>7,731,442</b>	<b>7,587,792</b>	<b>6,445,205</b>	<b>6,675,688</b>	<b>7,104,108</b>
124 SOLID WASTE FUND		Actual	Actual	Budgeted	Estd Actual	Budgeted
TOTAL		2008	2009	2010	2010	2011
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	2,225,895	2,305,562	1,906,943	1,926,120	1,925,304
81400	Employee Benefits	1,121,470	1,159,848	1,086,069	1,043,719	973,801
	<b>Total Personnel</b>	<b>3,347,365</b>	<b>3,465,410</b>	<b>2,993,012</b>	<b>2,969,839</b>	<b>2,899,105</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	12,596	9,715	2,700	1,853	2,640
82200	Operating Services	1,549,447	1,373,167	1,392,700	1,337,278	1,520,200
82300	Notices, Subscriptions, Publicity	23,104	14,634	16,198	19,546	17,101
82400	Utilities	73,887	84,364	78,873	64,337	51,856
82500	Contractual Services	14,669	12,927	1,750	0	0
82600	Repair & Maintenance Services	298,484	164,433	125,450	80,180	465,000
82700	Employee Programs	1,909	1,043	2,500	500	3,000
82800	Professional Development/Travel	10,686	3,013	0	835	2,460
83100	Office Supplies	16,456	13,402	12,100	10,616	10,400
83200	Operating Supplies	67,825	81,423	130,250	103,743	115,125
83300	Fuel & Mileage (Non-Travel)	487,534	367,398	270,400	331,092	354,133
83500	Equipment (<\$10,000)	13,861	48,609	15,650	37,580	22,450
83600	Repair & Maintenance Supplies	518,694	470,811	23,250	33,703	41,300
84000	Operational Units	0	0	0	0	252,010
85100	Property & Liability Costs	(11,923)	47,869	53,498	39,863	51,878
85200	Rentals	5,820	9,864	6,000	2,074	3,000
85300	Permits & Fees	17,898	1,150	2,650	3,800	1,150
85500	Financial Fees	4,485	8,624	2,000	9,018	12,000
85900	Other Business Expenses	0	0	0	0	0
86000	Debt Service	627,076	549,070	0	0	0
88000	Transfers to Other Funds	0	0	648,224	648,303	593,500
	<b>Total Operations</b>	<b>3,732,507</b>	<b>3,261,516</b>	<b>2,784,193</b>	<b>2,724,321</b>	<b>3,519,203</b>
<b>CAPITAL</b>						
89200	Buildings	44,597	0	0	1,600	0
89500	Equipment (>\$10,000)	606,973	860,866	668,000	979,928	685,800
	<b>Total Capital</b>	<b>651,570</b>	<b>860,866</b>	<b>668,000</b>	<b>981,528</b>	<b>685,800</b>
	 <b>Total Solid Waste Department Budget</b>	 <b>7,731,442</b>	 <b>7,587,792</b>	 <b>6,445,205</b>	 <b>6,675,688</b>	 <b>7,104,108</b>
<b>Total Unallocated Funds</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Solid Waste Fund Solid Waste Administration

124 SOLID WASTE FUND		Actual	Actual	Budgeted	Estd Actual	Budgeted
46100 SOLID WASTE ADMINISTRATION		2008	2009	2010	2010	2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	238,833	223,300	160,657	160,837	159,884
81400	Employee Benefits	118,146	111,175	97,932	73,806	71,863
	<b>Total Personnel</b>	<b>356,978</b>	<b>334,475</b>	<b>258,589</b>	<b>234,643</b>	<b>231,747</b>
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	466	478	470	470	450
82200	Operating Services	544	278	750	750	750
82300	Notices, Subscriptions, Publicity	17,319	11,034	15,403	15,400	3,225
82400	Utilities	42,743	62,234	71,277	58,269	44,106
82500	Contractual Services	7,157	7,763	0	0	0
82600	Repair & Maintenance Services	1,862	2,374	2,450	2,450	5,500
82700	Employee Programs	1,673	0	500	500	0
82800	Professional Development/Travel	4,179	421	0	0	2,460
83100	Office Supplies	4,215	3,462	4,350	4,350	3,850
83200	Operating Supplies	2,160	145	750	600	625
83300	Fuel & Mileage (Non-Travel)	2,096	1,411	1,100	1,100	1,100
83500	Equipment (<\$10,000)	1,002	11,590	15,400	15,400	9,700
83600	Repair & Maintenance Supplies	11,407	1,216	2,250	2,250	2,300
84000	Operational Units	0	0	0	0	252,010
85100	Property & Liability Costs	2,682	2,961	3,084	2,312	3,250
85200	Rentals	17	0	0	0	0
85300	Permits & Fees	16,668	0	0	0	0
85500	Financial Fees	0	2,476	0	0	0
85900	Other Business Expenses	0	0	0	0	0
	<b>Total Operations</b>	<b>116,191</b>	<b>107,843</b>	<b>117,784</b>	<b>103,851</b>	<b>329,326</b>
<b><u>CAPITAL</u></b>						
89200	Buildings	43,887	0	0	0	0
89500	Equipment (>\$10,000)	48,566	8,622	15,000	15,000	0
	<b>Total Capital</b>	<b>92,453</b>	<b>8,622</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>
<b>TOTAL ADMINISTRATION EXPENDITURES</b>		<b>565,622</b>	<b>450,940</b>	<b>391,372</b>	<b>353,494</b>	<b>561,073</b>



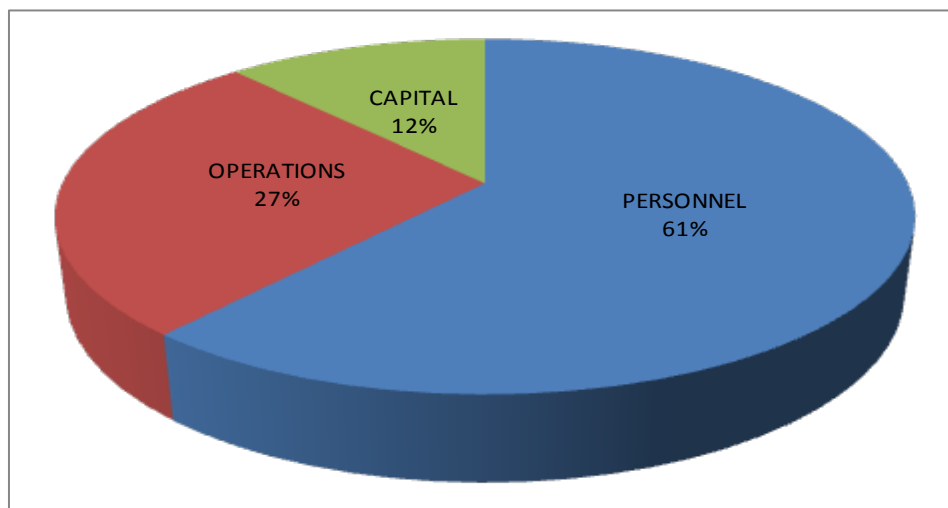
# Solid Waste Fund

## Solid Waste Collection

124  
46110

SOLID WASTE FUND  
SOLID WASTE COLLECTION

		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	1,189,127	1,234,624	1,195,120	1,214,117	1,124,630
81400	Employee Benefits	629,916	656,546	727,225	721,836	604,162
	<b>Total Personnel</b>	<b>1,819,043</b>	<b>1,891,170</b>	<b>1,922,346</b>	<b>1,935,953</b>	<b>1,728,792</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	795	1,127	1,110	985	1,110
82200	Operating Services	10,813	10,656	12,000	8,588	13,000
82300	Notices, Subscriptions, Publicity	2,875	1,071	645	4,146	691
82400	Utilities	11,942	1,839	2,032	1,492	2,000
82500	Contractual Services	0	1,232	0	0	0
82600	Repair & Maintenance Services	20,176	6,241	10,500	6,616	155,000
82700	Employee Programs	0	0	1,000	0	1,000
82800	Professional Development/Travel	328	1,431	0	735	0
83100	Office Supplies	5,142	4,271	4,700	4,386	4,000
83200	Operating Supplies	30,331	58,652	118,750	96,307	99,500
83300	Fuel & Mileage (Non-Travel)	179,551	140,200	103,900	130,572	125,802
83500	Equipment (<\$10,000)	1,138	1,318	250	0	11,900
83600	Repair & Maintenance Supplies	10,054	7,044	7,000	15,756	21,000
85100	Property & Liability Costs	26,735	26,163	30,097	22,575	25,875
85200	Rentals	0	328	0	0	0
85300	Permits & Fees	34	0	0	0	0
85500	Financial Fees	4,485	6,148	2,000	9,018	12,000
85900	Other Business Expenses	0	0	0	0	0
86000	Debt Service	313,538	274,535	0	0	0
88000	Transfer to Other Funds	0	0	324,112	324,152	296,750
	<b>Total Operations</b>	<b>617,937</b>	<b>542,256</b>	<b>618,096</b>	<b>625,328</b>	<b>769,628</b>
<b>CAPITAL</b>						
89200	Buildings	0	0	0	0	0
89500	Equipment (>\$10,000)	284,959	335,419	308,000	619,928	333,000
	<b>Total Capital</b>	<b>284,959</b>	<b>335,419</b>	<b>308,000</b>	<b>619,928</b>	<b>333,000</b>
<b>Total Solid Waste Collection Expenditures</b>		<b>2,721,939</b>	<b>2,768,845</b>	<b>2,848,442</b>	<b>3,181,209</b>	<b>2,831,420</b>



# Solid Waste Fund

## Solid Waste Fleet Maintenance

124 46120	SOLID WASTE FUND SOLID WASTE FLEET MAINTENANCE	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
	<b><u>PERSONNEL</u></b>					
81100	Salaries & Regular Pay	248,931	306,598			
81400	Employee Benefits	121,235	151,758			
	Total Personnel	370,166	458,356			
	<b><u>OPERATIONS</u></b>					
82100	Transportation Charges	10,632	7,260			
82200	Operating Services	3,388	2,671			
82300	Notices, Subscriptions, Publicity	2,142	2,280			
82400	Utilities	13,507	14,955			
82500	Contractual Services	2,912	1,500			
82600	Repair & Maintenance Services	226,735	147,567			
82700	Employee Programs	236	805			
82800	Professional Development/Travel	5,518	1,161			
83100	Office Supplies	3,678	2,931			
83200	Operating Supplies	18,773	8,257			
83300	Fuel & Mileage (Non-Travel)	4,505	4,255			
83500	Equipment (<\$10,000)	7,278	31,777			
83600	Repair & Maintenance Supplies	485,405	443,700			
85100	Property & Liability Costs	2,566	2,078			
85200	Rentals	2,573	2,522			
85300	Permits & Fees	0	0			
85500	Financial Fees	0	0			
	Total Operations	789,848	673,719			
	<b><u>CAPITAL</u></b>					
89200	Buildings	0	0			
89500	Equipment (>\$10,000)	9,053	104,216			
	Total Capital	9,053	104,216			
	<b>TOTAL FLEET MAINTENANCE EXPENDITURES</b>	<b>1,169,067</b>	<b>1,236,291</b>			

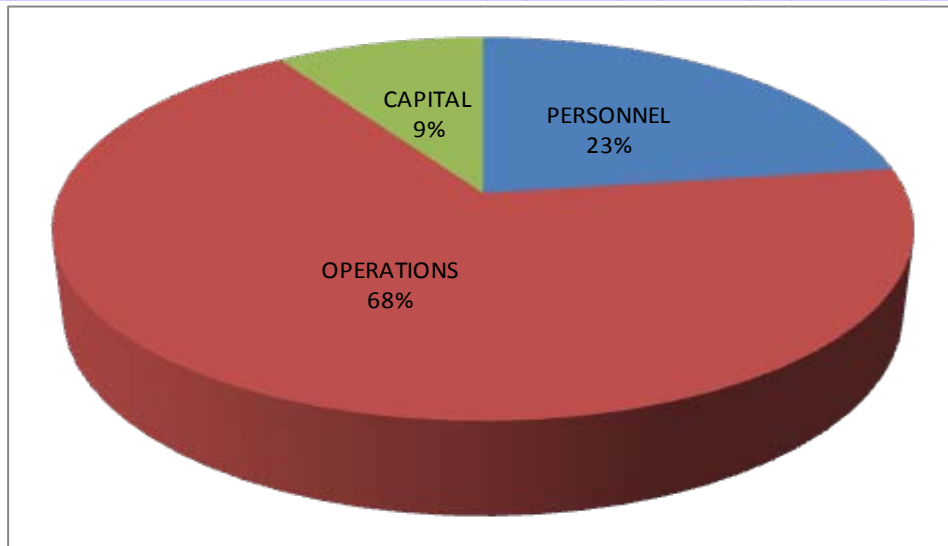
*This division is now budgeted in the Streets Department in the General Fund. It is shown only for the prior year activity in the Solid Waste Fund.*

# Solid Waste Fund Solid Waste Disposal

124  
46130

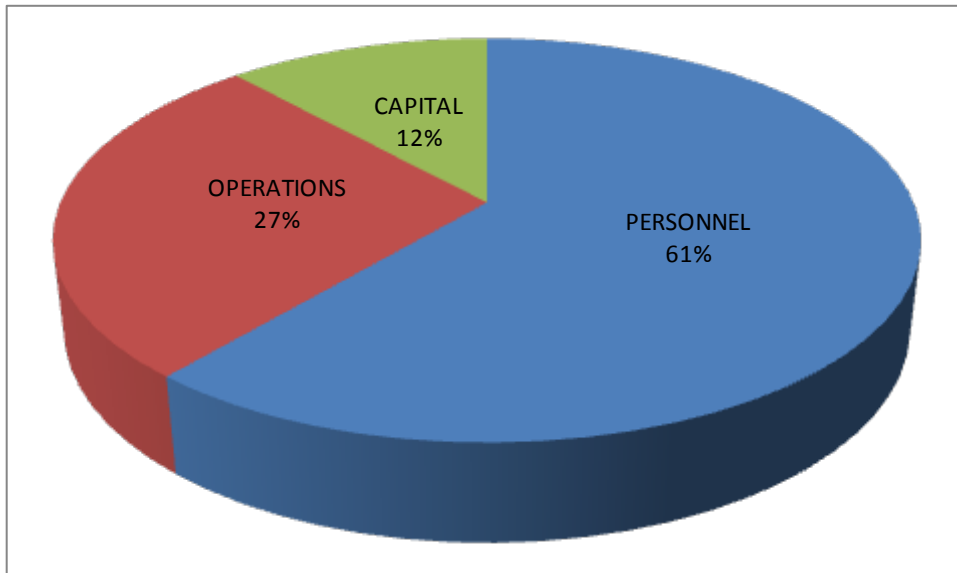
**SOLID WASTE FUND  
SOLID WASTE DISPOSAL**

		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	549,004	541,040	551,165	551,166	548,750
81400	Employee Benefits	252,173	240,369	260,912	248,077	240,254
	<b>Total Personnel</b>	<b>801,177</b>	<b>781,409</b>	<b>812,078</b>	<b>799,243</b>	<b>789,004</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	703	850	1,120	398	1,080
82200	Operating Services	1,534,702	1,359,562	1,379,950	1,327,940	1,504,450
82300	Notices, Subscriptions, Publicity	769	249	150	0	185
82400	Utilities	5,695	5,336	5,563	4,576	5,750
82500	Contractual Services	4,600	2,432	1,750	0	0
82600	Repair & Maintenance Services	49,711	8,251	112,500	71,114	302,000
82700	Employee Programs	0	238	1,000	0	1,000
82800	Professional Development/Travel	661	0	0	100	0
83100	Office Supplies	3,420	2,738	3,050	1,880	2,550
83200	Operating Supplies	16,562	14,369	10,750	6,836	13,500
83300	Fuel & Mileage (Non-Travel)	301,381	221,532	165,400	199,420	182,231
83500	Equipment (<\$10,000)	4,443	3,924	0	22,180	850
83600	Repair & Maintenance Supplies	11,827	18,851	14,000	15,697	18,000
85100	Property & Liability Costs	(43,906)	16,667	20,317	14,976	20,470
85200	Rentals	3,229	7,014	6,000	2,074	3,000
85300	Permits & Fees	1,196	1,150	2,650	3,800	1,150
85500	Financial Fees	0	0	0	0	0
85900	Other Business Expenses	0	0	0	0	0
86000	Debt Service	313,538	274,535	0	0	0
88000	Transfer to Other Funds	0	0	324,112	324,152	296,750
88095	Transfer to Debt Service Fund	0	0	324,112	324,152	296,750
	<b>Total Operations</b>	<b>2,208,531</b>	<b>1,937,698</b>	<b>2,048,312</b>	<b>1,995,143</b>	<b>2,352,966</b>
<b>CAPITAL</b>						
89200	Buildings	710	0	0	1,600	0
89500	Equipment (>\$10,000)	264,396	412,609	345,000	345,000	324,000
	<b>Total Capital</b>	<b>265,106</b>	<b>412,609</b>	<b>345,000</b>	<b>346,600</b>	<b>324,000</b>
<b>TOTAL DISPOSAL EXPENDITURES</b>		<b>3,274,814</b>	<b>3,131,716</b>	<b>3,205,390</b>	<b>3,140,986</b>	<b>3,465,970</b>

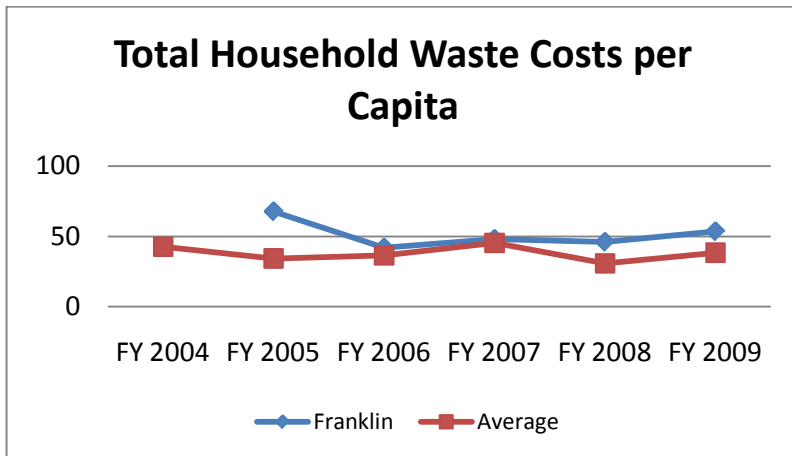
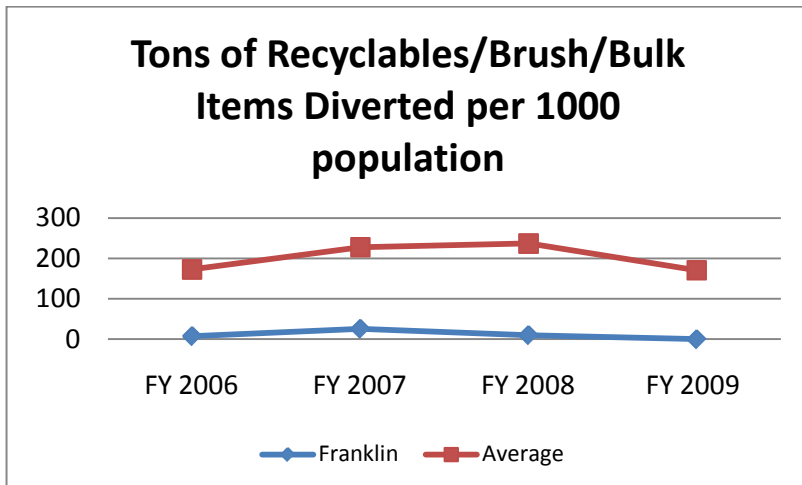
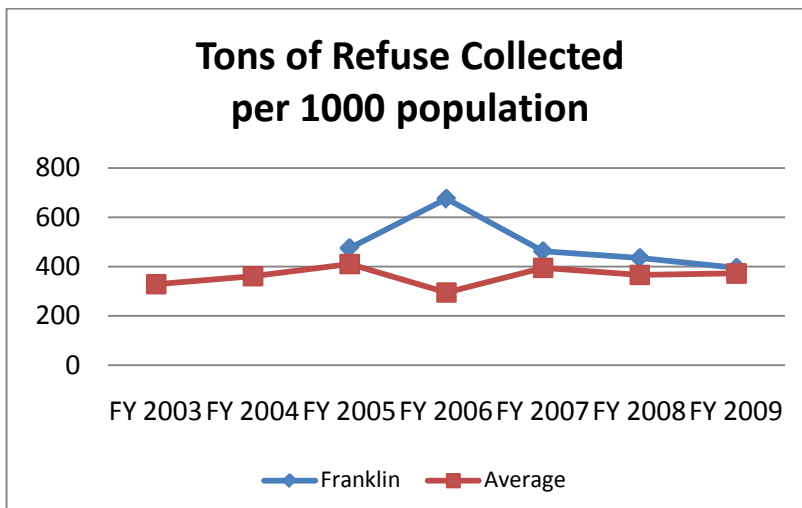


# Solid Waste Fund Solid Waste Recycling

124 46140	SOLID WASTE FUND SOLID WASTE RECYCLING (new)	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Wages					92,039
81400	Employee Benefits					57,522
	Total Personnel					149,561
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges					0
82200	Operating Services					2,000
82300	Notices, Subscriptions, Publicity					13,000
82400	Utilities					0
82500	Contractual Services					0
82600	Repair & Maintenance Services					2,500
82700	Employee Programs					1,000
82800	Professional Development/Travel					0
83100	Office Supplies					0
83200	Operating Supplies					1,500
83300	Fuel & Mileage (Non-Travel)					45,000
83500	Equipment (<\$10,000)					0
83600	Repair & Maintenance Supplies					0
85100	Property & Liability Costs					2,283
85200	Rentals					0
85300	Permits & Fees					0
85500	Financial Fees					0
85900	Other Business Expenses					0
	Total Operations					67,283
<b><u>CAPITAL</u></b>						
89200	Buildings					0
89500	Equipment (>\$10,000)					28,800
	Total Capital					28,800
<b>TOTAL RECYCLING EXPENDITURES</b>						<b>245,644</b>



## MTAS Benchmarking Program



*\*Note: Information from FY2009 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

# Transit System

*Debbie Henry, Executive Director*

The TMA Group, the operator and manager of record with the Franklin Transit Authority, is a regional leader in customizing environmentally friendly, multimodal transportation solutions for employers and communities. In addition to management of Franklin's public transit service, TMA's other programs of work include the regional Clean Air Partnership program, and management of regional vanpool fleet (75+ commuter vans) throughout nine Middle TN counties in partnership with RTA.

- Development of cost-effective changes to fixed route and new Cool Springs Express service (implementation May 2010).
- Niche Market Growth
  - Twilight TODD (safe rides home service); partnership with DFA with community events: Brewfest; 3 Blind Wines; Wine Down Main Street; Vintage Affair; and new this year, New Year's Eve 2010 service.
  - Holly Trolley continues to be a sellout event (\$16,500).
  - Developed Training Program for Special Needs School to Work Program for local high school students entering the work force on how to independently use Franklin's transit service.





## Sustainable Franklin

Regional Leadership. According to the Nashville Area MPO, Franklin and other areas in our region that provide public transportation are doing their part in achieving sustainability for the region.

Access to Federal Funds. The new shift in federal policy promotes a Partnership for Sustainable Communities between DOT, EPA and HUD .Working together these agencies work to provide citizens with access to affordable housing, more transportation options, and lower transportation costs, while protecting the environment. Communities with transit systems like Franklin can position themselves and the region in a valuable place to access federal funds destined to areas that promote these initiatives. (*Nashville Area MPO*)

Education. TMA partnered with the Nashville Area MPO, TDOT, City of Franklin and Williamson County to sponsor “Complete Streets” symposium which educated over 125 attendees about this sustainable approach to transportation.

Local Sustainable Practices. Recycling of all paper, cardboard, plastics, and cans; emailing of all Franklin Transit Authority meeting packets and materials; building modifications, such as motion-sensor light switches, programmable thermostats, use of CFL bulbs are part of the Franklin Transit Center’s facility operations; not to mention, the environmental benefits of all the programs that TMA operates and manages such as the Franklin Transit system, regional vanpool program and regional Clean Air Partnership.



**Holiday Trolley**



## Budget Notes/Objectives

### *Transit Fund*

For 2010-11, the transfer from General Fund is increased slightly from \$503,838 to \$533,458. This is due to the City's share, usually around 10%, of budgeted capital.

#### SUCSESSES

##### **Funding/Grants/ Financial:**

- 50% reduction in maintenance costs; resulting in \$89,800.00 returned to the City of Franklin's General Fund.
- Grant Funding – over \$126,460 in Jobs Access Reverse Commute (JARC) and \$75,000 in New Freedom Funds (NFF) – a 48% increase; this grant funding has enabled expansion of transit service hours and routes by 29% without increasing the budget. Service expansion to workforce pockets in Franklin and additional TODD service, especially for the ADA and Senior populations for whom service cannot be denied. Expect to secure additional grant funding FY 2010-11.
- Stimulus Funds - \$310,000 awarded Franklin Transit to modernize the dispatching and scheduling component with IT/AVL software and hardware; increasing the efficiency of transit personnel and service delivery. Updated solar, ADA-compliant transit shelters purchased.
- Secured all available funding to the Franklin Transit Authority into grants and contracts with the Federal Transit Administration and TDOT.
- Began the process of replacing aging vehicles to better maximize maintenance funds and safety of service.

##### **Operational:**

- Necessary expansion of TODD (Transit On Demand) service to meet the 20.3% increase in trips; due in large part to the extended service radius of TODD service to 2.5 miles from fixed route service.
- Three efficient transit replacement vehicles purchased enabling transit vehicles to be interchangeable, whether serving fixed routes or TODD service.
- Service expansion provides transit to over 90% of Franklin's population; this year's connectivity with the intercity transit service ATRunner has enabled individuals from AL and rural TN to come to Franklin for healthcare, retail services and employment opportunities.

**CHALLENGES:** 1) unpredictable fuel costs; 2) meeting the need for increased service with limited funding

# Transit System Fund

160  
47200

**SPECIAL REVENUE FUND  
TRANSIT SYSTEM**

		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budget 2011
<b><u>AVAILABLE FUNDS</u></b>						
25100	Beginning Fund Balance	(979,401)	(440,843)	(60,643)	(60,643)	54,718
33350	FEMA/TEMA Grants (Fed/State)	0	0	0	0	0
33520	Transit Operations Grant	273,714	343,690	209,000	337,964	435,000
33530	Transit Capital Grant	1,256,423	713,151	183,446	0	333,045
33954	Transit ARRA Grant	0	0	0	0	0
34500	Transit Fares	65,429	64,492	108,000	108,000	63,657
36100	Interest Income	5,725	3,971	0	0	0
36500	Rental Income	9,800	9,800	0	0	0
36800	Sale of Surplus Assets	1,754	49,498	6,680	0	34,497
37900	Other Revenue	0	0	0	0	0
37100	Transfer from General Fund	709,758	221,802	503,838	565,000	533,458
	<b>Total Available Funds</b>	<b>1,343,202</b>	<b>965,561</b>	<b>950,321</b>	<b>950,321</b>	<b>1,454,375</b>
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	0	60	0	0	0
82300	Notices, Subscriptions, Publicity	0	0	0	0	0
82400	Utilities	0	0	0	0	0
82500	Contractual Services	0	0	0	0	0
82600	Repair & Maintenance Services	0	0	0	0	0
84000	Operational Units	1,014,582	1,026,144	1,066,946	895,603	1,063,657
85300	Permits & Fees	0	0	0	0	0
85900	Other Business Expenses	0	0	(55,982)	0	0
	<b>Total Operations</b>	<b>1,014,582</b>	<b>1,026,204</b>	<b>1,010,964</b>	<b>895,603</b>	<b>1,063,657</b>
<b><u>CAPITAL</u></b>						
89200	Buildings	18,867	0	0	0	0
89500	Equipment (>\$10,000)	750,596	0	0	0	370,050
	<b>Total Capital</b>	<b>769,463</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370,050</b>
	<b>Total Transit Expenditures</b>	<b>1,784,045</b>	<b>1,026,204</b>	<b>1,010,964</b>	<b>895,603</b>	<b>1,433,707</b>
	<b>Total Unallocated Funds</b>	<b>(440,843)</b>	<b>(60,643)</b>	<b>(60,643)</b>	<b>54,718</b>	<b>20,668</b>



HISTORIC  
**F R A N K L I N**  
TENNESSEE

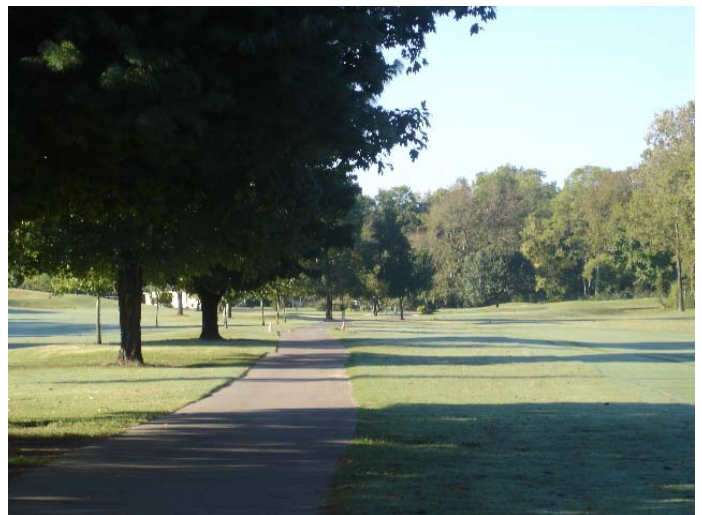


# COMMUNITY & ECONOMIC DEVELOPMENT

Community & Economic Development comprises **Planning and Sustainability, Building and Neighborhood Services, Parks, Engineering, Economic Development**, and the **Community Development Block Grant (CDBG) Program**.

## Recognitions and Awards:

- Parks Department Completion of Tennessee Parks and Recreation Tier II Benchmarking Program
- Pinkerton Park named #1 Park in Williamson County (*Southern Exposure* and *FranklinIs.com*)
- City Arborist appointed to Tennessee Urban Forestry Council
- *Franklin Zoning Ordinance* won the “Outstanding Planning Award” for **Best Planning Tool** from the Tennessee Chapter of the American Planning Association



## Building and Neighborhood Services

Gary Luffman, Director

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin through the enforcement of building codes (including plumbing, mechanical, and electrical disciplines), property maintenance codes, and the City of Franklin Municipal Code and Zoning Ordinance. The department has multiple responsibilities including: plan review, issuing permits (building, plumbing, mechanical, electrical, sign, and tree removal), inspections, property maintenance, administration of the Community Development Block Grant program, and enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance.

There are three divisions within this department: 1) Development Services and Zoning, 2) Neighborhood Services, and 3) Building Codes Enforcement and Inspections.

Measurement/Goal	FY07	FY08	FY09	FY10 (Projected)
Number of Building Inspections	11,721	9,387	5,212	3,996
Percent Needing Reinspection	29.9%	24.4%	17.4%	15.8%
Number of Plumbing Inspections	6,583	5,414	3,366	2,133
Percent Needing Reinspection	28.5%	25.5%	19.2%	16.5%
Number of Mechanical Inspections	6,545	5,137	3,307	2,260
Percent Needing Reinspection	34%	29.6%	20.4%	22.1%
Number of Electrical Inspections	11,465	10,108	7,932	5,500
Percent Needing Reinspection	25%	22.1%	12.9%	15.5%
<b>Department Revenue</b>				
Department Revenue	\$2,674,482	\$3,214,677	\$1,165,332	\$725,549
<b>Department Expenditures</b>				
Department Expenditures	NA	\$1,775,071	\$1,956,958	\$1,386,260
<b>Service Request Response Time</b>				
Total Requests Received	NA	70	336	628
Average Days to Inspection	NA	3	12	4
Average Days to Resolution	NA	23	30	8

Measurement/Goal	FY07	FY08	FY09	FY10 <i>(Projected)</i>
<b>Code Violation (Case) Resolution Times</b>				
Total Code Violation (Cases)	545	731	849	660
Average Resolution Time (in days)	46	31	19	11



## Sustainable Franklin

The Building and Neighborhood Services Department recycles paper, plastic bottles, and toner cartridges.

The Building and Neighborhood Services department will continue to expand Electronic Plan Submission for plan review to eliminate the need for submission of paper plans.

## 2010-2011 Outlook

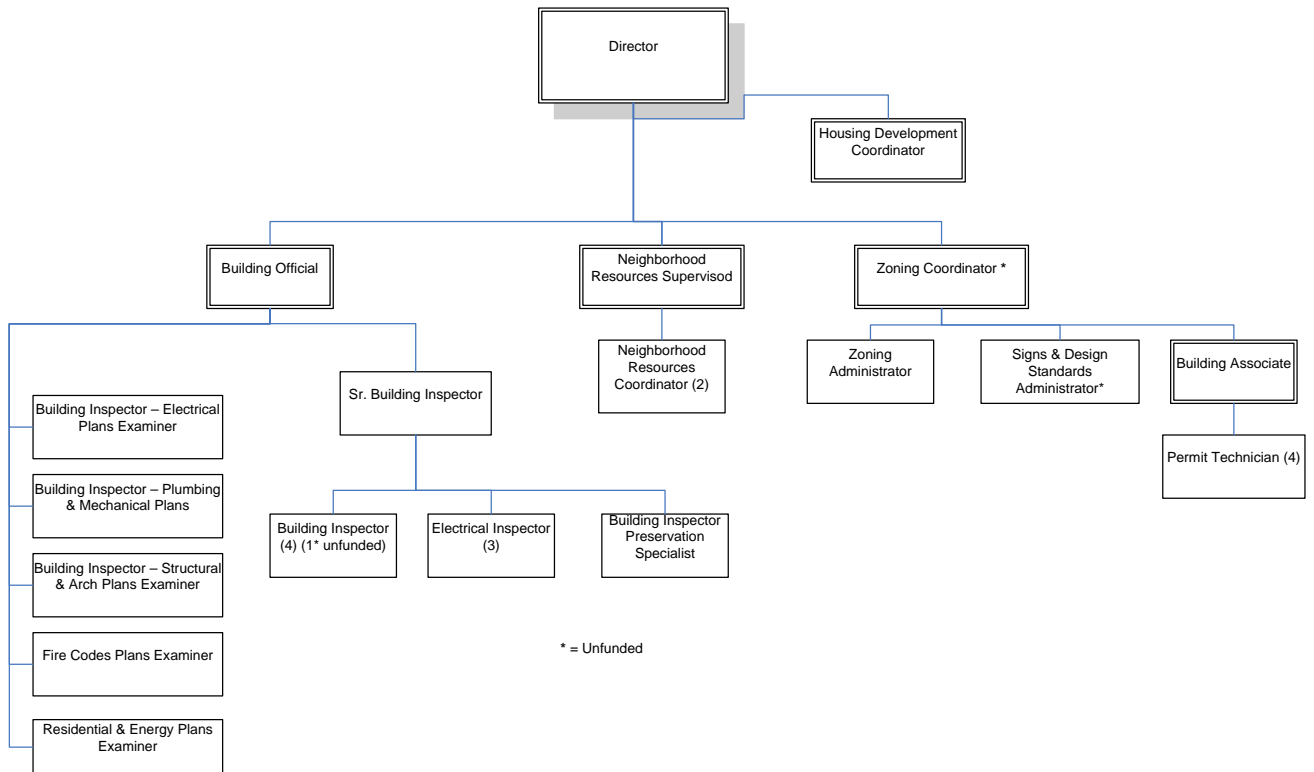
### Cost Control Measure(s)

Tasks and responsibilities are being spread across the department. This department and others are actually short on manpower for some tasks. Employees are cross-training and taking on additional responsibilities within and outside of the department to reduce the need to hire new employees.

### Department Goal

Increase revenue by improving collection of fees that are owed for re-inspections and excess plan reviews when they are required.

# Organizational Chart



# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Building & Neighborhood Services  
 Personnel by Position

Position	Pay	FY 2010			FY 2011		
	Grade	Full-Time	Part-Time	Unfunded	Full-Time	Part-Time	Unfunded
Bldg & Neighborhood Svcs Director	24	1	0	0	1	0	0
Building Official	22	1	0	0	1	0	0
Zoning & Development Coordinator	20	1	0	1	1	0	0
Housing Development Coordinator	19	1	0	0	1	0	0
Building Inspector-Plans Ex Sr	17	1	0	0	1	0	0
Building Inspector-Electrical Plans Ex Sr	17	1	0	0	1	0	0
Building Inspector-Plumbing/Mech Plans Ex Sr	17	1	0	0	1	0	0
Residential & Energy Plans Ex (b)	TBD	0	0	0	1	0	0
Sr Building Inspector	17	1	0	0	1	0	0
Zoning Administrator	17	1	0	0	1	0	0
Building Inspector (a)	16	5	0	1	4	0	1
Building Insp - Preservation Specialist(a)	16	0	0	0	1	0	0
Fire Code Plans Examiner	16	1	0	0	1	0	0
Building Inspector-Electrical (b)	16	4	0	0	3	0	0
Building Associate	16	1	0	0	1	0	0
Sign / Design Standards Administrator	14	1	0	0	1	0	1
Neighborhood Resources Supervisor	18	1	0	0	1	0	0
Permit Technician	12	4	0	0	4	0	0
Neighborhood Resources Coordinator	12	2	0	0	2	0	0
<b>TOTALS</b>		<b>28</b>	<b>0</b>	<b>2</b>	<b>28</b>	<b>0</b>	<b>2</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
(a) Describe true job task involving historical overlay district monitoring & inspections			Building Inspector (1)	Bldg Insp/Preservation Specialist	16
(b) Move an inspector into residential and energy plan review			Building Insp - Electrical (1)	Residential/Energy Plans Examiner	TBD



## Budget Notes/Objectives

### *Building & Neighborhood Services*

#### **Personnel**

- No change in overall number of positions, still 28 positions in the department organization chart.
- 2 new job classifications are created through the elimination of 2 current positions. The new positions are Building Inspector-Preservation Specialist and Residential and Energy Plans Examiner. These positions are in response to a demand for these types of specialized services in the community. It is anticipated that the positions will be filled by current staff so there will not be an overall increase in number of personnel. The 2 positions that are eliminated are one regular building inspector and one regular electrical inspector.
- Once again 2 positions will be left vacant and “unfunded” for FY 2011. One is the Sign and Design Standards Administrator and the other is 1 of the 4 authorized Building Inspector positions. The duties of the Sign and Design Standards Administrator are being covered by one of our Permit Technicians on a temporary assignment. The unfunded Building Inspector position is not needed at the current activity levels.

#### **Operations**

- Overall there is a decrease of \$54,621, or 6%, in the operations budget. This is due to the reduced budget for contractual services, utilities, and small reductions in several categories.

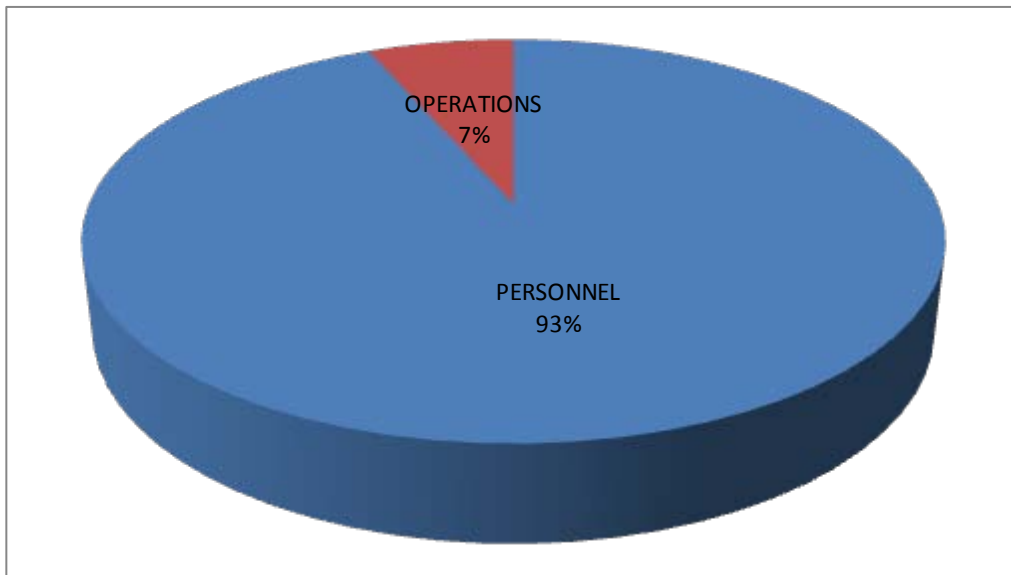
#### **Capital**

No capital expenditures for third year in a row.

# General Fund Building & Neighborhood Services

110 GENERAL FUND  
41900 BUILDING & NEIGHBORHOOD SERVICES

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	1,145,144	1,199,583	1,148,163	1,138,624	1,092,668
81400 Employee Benefits	513,398	556,197	579,973	583,242	574,803
Total Personnel	1,658,541	1,755,780	1,728,136	1,721,866	1,667,471
<b>OPERATIONS</b>					
82100 Transportation Charges	2,078	2,518	2,200	2,000	2,200
82200 Operating Services	10,967	2,695	4,650	1,600	3,000
82300 Notices, Subscriptions, Publicity	8,226	4,862	17,360	6,400	5,470
82400 Utilities	23,389	18,735	23,700	14,080	14,605
82500 Contractual Services	33,267	58,787	37,500	13,500	12,000
82600 Repair & Maintenance Services	3,382	6,852	12,500	10,500	11,000
82700 Employee Programs	3,947	5,921	4,860	300	4,150
82800 Professional Development/Travel	10,388	8,294	6,700	5,988	8,475
83100 Office Supplies	12,632	7,386	11,500	4,200	8,500
83200 Operating Supplies	6,045	2,628	9,100	2,950	4,100
83300 Fuel & Mileage (Non-Travel)	28,742	18,789	13,175	16,000	16,075
83500 Equipment (<\$10,000)	6,467	4,010	7,750	8,350	9,700
83600 Repair & Maintenance Supplies	0	0	100	0	200
84000 Operational Units	0	32,096	0	32,367	0
85100 Property & Liability Costs	18,928	17,553	26,786	17,463	24,775
85200 Rentals	0	0	0	0	0
85300 Permits & Fees	234	10,150	430	430	440
85900 Other Business Expenses	219	(98)	1,000	0	0
Total Operations	168,912	201,178	179,311	136,128	124,690
<b>CAPITAL</b>					
89500 Equipment (>\$10,000)	47,488	0	0	0	0
Total Capital	47,488	0	0	0	0
<b>Total Building &amp; Neighborhood Services Budget</b>	<b>1,874,941</b>	<b>1,956,958</b>	<b>1,907,447</b>	<b>1,857,994</b>	<b>1,792,161</b>



# Planning and Sustainability

*Vernon Gerth, Assistant City Administrator*

*Catherine Powers, Director*

The Planning and Sustainability Department works with the Franklin Municipal Planning Commission in providing information and advice to the Board of Mayor and Aldermen and other City officials to assist them in making decisions about growth and development of the City of Franklin. The Department provides the following specific services:

1. Provide expertise and technical assistance to the Board of Zoning Appeals, Franklin Tree Commission, and various ad-hoc committees.
2. Take a leadership role in sustainability efforts for the City, Community, and region.
3. Provide staff support for historic preservation including Battlefield Task Force, Design Review Committee, and Historic Zoning Commission. Create a school education program.
4. Administer and update the Franklin Zoning Ordinance and Land Use Plan with new development and land subdivision.
5. Perform landscape reviews and inspections.
6. Oversee performance agreements and sureties and coordinate inspections associated with improvements to new development including but not limited to streets, sidewalks, landscaping, drainage, and water/wastewater.
7. Coordinate with other City Department to facilitate applications in a timely and efficient manner.

<b>Measurement/Goal</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Net Acreage Changes	40.11	187.14	18.51
<b>Base Zoning Changes</b>			
Acreage Zoned Due to Annexation	387.22	187.14	18.36
Acreage Rezoned	1730.36	443.45	80.47
<b>Residential Development Approvals and Revisions</b>			
Total Units	835	1621	1430
Total Acreage	141.26	533.26	496.85
Acreage Open Space	34.25	193.91	52.53



## Sustainable Franklin

The Planning and Sustainability Department will take the following steps to help the City become more sustainable:

1. Provide leadership for sustainable effort within the City organization, in the Community, and throughout the region.
2. Apply for and be awarded various green and sustainable grants. Track number of grants and revenue generated by these grants.
3. Require energy efficiency measures in new developments and existing redevelopments.
4. Continue to drastically reduce the need for paper plans by use of technology.
5. Complete the Green House Gas Emission Study for ICLEI and begin the process of establishing reduction targets for the community.

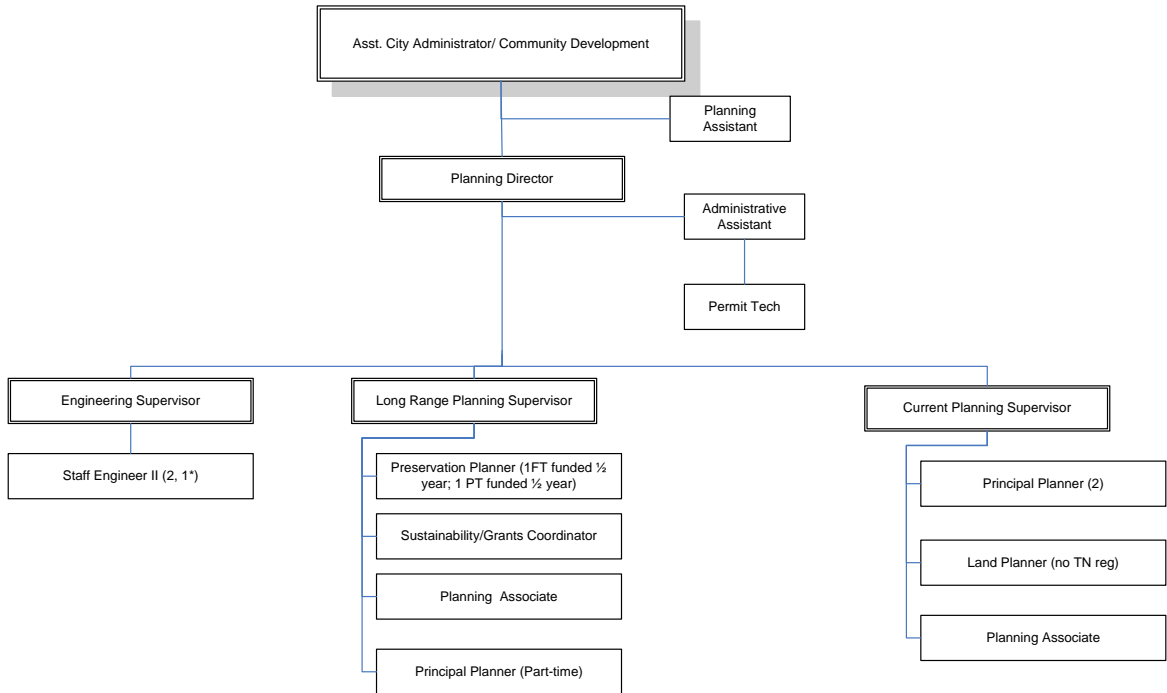
## 2010-2011 Outlook

The Planning and Sustainability Department recognizes the need to provide expanded services in-house during the coming fiscal year. This will include update to the Land Use Plan, Revisions of the Zoning Ordinance and Urban Design and Sustainability recommendations on projects.

The Department also anticipates establishing an education program in Franklin schools.

Finally, with the addition of engineers in the Department, we anticipate greater collaboration with other departments.

# Organizational Chart



\* = Unfunded

# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Planning & Sustainability  
 Personnel by Position

Position	Pay Grade	FY 2010		Not Funded	FY 2011		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
ACA Comm Dev	26	1	0	0	1	0	0
Planning Director	25	1	0	0	1	0	0
Long Range Planning Supervisor	22	1	0	0	1	0	0
Current Planning Supervisor	22	1	0	0	1	0	0
Design/Planning Supervisor	22	0	0	0	0	0	0
Engineering Supervisor	22	1	0	0	1	0	0
Staff Engineer II	21	2	0	0	2	0	0
Land Planner (TN reg)	21	1	0	0	1	0	1
Principal Planner	21	1	0	0	2	0	0
Preservation Planner	17 / 19 / 21	1	0	1/2 yr	1	1	1/2 yr (FT); 1/2 yr (PT)
Land Planner (No Tn. reg)	19	1	0	0	1	0	0
Planner Sr.	19	1	0	0	0	0	0
Sustainability Coordinator	17	1	0	0	1	0	0
Planning Associate	16	2	0	0	2	0	0
Planning Assistant	14	1	0	0	1	0	0
Administrative Assistant	12	1	0	0	1	0	0
Permit Technician	12	1	0	0	1	0	0
Administrative Secretary-Eliminate	10	0	1	0	0	0	0
Planner (Part-Time)	---	0	1	0	0	1	0
Intern	---	0	1	0	0	1	1
<b>TOTAL</b>		<b>18</b>	<b>3</b>	<b>0</b>	<b>18</b>	<b>3</b>	<b>2</b>

## Budget Notes/Objectives

### *Planning & Sustainability*

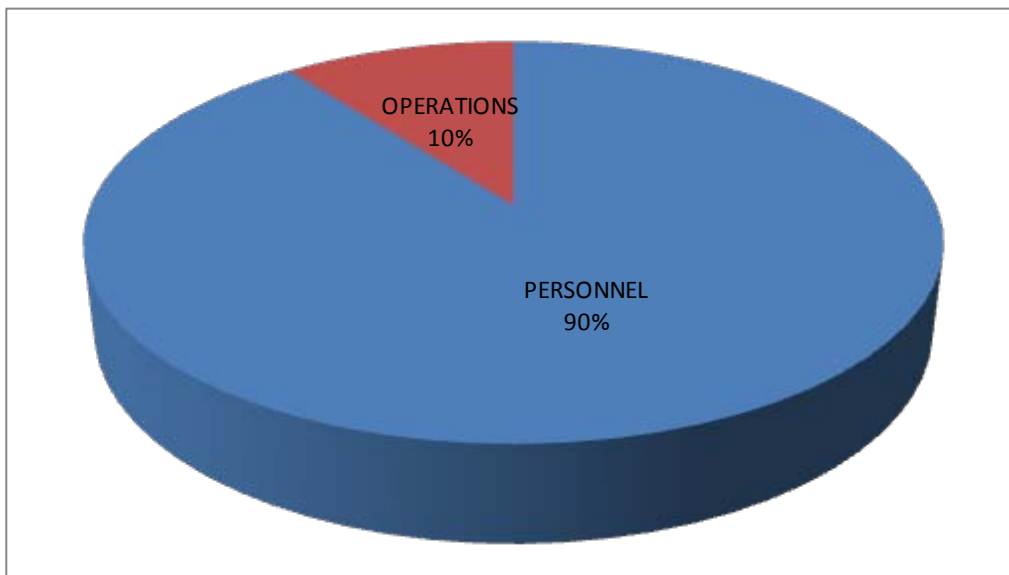
The department has recently hired a Sustainability Coordinator and anticipates the employment of a permanent Historic Preservation Planner this fiscal year. One-half year of a staff engineer has been eliminated from the budget due to reduction in workload because of the economy. A full-time preservation planner position has been reclassified to ½ year funding for the full-time position and ½ year funding for a new, part-time preservation planner position.

No large studies are anticipated, and any updates of existing documents will be completed by Franklin Planning staff.

No capital costs are budgeted for next fiscal year.

# General Fund Planning & Sustainability

110 GENERAL FUND 41700 PLANNING & SUSTAINABILITY		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	724,187	836,357	1,003,400	892,778	891,920
81200	Officials Fees	12,100	12,000	13,500	11,000	13,500
81400	Employee Benefits	255,028	278,591	357,966	363,706	339,236
	<b>Total Personnel</b>	<b>991,315</b>	<b>1,126,948</b>	<b>1,374,865</b>	<b>1,267,484</b>	<b>1,244,656</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	437	3,744	3,150	2,700	3,200
82200	Operating Services	18,191	4,569	1,650	1,480	3,100
82300	Notices, Subscriptions, Publicity	68,592	28,739	24,495	20,085	38,700
82400	Utilities	9,108	8,694	12,900	6,146	9,400
82500	Contractual Services	115,170	150,008	20,000	45,346	15,240
82600	Repair & Maintenance Services	7,286	8,320	10,690	6,503	10,690
82700	Employee Programs	2,510	0	5,000	0	5,000
82800	Professional Development/Travel	50,206	25,865	28,060	19,305	33,000
83100	Office Supplies	17,688	9,501	13,500	9,300	13,120
83200	Operating Supplies	1,982	1,516	3,000	1,770	2,000
83300	Fuel & Mileage (Non-Travel)	2,396	1,797	1,900	1,684	2,084
83500	Equipment (<\$10,000)	28,730	14,945	3,500	7,202	5,475
83600	Repair & Maintenance Supplies	1,372	107	125	0	0
84000	Operational Units	0	14,400	0	0	0
85100	Property & Liability Costs	5,093	4,174	5,650	3,672	5,309
85200	Rentals	0	300	0	0	0
85900	Other Business Expenses	0	0	500	0	0
	<b>Total Operations</b>	<b>328,761</b>	<b>276,679</b>	<b>134,120</b>	<b>125,193</b>	<b>146,318</b>
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	125	0	0	0	0
	<b>Total Capital</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Planning &amp; Sustainability Budget</b>		<b>1,320,202</b>	<b>1,403,627</b>	<b>1,508,985</b>	<b>1,392,677</b>	<b>1,390,974</b>





# Engineering / Traffic Operations Center (TOC)

*Eric Gardner, Director*

## ENGINEERING

The Engineering Department plans for the future infrastructure needs of the City of Franklin. They work with other City Departments, elected officials, and the public to ensure that our infrastructure is designed and installed properly and that it meets all Local, State and Federal standards and guidelines. Most City-funded infrastructure projects are managed or reviewed by the Engineering Department.

A goal of the Traffic Operations Division of the Department is to perform timing optimizations for signal systems. There are four major systems in the City - Cool Springs, SR 96 E (Murfreesboro Rd.), Downtown (Main St, Fifth Ave, Columbia Ave) and a small system on Columbia Avenue from Century Ct to Mack Hatcher. An optimization is like a tune-up for a car engine. Everyone that uses those optimized systems saves time and fuel over the previous conditions they may have experienced.

Under the Clean Water Act of 1972, the Environmental Protection Agency (EPA) requires municipalities like Franklin to manage stormwater. The City has received a Phase II Municipal Separate Storm Sewer System (MS4) Permit from the Tennessee Department of Environment and Conservation (TDEC) to allow Franklin to discharge stormwater into nearby rivers and streams. The Stormwater Division helps the City stay in compliance with mandates set by the Federal (EPA) and State (TDEC) Governments to minimize stormwater runoff.

## TRANSPORTATION OPERATIONS CENTER (TOC)

The Transportation Operations Center (TOC) is responsible for traffic management within the City of Franklin. To achieve this the TOC has identified two goals from its ongoing Congestion Management Program that create positive benefits for the public. They are the Annual Traffic Count Program and the Traffic Signal Timing Optimization Program. These two programs allow the TOC to produce real world improvements in traffic related issues, such as decreasing overall traffic delays, improving intersection safety, and the reduction of vehicular pollution.

### *Annual Traffic Count Program:*

Traffic Counts or Data Collection are the most basic building blocks of any traffic management system. With the rapid growth and development of the City of Franklin in the recent past, traffic volumes have also grown and developed. This program was designed to perform “turning movement counts” for each peak hour at each of our 90 signalized intersections once every three years. Staff has taken those locations and divided them into three groups of 30 intersections each. They are:

1. SR 96 E, Mack Hatcher and Hillsboro Rd Corridors.
2. Cool Springs Blvd, Carothers Parkway and Mallory Lane Corridors.
3. Downtown Franklin, SR 96 W and Franklin Road Corridors.

In addition to the turning movement counts at each signalized intersection, we also select six locations for 7-day, bi-directional tube counts. These are more frequently referred to as Average Annual Daily Totals (AADT).

	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Goal</b>
Count Location	Area 2	Area 3	Area 3	Area 1
Turning Movement	30	0*	30	30
AADT	6	0*	6	6

*\*Significant sections of Downtown/Columbia Ave were under construction due to Streetscape. Counts will resume next budget year.*

The data collected is used to develop traffic signal timing plans that will best move traffic with highest degree of safety and minimal delay. Below are graphs representing traffic flow by time of day and direction for the traffic signal at Fifth Ave North and Bridge St./New Hwy 96 West. Figure 1 represents the AM peak hour, Figure 2 represents the Midday peak hour and Figure 3 is the PM peak hour. In each graph we show how traffic flows increase and decrease for certain directions throughout the day (rush hours). By utilizing traffic modeling software, we develop intersection timing plans that best manage those rush hour flows.

*Traffic Signal Optimization Program:*

Traffic Signal Optimization is one of those activities that utilizes the data collected by the Annual Traffic Count Program. Each signal system, as indicated by the Institute of Transportation Engineers, should have its timing evaluated every three years. Occasionally these systems require optimization to efficiently manage the traffic flows and congestion levels based on the vehicle demand at various times of day. This program performs that function.

The City of Franklin currently has 3 primary signal systems. They are SR 96 E, Downtown and the Cool Springs Galleria area. The chart below indicates some of the benefits achieved through Traffic Signal Optimization. The data presented shows reductions in 3 key areas: Travel Time Delay and reduced Hydrocarbon and Carbon Monoxide emissions.

<b>Improvements</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Projected</b>	<b>2011 Goal</b>
System	Cool Springs Holiday*	Cool Springs	SR 96**	West Main/5 <sup>th</sup> Ave/Hillsboro/Columbia
Delay	17%	45.8%	10%	15%
Hydrocarbon	0	19,000 tons	Avg./Results	Avg. /Results
Carbon Monoxide	0	174,000 tons	Avg./Results	Avg. Results

*\*This project was part of the FY 2009 Cool Springs Timing program. Its results were based on computer modeling not on actual measured time savings.*

*\*\*This project has not been fully deployed to date. The opening of Carothers Pkwy Phase 2 has significantly impacted SR 96 E signal operation between Carothers and I-65. That area must be re-modeled for the additional traffic. There are additional modifications with lane usage at I-65 NB ramp and SR 96 E being reviewed by TDOT for implementation. Once approved timing may be installed and tested.*

**STORMWATER**

Stormwater Performance Goal: The goal of the Stormwater Management Program is the reduce and eliminate non-stormwater flows (called illicit discharges) from the City of Franklin Municipal Separate Storm Sewer System (MS4) in order to improve water quality in the Harpeth River Watershed. MS4s discharge directly to rivers and streams without being treated at a treatment plant. This means whatever washes into the city’s storm sewer system ends up in our rivers and streams. By monitoring each outfall point, the City is able to identify and eliminate sources of water pollution. The City will inform public employees, businesses, and the general public of the hazards associated with illegal discharges and improper disposal of waste. The public can report suspected illicit discharges via the City website or the Stormwater Pollution Hotline (615-791-3218). Documented illicit discharges will be eliminated as soon as possible.

Performance Measure: Inventory all stormwater outfalls in the Franklin City Limits; once inventory is completed, field screen each outfall for pollutants. If pollutants are identified follow-up inspections will be made to find and eliminate the source of pollution.

<b>Measure/Goal</b>	<b>FY09</b>	<b>FY10 (projected)</b>	<b>FY11 (Goal)</b>
Number of Outfalls Inventoried	220	300	300
Number of Outfalls Screened for Pollutants (after inventory completed)	0	100	300
Number of Outfalls Positive with Pollutants	0	TBD	TBD
Number of Illicit Discharges Eliminated from Outfalls	0	TBD	TBD

**RIGHT-OF-WAY**

When meeting with property owners to acquire right-of-way and easements we strive to give the property owner all the information about the upcoming project. We also work extremely hard to meet with affected property owners on more than one occasion (even before or after normal working hours). Although it is our goal to get all documents signed without using condemnation, it is not always possible. Some property owners are unwilling to work with the city, others will not respond to certified mail or phone messages. When this situation persists, we have no choice but to enter into condemnation proceedings. This performance measurement is comparing how many properties were to be acquired, how many were successfully acquired without condemnation and how many times the city entered into condemnation. In the future we will also be keeping up with the number of times we made contact or met with property owners. We hope this information will be helpful in the future for budgeting, staffing and scheduling needs.

The Right-of-Way Goal for the Engineering Department is to successfully acquire 80% of the properties through negotiations (without having to go into condemnation proceedings). See the chart below for the most recent property acquisition data:

<b>PROJECT NAME</b>	<b>TOTAL NUMBER OF PROPERTIES</b>	<b>PROPERTIES SUCCESSFULLY ACQUIRED</b>	<b>PROPERTIES SENT TO CONDEMNATION</b>	<b>PROPERTIES UNDECIDED</b>
Boyd Mill Ave. Waterline	7	7		
Boyd Mill Ave. Road Widening	15	14		1
Carlisle Lane Intersection Improvements	4	3		1
3rd Avenue North Extension	1	1		
Monticello Sewer	2	2		
South Carothers Parkway Extension	9	4		5
McEwen Drive Phase 3	4	3	1	
W. McEwen Drive - Cool Springs Blvd to Jordan Road	6	6		
Downs Blvd Waterline	6	5		1
Fieldstone Farms Pump Station Upgrade	1	1		
Carter St Area Water and Sewer	1	1		
Southeast Corridor Water System Improvements	12	11	1	
Goose Creek Water	12	12		
Highgate Sewer	3	3		

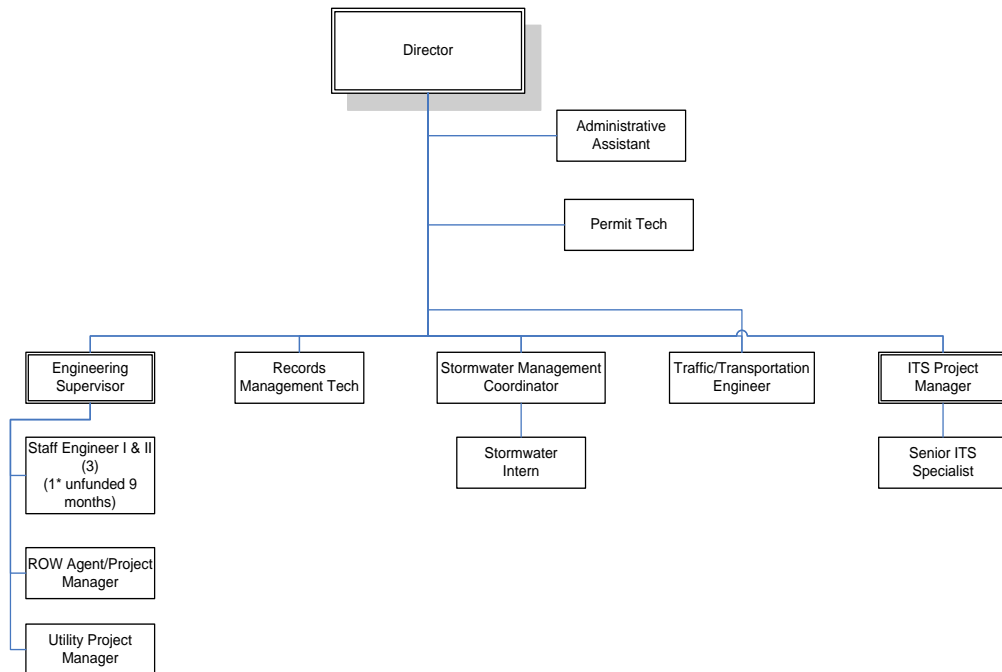
<b>PROJECT NAME</b>	<b>TOTAL NUMBER OF PROPERTIES</b>	<b>PROPERTIES SUCCESSFULLY ACQUIRED</b>	<b>PROPERTIES SENT TO CONDEMNATION</b>	<b>PROPERTIES UNDECIDED</b>
Sneed Road Water Vault	1	1		
Columbia Ave. Streetscapes	25	11	14	
<b>TOTALS</b>				
	109	85	16	8
<b>Percentage of Total</b>		78%	15%	7%



## Sustainable Franklin

The Engineering Department has decreased the number of hard copies used in day to day Project Management. Project files are stored in a digital format and preliminary plans are submitted for review electronically. The Traffic Operations Division continues to look for ways to decrease fuel consumption and vehicle emissions through the use of optimal signalization timing. Part of the proposed new Phase II MS4 Permit being issued by TDEC requires goals for use of “Green” Best Management Practices (BMP) to be used during construction. The Stormwater Division promotes the use of Green BMPs and Low Impact Design (LID) for proposed projects in the City.

# Organizational Chart



Stormwater Management Coordinator included in Stormwater Personnel

Traffic/Transportation Engineer, ITS Project Manager, and Sr ITS Specialist included in TOC Personnel. Note: TOC personnel currently report to Director of Engineering.

\* = Unfunded

# Staffing by Position

## General Fund - Engineering Personnel by Position

Position	Pay Grade	FY 2010			FY 2011		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
Director of Engineering	25	1	0	0	1	0	0
Engineering Supervisor	22	1	0	0	1	0	0
Engineer II	21	2	0	0	2	0	0
Engineer I	20	1	0	1 (for 1/2 yr)	1	0	1 (for 3/4 yr)
Right of Way Agent/Project Mgr	18	1	0	0	1	0	0
Engineering Associate	16	0	0	0	0	0	0
Administrative Asst.	12	1	0	0	1	0	0
Permit Technician	12	1	0	0	1	0	0
Admin Secretary	10	0	0	0	0	0	0
Secretary	9	0	0	0	0	0	0
Intern	---	0	1	0	0	1	0
<b>TOTALS</b>		<b>8</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>0</b>

## General Fund - TOC Personnel by Position

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Traffic/Transportation Engineer	23	1	0	1	0
ITS Project Manager	18	1	0	1	0
ITS Specialist Sr.	17	1	0	1	0
<b>TOTALS</b>		<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>

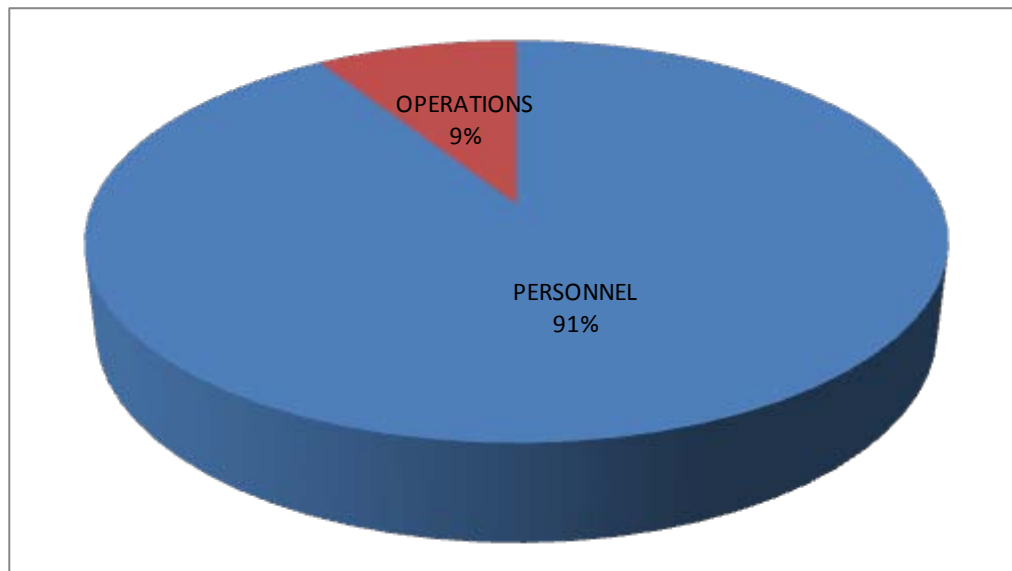
## Budget Notes/Objectives

### *Engineering*

- The overall FY 2011 Engineering Budget is reduced approximately 7% from the approved FY 2010 Engineering Budget. Operations in the Engineering Budget for FY 2011 is reduced approximately 26% from the approved FY 2010 Engineering Budget. There are no costs in the FY 2011 Engineering Budget for Capital.
- Contractual Services for FY 2011 has been significantly reduced. FY 2011 is \$10,000 compared to \$18,500 in FY 2010.
- Engineering is not asking for any new positions in the FY 2011 Budget.
- One position change is included; Staff Engineer I to Staff Engineer II due to employee gaining an engineering license.

# General Fund Engineering

110 41600 GENERAL FUND ENGINEERING		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay	518,699	540,573	389,680	389,680	387,687
81400	Employee Benefits	178,221	219,827	179,657	160,794	157,951
	Total Personnel	696,920	760,400	569,337	550,474	545,638
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges	1,014	1,349	1,200	1,040	1,100
82200	Operating Services	5,008	1,455	1,340	670	990
82300	Notices, Subscriptions, Publicity	14,092	7,585	4,964	2,174	3,738
82400	Utilities	11,895	8,650	10,530	9,255	4,580
82500	Contractual Services	12,421	102,198	18,500	5,000	10,000
82600	Repair & Maintenance Services	2,057	4,319	4,200	1,850	2,400
82700	Employee Programs	1,170	190	100	100	150
82800	Professional Development/Travel	16,543	14,565	15,000	10,050	14,750
83100	Office Supplies	7,264	3,528	4,050	3,410	3,810
83200	Operating Supplies	1,979	284	840	620	1,890
83300	Fuel & Mileage (Non-Travel)	2,203	2,551	2,400	1,612	1,700
83500	Equipment (<\$10,000)	3,065	7,057	6,300	5,890	4,114
83600	Repair & Maintenance Supplies	0	0	0	0	0
85100	Property & Liability Costs	3,733	2,942	3,050	1,976	2,933
85300	Permits & Fees	591	2,984	2,015	1,364	2,595
85900	Other Business Expenses	0	0	200	0	200
	Total Operations	83,034	159,657	74,689	45,011	54,950
<b><u>CAPITAL</u></b>						
89500	Equipment (>\$10,000)	59,025	0	0	0	0
	Total Capital	59,025	0	0	0	0
<b>Total Engineering Budget</b>		<b>838,979</b>	<b>920,057</b>	<b>644,026</b>	<b>595,485</b>	<b>600,588</b>





## Budget Notes/Objectives

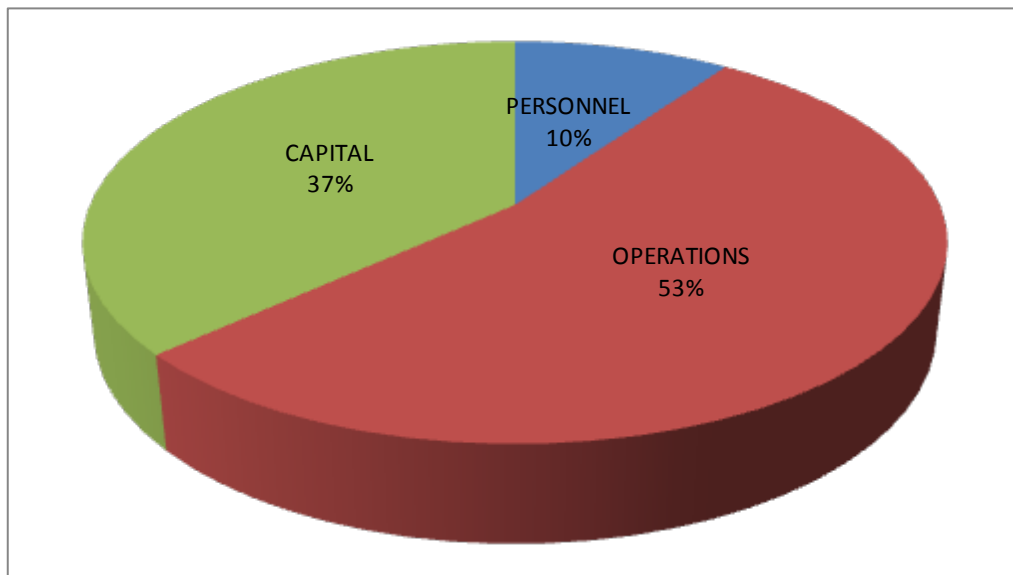
### *Traffic Operations Center (TOC)*

- The overall FY 2011 Engineering – TOC Budget is increased \$982,784. It is due to expenditures for improvements to the City’s Traffic Operations Center primarily funded by recovery funding (ARRA).
- Contractual Services for FY 2011 has been increased and is the main reason for the increase to the Operations portion of the budget. The increased costs are mainly due to the proposed Downtown Signal Timing. This improvement would be similar to the Cool Springs timing improvement that was completed in 2009 and would improve the travel times in the downtown area.
- There are new positions or position changes in the Engineering – TOC Budget.
- TOC personnel will continue to seek out Federal and State grants to pay for all or most of the Capital expenditures portion of the Budget. In the FY 2011 Budget, approximately 64% of the Capital comes from grants.

# General Fund Traffic Operations Center (TOC)

110 GENERAL FUND  
41610 TRAFFIC OPERATIONS CENTER (TOC)

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>PERSONNEL</u></b>					
81100 Salaries & Regular Pay	158,678	164,309	160,914	160,914	160,094
81400 Employee Benefits	58,472	57,477	62,913	59,571	58,520
Total Personnel	217,151	221,786	223,827	220,485	218,614
<b><u>OPERATIONS</u></b>					
82100 Transportation Charges	0	161	100	140	170
82200 Operating Services	52	0	270	350	335
82300 Notices, Subscriptions, Publicity	6,787	6,313	1,975	1,935	2,685
82400 Utilities	1,281	1,450	1,865	1,891	2,000
82500 Contractual Services	38,465	128,021	48,200	18,305	76,000
82600 Repair & Maintenance Services	1,281	2,207	5,900	4,140	6,800
82700 Employee Programs	386	0	50	50	50
82800 Professional Development/Travel	2,783	1,717	3,540	1,614	7,451
83100 Office Supplies	652	99	400	300	400
83200 Operating Supplies	35	6	560	98	725
83300 Fuel & Mileage (Non-Travel)	827	680	500	500	550
83500 Equipment (<\$10,000)	0	2,628	6,180	6,000	4,300
83600 Repair & Maintenance Supplies	0	0	0	0	0
84000 Operational Units	0	0	0	110,700	1,104,300
85100 Property & Liability Costs	1,281	1,037	1,200	776	1,116
85300 Permits & Fees	0	750	545	400	400
85900 Other Business Expenses	0	0	0	0	0
Total Operations	53,830	145,069	71,285	147,199	1,207,282
<b><u>CAPITAL</u></b>					
89500 Equipment (>\$10,000)	234,104	159,239	978,000	526,200	830,000
Total Capital	234,104	159,239	978,000	526,200	830,000
<b>Total Traffic Operations Center (TOC) Budget</b>	<b>505,085</b>	<b>526,094</b>	<b>1,273,112</b>	<b>893,884</b>	<b>2,255,896</b>



# Parks

*Lisa Clayton, Director*

The goal of the Franklin Parks Department is to provide a diverse and high quality system of parks, recreation facilities and public open spaces that will meet the recreation and leisure needs of the residents and visitors populations and that will protect and enhance the environmental character of the City of Franklin.

<b>Measurement/Goal</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>
Cost per Franklin Resident to Support Parks	\$10.40	\$11.41	\$10.57	\$10.57
<b>Operational Expenditures</b>				
Administrative	40%	58%	69%	69%
Operations/Program	14%	17%	17%	17%
Maintenance	7%	8%	9%	9%
Capital Improvements	35%	15%	1%	1%
Capital Equipment	4%	2%	4%	4%
<b>Revenues</b>				
Pavilion Rentals	24%	25%	20%	20%
Contractual User Groups	48%	50%	34%	34%
Special Event Permits Issued	9%	15%	15%	28%
Lease Agreements	19%	10%	10%	18%
<b>Urban Forestry</b>				
Trees Planted	-	183	465	N/A
Tree Farm Trees	-	0	300	N/A
Trees Donated	-	0	6	N/A
Trees Purchased from Tree Bank	-	124	581	N/A
Lecture Series Attendance	-	0	85	N/A

Measurement/Goal	FY 07-08	FY 08-09	FY 09-10	FY 10-11
<b>Park Attendance by Scheduled Users</b>				
Schools	-	5621	6211	-
Athletics	-	7458	7331	-
City Sponsored Special Events	-	1980	5755	-
Outside Sponsored Special Events	-	24,839	36,906	-
Acres per 1000 residents (The National Recreation & Parks Association recommends 6 acres per 1000 residents. The City of Franklin has a total of 704 acres of parks)	NA	12.52	12.52	12.52



## Sustainable Franklin

The City of Franklin Parks Department has taken the following actions toward helping the City become more sustainable:

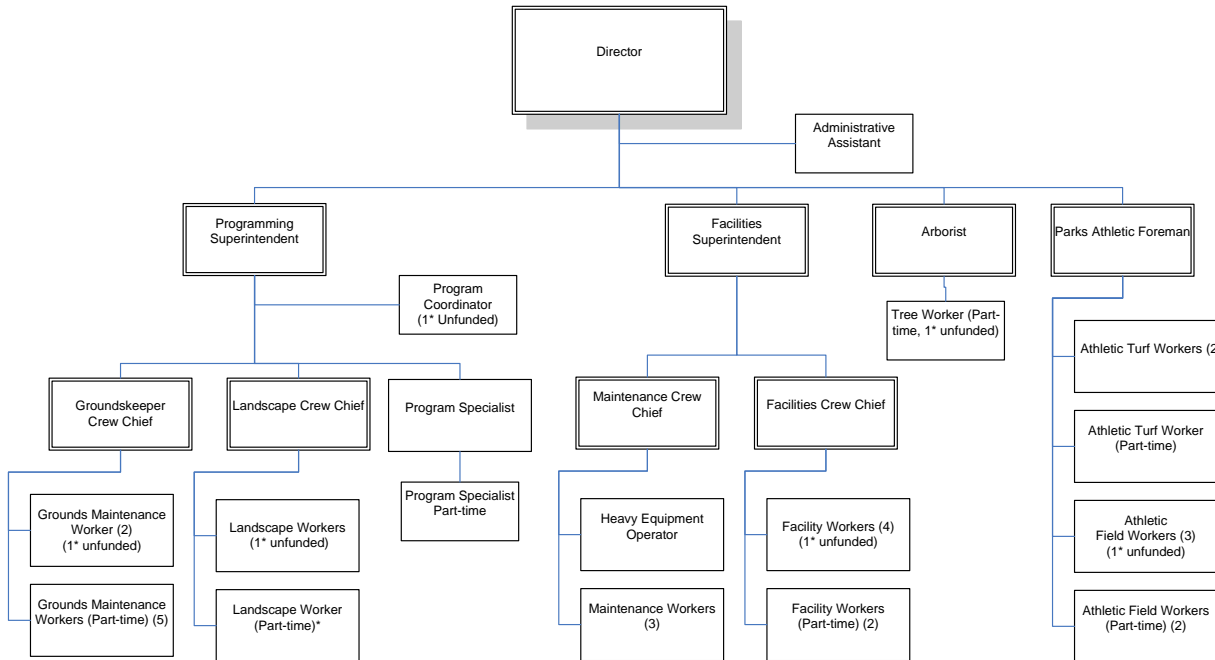
- Increase the use of renewable energy to meet 10% of the City’s peak electrical load within seven years. Replace park lighting with energy saving or LED lights in the park system. (Estimated date of completion: 6-30-2016)
- Apply for Energy Efficiency and Conservation Block Grants for replacing existing sports lights on two football fields at Jim Warren Park. ( Date of Completion: Fall 2010)
- Establishing the phased implementation of the Greenway/Open Space Master Plan for the City and the Urban Growth Boundary created to identify the natural environmental characteristics to preserve, protect, and shape future development patterns and environmentally sustainable practices as a priority. (Master plan completed: 1-12-2010)

## 2010-2011 Outlook

The primary challenge in development of the Parks budget for Fiscal Year 2010-11 was dealing with shrinking revenues at the same time that expenses are growing. Total General Fund revenues for the coming year are projected to be slightly increased primarily due to growth in special events within the overall parks system. Meanwhile, Park General Fund expenses face growing pressure from rapidly increasing costs of fuel, utilities, and existing unfinished park land and facilities.



# Organizational Chart



\* = Unfunded

# Staffing by Position

City of Franklin  
 2010-2011 Fiscal Year Budget  
 General Fund - Parks  
 Personnel by Position

Position	Pay Grade	FY 2010		Not Funded	FY 2011		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
Parks Director	24	1	0		1	0	
Facilities Superintendent	19	1	0		1	0	
Programming Superintendent	19	0	0		1	0	
Athletic Foreman	17	1	0		1	0	
Parks Program Coordinator	16	1	0		1	0	1
Arborist	16	1	0	PT	1	0	
Athletics Crew Chief	13	0	0		0	0	
Facilities Crew Chief	13	1	0		1	0	
Groundskeeper Crew Chief	13	1	0		1	0	
Landscape Crew Chief	13	1	0		1	0	
Maintenance Crew Chief	13	1	0		1	0	
Program Specialist	13	1	0		1	1	
Heavy Equipment Operator	12	1	0		1	0	
Admin Assistant	12	1	0		1	0	
Athletic Turf Worker	11	2	1		2	1	
Parks Athletic Field Worker	11	3	2	1 FT	3	2	1 FT
Facilities Worker	9	4	2	1 FT	4	2	1 FT
Grounds Maintenance Worker	9	3	5	1 FT	3	5	1 FT
Maintenance Worker	9	3	0		3	0	
Landscaping Worker	9	2	1	1 FT	2	1	1 FT, 1 PT
Tree Worker	9	0	0		0	1	1 PT
<b>TOTALS</b>		<b>29</b>	<b>11</b>	<b>5</b>	<b>30</b>	<b>13</b>	<b>7</b>

## Budget Notes/Objectives

### *Parks*

#### **REVENUES:**

Park General Fund revenues are projected to total \$31,000 which is 11% increase than budgeted Park General Fund Revenues for the 2009-10 fiscal year. The majority of Parks revenue comes from special event/athletic rentals and lease agreements. It is recommended that current park projects be funded by several sources in order to complete projects needed for the citizens of Franklin and tourism. One opportunity is to utilize some funding when deemed appropriate from the Hotel/Motel tax; secondly through generation of revenue produced from special events or fees and allow the funds to accumulate for construction of such projects at Harlinsdale Farm. Thirdly, the department shall utilize grants and alternative funding sources when opportunities arise.

#### **EXPENDITURES:**

Park General Fund expenditures are budgeted at \$2,442,434. This is a decrease of 4% from budgeted expenditures in the current fiscal year due to the hardships felt in the current economy. Parks budgeted personnel in 2009-10 for four positions and resubmitted the four for approval in the 2010-2011 fiscal year budget in addition to the 12 part-time (seasonal) employees that work within the department throughout all divisions: Facilities, Grounds, Landscaping, Programming, Urban Forestry & Athletics.

#### **CAPITAL:**

Budgeted Park capital projects from the General Fund include additional new fencing for one softball field at the Fieldstone Park due to TML request for updating the 20-year complex. Additional picnic tables and benches for area parks, vehicles to accomplish new and existing landscaping and facility work within the park system. In order to help control costs, the department is determining "natural no mow zones" in large parks such as Harlinsdale Park and Easter Flank Battlefield Park along rivers and tributaries in order to control fuel, maintenance cost for equipment and labor. Budgeted Park capital projects will include opening a new dog park in the fall of 2010 on the east side of the city at Liberty Park called Liberty Run.

#### **SUMMARY:**

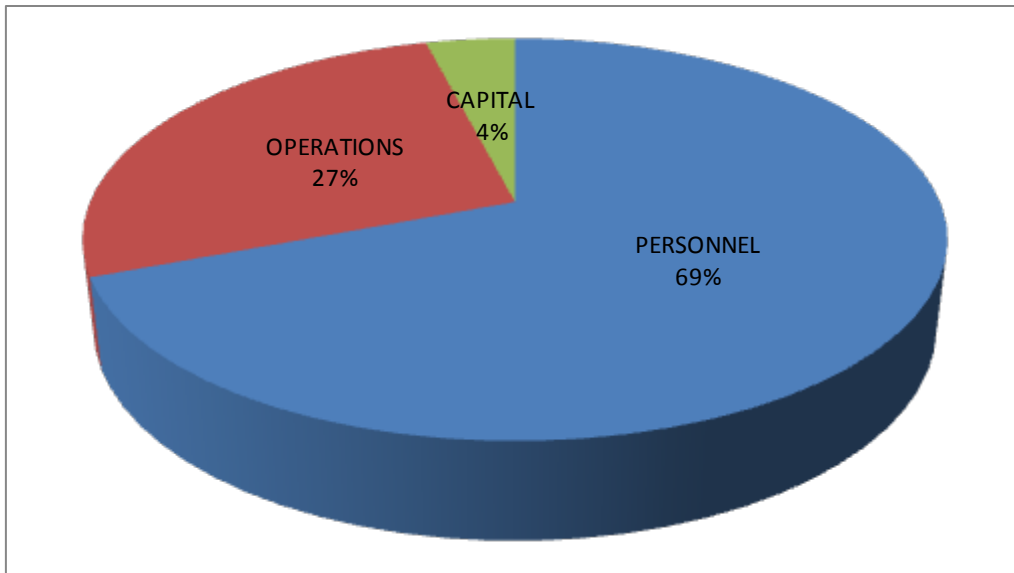
The Fiscal Year 2010-2011 budget for the City of Franklin Parks Department is a product of months of considerable effort by many individuals beginning with the input and analysis of staff members at all levels of the organization and continuing through the final decisions of BOMA that values strategic planning and is committed to our community's quality of life and efficient stewardship of public funds.

# General Fund Parks

110  
44700

GENERAL FUND  
PARKS DEPARTMENT

		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	894,612	1,079,215	1,139,240	1,163,339	1,158,853
81400	Employee Benefits	426,181	498,941	589,398	541,881	521,551
	<b>Total Personnel</b>	<b>1,320,792</b>	<b>1,578,156</b>	<b>1,728,638</b>	<b>1,705,220</b>	<b>1,680,403</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	948	517	6,100	5,600	6,100
82200	Operating Services	14,094	10,760	20,500	19,500	20,500
82300	Notices, Subscriptions, Publicity	40,251	25,080	34,500	36,900	34,500
82400	Utilities	127,200	173,722	127,000	166,400	127,000
82500	Contractual Services	72,769	6,000	5,000	28,092	7,500
82600	Repair & Maintenance Services	68,808	82,922	82,500	82,711	81,000
82700	Employee Programs	1,175	1,633	1,250	1,400	5,200
82800	Professional Development/Travel	10,791	8,192	12,200	9,830	15,300
83100	Office Supplies	10,321	8,306	8,900	9,000	8,900
83200	Operating Supplies	56,919	40,972	71,000	72,000	72,750
83300	Fuel & Mileage (Non-Travel)	37,059	36,690	22,900	31,000	25,000
83500	Equipment (<\$10,000)	23,019	59,306	33,850	33,850	51,650
83600	Repair & Maintenance Supplies	133,257	94,810	163,000	166,100	168,500
84000	Operational Units	0	42,584	0	2,505	1,500
85100	Property & Liability Costs	19,805	15,466	33,900	23,999	30,831
85200	Rentals	6,975	14,298	5,000	7,100	7,700
85300	Permits & Fees	2,254	453	0	200	600
85600	Debt Service	0	0	600	0	0
85900	Other Business Expenses	1,156	29	0	0	0
	<b>Total Operations</b>	<b>626,801</b>	<b>621,740</b>	<b>628,200</b>	<b>696,187</b>	<b>664,531</b>
<b>CAPITAL</b>						
89200	Buildings	917	0	0	0	20,000
89300	Improvements	376,261	5,431	0	0	5,000
89500	Equipment (>\$10,000)	45,510	90,289	175,800	159,500	72,500
	<b>Total Capital</b>	<b>422,688</b>	<b>95,720</b>	<b>175,800</b>	<b>159,500</b>	<b>97,500</b>
<b>Total Parks Expenditures</b>		<b>2,370,281</b>	<b>2,295,616</b>	<b>2,532,638</b>	<b>2,560,907</b>	<b>2,442,434</b>





## Economic Development

This department is used to identify payments specifically related to economic development. An allocation is made for tourism of \$25,380 plus an additional amount for the Greater Nashville Regional Council of \$11,174. Also, membership to the Nashville Area Metropolitan Planning Organization was added in FY2010. An additional \$373,000 for the Williamson County Convention and Visitors Bureau is budgeted in the Hotel Tax Fund.

110 45925		GENERAL FUND ECONOMIC DEVELOPMENT				
		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budget 2011
<b>87110</b>	<b>Contracted Services:</b>	<b>30,000</b>	<b>41,174</b>	<b>43,411</b>	<b>43,411</b>	<b>41,791</b>
87110	Economic Development/Tourism	30,000	30,000	27,000	27,000	25,380
87110	Greater Nashville Regional Council	0	11,174	11,174	11,174	11,174
87110	Nashville Area Metropolitan Planning Organization	0	0	5,237	5,237	5,237
<b>Total Economic Development</b>		<b>30,000</b>	<b>41,174</b>	<b>43,411</b>	<b>43,411</b>	<b>41,791</b>

# Community Development Block Grant (CDBG) Fund

This fund is used to account for receipts from CDBG grants and usage of these monies to further community development. In 2011, operating expenditures of \$299,406 are budgeted.

170 SPECIAL REVENUE FUND						
47300 COMMUNITY DEV BLOCK GRANT (CDBG) FUND		Actual	Actual	Budgeted	Estd Actual	Budgeted
		2008	2009	2010	2010	2011
<b><u>AVAILABLE FUNDS</u></b>						
25100	Beginning Fund Balance	0	0	(19,131)	(19,131)	0
33580	CDBG Grant (Federal)	82,373	191,188	275,502	275,502	299,406
	Transfer from General	0	0	0	19,131	0
36100	Interest Income	0	0	0	0	0
	<b>Total Available Funds</b>	<b>82,373</b>	<b>191,188</b>	<b>256,371</b>	<b>275,502</b>	<b>299,406</b>
<b><u>OPERATIONS</u></b>						
82300	Notices, Subscriptions, Publicity	98	171	0	0	0
82500	Contractual Services	60,800	59,800	275,502	275,502	299,406
82600	Repair & Maintenance Services	21,475	131,217	0	0	0
84000	Grant Programs	0	19,131	0	0	0
85900	Other Business Expenses	0	0	0	0	0
	<b>Total Operations</b>	<b>82,373</b>	<b>210,319</b>	<b>275,502</b>	<b>275,502</b>	<b>299,406</b>
<b><u>CAPITAL</u></b>						
89200	Buildings	0	0	0	0	0
	<b>Total Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>82,373</b>	<b>210,319</b>	<b>275,502</b>	<b>275,502</b>	<b>299,406</b>
<b>Total Unallocated Funds</b>		<b>0</b>	<b>(19,131)</b>	<b>(19,131)</b>	<b>0</b>	<b>0</b>

# Streets

Joe York, Director

The Streets Department was established as a separate department in 1987. The maintenance facility is currently located at 108 Southeast Parkway. Infrastructure improvements include: Annual Paving Program, Roadway and Drainage improvements, ongoing Sidewalk Improvement project, and Traffic Signal upgrades. The Street Department currently maintains approx. 278 miles of roadway.

The Streets Department operates with a staff of 60 employees within four (4) divisions. Effective January 1, 2010, Fleet Maintenance was transferred from the Solid Waste Department to the Streets Department. The four divisions of the Streets Department include: Street and Landscape Maintenance, Traffic, Stormwater, and Fleet Maintenance.

Measurement/Goal	FY08	FY09	FY10 (Projected)
Cost to pave Streets*	\$999,643.38	\$1,958,346.67	\$2,500,000
Cost to repair sidewalks	\$ 87,294.50	\$89,998	\$100,000
Cost of Curb & Gutter	\$64,541.50	\$79,999	\$40,000
Leaf Season (cubic yds)		4,800	
Traffic Division Budget	\$686,567	\$1,186,317	\$1,238,016
Number of Signs Produced Qty/Cost per Sign			
Stop Signs	70/\$37.70	100/\$41.75	120/\$41.75
Speed Limit Signs	30/\$24.39	38/\$26.12	45/\$26.12
Street Name Signs	100/\$20.26	134/\$21.18	150/\$21.18
Parking Signs	90/\$9.14	31/\$9.61	75/\$9.61
Yield Signs	20/\$39.62	14/\$40.05	25/\$40.05
Way Finding Signs		2/\$1,200	10/\$1,200
Specialty Signs		70/\$20.00	70/\$20.00
Downtown Banners**		120/\$17.00	150/\$17.00

\*Costs include Capital Improvements and Traffic Calming services.

\*\*Banners produced in-house at a cost of \$17 each. resulted in an incredible savings compared to the cost of \$76 each for purchase from an outside source. For the 120 banners produced, the savings totaled \$7,080.



## Sustainable Franklin

The Streets Department established a compost program in 2008. The Landscape Division performs the composting process at the old City burner site located on Incinerator Road off Lula Lane. Dump truck loads of leaves vacuumed during the annual leaf season, and previously hauled to the county landfill, are now utilized to produce compost material. This program has been a huge success, and a considerable cost savings to the City, including: fuel costs, disposal fees, and personnel labor.

The Fleet Maintenance Division “green” savings result from:

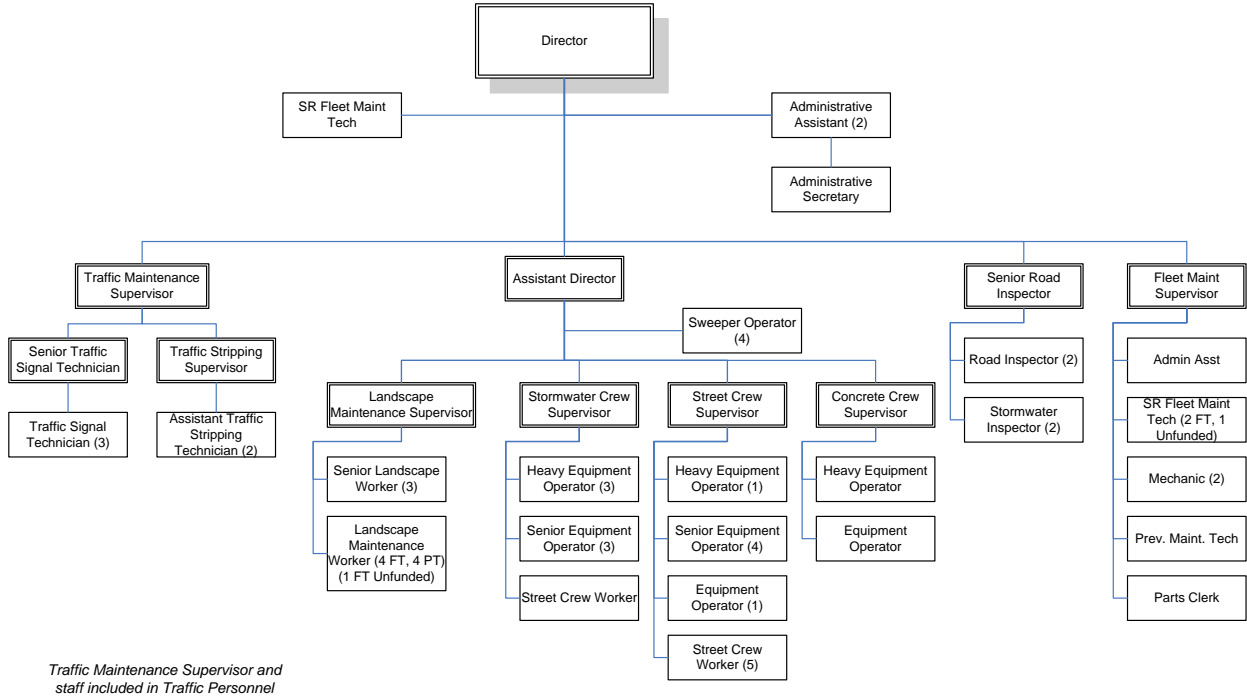
- Utilizing recycle bins for paper, plastic bottles, and cans
- Recycling cardboard
- Turning off all lights, including overhead shop lights, at night and when not in use

The Traffic Division has installed LEDs (Light Emitting Diodes) in all City owned traffic signals. LED lights reduce power consumption, and produce minimal heat, improving signal efficiency and requiring less maintenance.

UPS Systems (Uninterruptable Power Supply) have been installed throughout the City by the Traffic Division. UPS Systems allow signals with LED lights to continue working for up to eight hours during power failures. This helps avoid additional expenditures associated with personnel call-back and police assistance. UPS Systems provide clean, regulated dual conversion power for traffic signal controllers and other sensitive equipment inside the cabinet, and extend their service life.

In-house sign production is a cost savings compared to sign purchase from a supplier. The sign shop manufactures a variety of signs for the Downtown parking garages, other City departments, special events, etc., providing savings not only for the Street Department, but throughout the City.

# Organizational Chart



*Traffic Maintenance Supervisor and staff included in Traffic Personnel*

*Stormwater Crew Supervisor and staff and Stormwater Inspector included in Stormwater Personnel*

# Staffing by Position

## General Fund - Streets-Maintenance Division Personnel by Position

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Street Director	24	1	0	1	0
Assistant Director	22	1	0	1	0
Senior Road Inspector	17	1	0	1	0
Road Inspector	16	2	0	2	0
Landscape Maint Supervisor	16	1	0	1	0
Diesel Mechanic	14	1	0	1	0
Street Crew Supervisor	14	2	0	2	0
Administrative Assistant	12	2	0	2	0
Landscape Maint Worker Sr	12	3	0	3	0
Heavy Equipment Operator	12	2	0	2	0
Sr. Equipment Operator	11	8	0	9	0
Administrative Secretary	10	1	0	1	0
Landscape Maint Worker	9	4	0	4	4
Equipment Operator	9	2	0	2	0
Street Crew Worker	8	5	3	4	0
<b>TOTALS</b>		<b>36</b>	<b>3</b>	<b>36</b>	<b>4</b>

## General Fund - Streets-Traffic Division Personnel by Position

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Traffic Maint Supervisor	18	1	0	1	0
Sr. Traffic Signal Technician	16	1	0	1	0
Traffic Signal Technician	14	3	0	3	0
Traffic Striping Supervisor	TBD	1	0	1	0
Traffic Striping Technician	14	0	0	0	0
Asst Traffic Striping Technician	12	2	0	2	0
<b>TOTALS</b>		<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>

## Stormwater Fund-Streets Personnel by Position

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
Stormwater Mgmt Coordinator	20	1	0	1	0
Stormwater Inspector	16	2	0	2	0
Stormwater Supervisor	14	1	0	1	0
Heavy Equipment Operator	12	3	0	3	0
Equipment Operator Sr	11	3	0	3	0
Street Crew Worker	8	1	0	1	0
Intern	---	0	1	0	1
<b>TOTALS</b>		<b>11</b>	<b>1</b>	<b>11</b>	<b>1</b>

## General Fund - Streets-Fleet Maintenance Personnel by Position

Position	Pay Grade	FY 2010		FY 2011	
		Full-Time	Part-Time	Full-Time	Part-Time
<b>Street FLEET MAINTENANCE:</b>					
<b>Fleet Maintenance Supervisor</b>	17	1	0	1	0
<b>Diesel Mechanic</b>	14	2	0	2	0
<b>Administrative Secretary</b>		0	0	0	0
<b>Administrative Assistant</b>	12	1	0	1	0
<b>Mechanic</b>	12	2	0	2	0
<b>Preventive Maintenance PM Technician</b>	10	1	0	1	0
<b>Parts Specialist</b>	10	1	0	1	0
<b>Total</b>		<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>

## Budget Notes/Objectives

### *Maintenance Division*

The Streets Department, Maintenance Division includes Street and Landscape Maintenance.

The Street Maintenance Division currently maintains 282 miles of City streets and roadways. A 12 year resurfacing cycle has been established, with an estimated cost of 2.3 to 2.8 million dollars per year. In-house staff visually inspected the entire length of every City owned street to determine need for repair. The condition of every City street was analyzed, and prioritized accordingly within the 12 year resurfacing cycle.

The sidewalk, and curb & gutter replacement program is included in the Maintenance Division. Funds for this program have been appropriated as follows: \$100,000 for misc. concrete improvements (sidewalks & curbing) throughout the City.

Upon completion of installation of all new landscaping, and acceptance at the new Police Department facility, the Landscape Maintenance Division will be responsible for maintenance of this landscaping. The green area at the Transit facility, landscape at Columbia Ave., 5<sup>th</sup> Ave. N., and 3<sup>rd</sup> Ave. N. will also be maintained by the Landscape Maintenance Division. Only one (1) part-time seasonal worker will be added to for the additional maintenance responsibilities required.

#### Cost Saving/Goal:

Landfill expenses, fuel costs, and wear and tear on vehicles, will be a continued cost savings, resulting from the compost program.

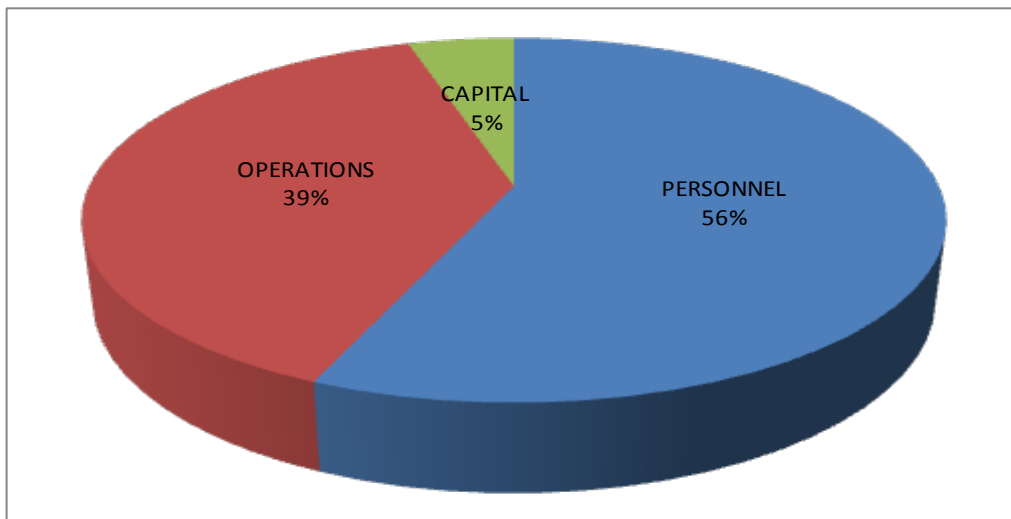
Skills of in-house labor will be used effectively for a variety of improvement projects.



# General Fund Streets Department Maintenance Division

110 GENERAL FUND  
43100 STREETS-Maintenance Division

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	1,379,001	1,539,183	1,369,688	1,369,688	1,351,882
81400 Employee Benefits	758,240	751,572	766,018	730,919	705,214
Total Personnel	2,137,241	2,290,755	2,135,706	2,100,607	2,057,095
<b>OPERATIONS</b>					
82100 Transportation Charges	1,333	474	600	565	850
82200 Operating Services	15,859	19,095	25,250	13,960	21,500
82300 Notices, Subscriptions, Publicity	3,507	2,020	3,500	700	2,200
82400 Utilities	39,043	770,735	842,000	773,625	834,200
82500 Contractual Services	10,013	19,107	8,000	0	5,500
82600 Repair & Maintenance Services	1,204,448	233,801	193,000	198,600	128,500
82700 Employee Programs	2,352	1,768	5,000	3,300	5,000
82800 Professional Development/Travel	8,239	1,465	1,000	1,093	4,000
83100 Office Supplies	10,139	9,193	10,000	9,250	9,500
83200 Operating Supplies	34,749	52,957	49,000	46,500	49,000
83300 Fuel & Mileage (Non-Travel)	117,756	86,123	63,500	70,000	70,000
83500 Equipment (<\$10,000)	9,844	31,078	31,000	36,750	55,400
83600 Repair & Maintenance Supplies	115,282	186,999	153,000	159,200	177,500
84000 Operational Units	1,420	557	5,000	2,000	5,000
85100 Property & Liability Costs	3,895	52,461	35,539	29,322	38,295
85200 Rentals	2,536	3,576	5,000	1,000	29,950
85300 Permits & Fees	256	207	500	100	100
85900 Other Business Expenses	15	0	0	0	0
Total Operations	1,580,684	1,471,616	1,430,889	1,345,965	1,436,495
<b>CAPITAL</b>					
89100 Land	9,095	0	0	0	0
89200 Buildings	51,759	15,303	0	960	5,000
89400 Infrastructure	2,650	0	0	0	0
89500 Equipment (>\$10,000)	317,094	148,890	128,000	25,879	170,000
Total Capital	380,597	164,193	128,000	26,839	175,000
<b>Total Streets-Maintenance Division</b>	<b>4,098,523</b>	<b>3,926,564</b>	<b>3,694,595</b>	<b>3,473,411</b>	<b>3,668,590</b>





## Budget Notes/Objectives

### *Traffic Division*

The Streets Department, Traffic Division currently maintains 94 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

Traffic Division personnel also maintain downtown decorative street lights, City school flashers, and electronic pedestrian crosswalks.

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. Production of signs is performed on an as needed basis, with no delivery time factor as compared to purchase from an outside vendor.

With commercial grade printing capabilities, the sign design and production system has been utilized for the production of signs for the Parks, Solid Waste, and Police Depts. Several Downtown decorative banners were produced and installed. Two (2) “Wayfinding” signs were designed, produced and installed in-house at a cost of only \$1,200 each, 70% of cost submitted by a private contractor.

All new signal cabinets are being installed with UPS/battery backup systems.

#### Goal:

We will begin a pilot program that will verify cost savings by changing out a portion of non-incandescent lighting within the downtown area to LED bulbs.

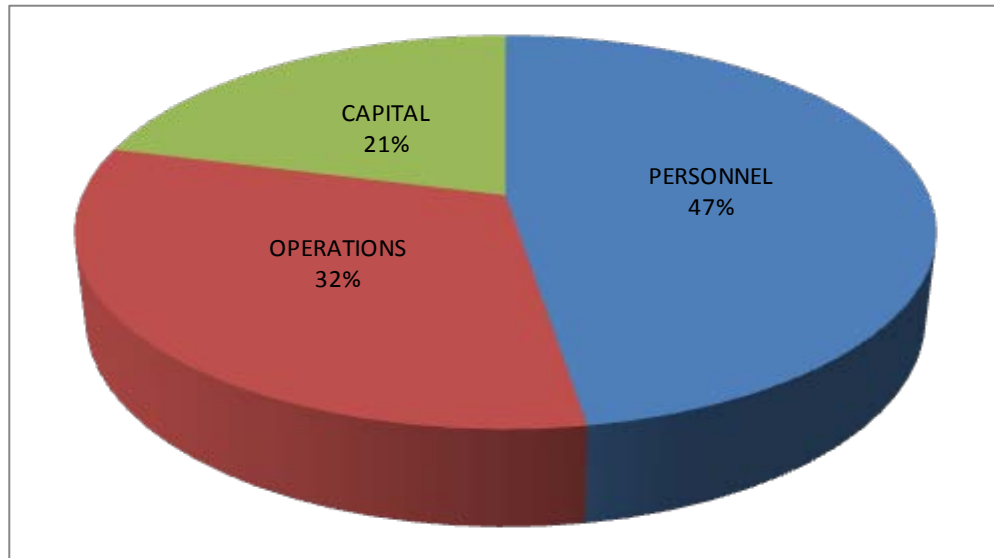
We will install UPS cabinets at required locations throughout the City.



# General Fund Streets Department Traffic Division

110 GENERAL FUND  
43110 STREETS-Traffic Division

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	309,055	332,559	355,315	355,315	353,664
81400 Employee Benefits	171,784	180,282	200,326	189,959	183,916
<b>Total Personnel</b>	<b>480,839</b>	<b>512,841</b>	<b>555,641</b>	<b>545,274</b>	<b>537,580</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	60	455	600	250	600
82200 Operating Services	177	393	1,500	2,300	2,850
82300 Notices, Subscriptions, Publicity	176	1,099	1,100	600	1,100
82400 Utilities	1,945	55,185	101,500	67,100	67,500
82500 Contractual Services	0	0	750	0	250
82600 Repair & Maintenance Services	20,977	46,502	32,250	10,000	17,000
82700 Employee Programs	110	0	3,000	2,000	3,000
82800 Professional Development/Travel	5,948	5,750	11,950	3,600	9,950
83100 Office Supplies	619	721	1,000	500	1,000
83200 Operating Supplies	3,628	3,400	5,500	3,618	6,000
83300 Fuel & Mileage (Non-Travel)	11,247	10,609	9,500	9,300	9,500
83500 Equipment (<\$10,000)	6,216	26,982	18,000	7,900	11,000
83600 Repair & Maintenance Supplies	243,359	563	213,000	158,000	216,500
85100 Property & Liability Costs	9,060	11,840	12,840	61,242	15,315
85200 Rentals	225	0	500	0	500
85300 Permits & Fees	22	50	150	0	150
85900 Other Business Expenses	2,372	0	2,000	0	2,000
<b>Total Operations</b>	<b>306,142</b>	<b>163,549</b>	<b>415,140</b>	<b>326,410</b>	<b>364,215</b>
<b>CAPITAL</b>					
89200 Buildings	0	0	0	0	0
89400 Infrastructure	116,798	0	231,000	223,900	211,000
89500 Equipment (>\$10,000)	282,541	110,420	26,000	0	28,000
<b>Total Capital</b>	<b>399,339</b>	<b>110,420</b>	<b>257,000</b>	<b>223,900</b>	<b>239,000</b>
<b>Total Streets-Traffic Division</b>	<b>1,186,320</b>	<b>786,810</b>	<b>1,227,781</b>	<b>1,095,584</b>	<b>1,140,795</b>



## Budget Notes/Objectives

### *Fleet Maintenance*

Effective January 1, 2010, the Fleet Maintenance Division was transferred from the Solid Waste Department to the Streets Department. The maintenance facility for this division is located at 405 Hillsboro Road. At this location, Fleet Maintenance operates with a minimal staff, within tight working quarters.

The Fleet Maintenance Division provides mechanical services for most of the City's entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the City's fleet include: police cars, passenger vehicles, pickup trucks, dump trucks, heavy equipment, fire apparatus, etc. Due to frequent stop and go activity, and little to no interstate driving, City vehicles have more than the normal wear and tear of everyday vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, and other misc. services.

The Fleet Maintenance Division consists of seven employees: one Fleet Maintenance Supervisor, one Administrative Assistant, one Diesel Mechanic, two Mechanics, one Preventative Maintenance Technician, and one Parts Clerk.

Due to budget constraints, one (1) Diesel Mechanic position has not been filled.

#### Goal:

To improve work flow, to provide excellent service for the City's vehicles and equipment.  
To keep accurate records of expenditures for service and repairs of City fleet.

Measurement/Goal	FY07	FY08	FY09	FY10
Percent Outsourced	8%	12%	9%	NA
<b>Cost of Repairs Performed by Fleet Maintenance Per Department</b>				
Administration	\$219	\$433	\$27	370
City Hall Maintenance	\$396	\$815	\$261	NA
Codes	\$1,159	\$5,842	\$5,207	NA
Engineering	\$189	\$396	\$239	NA
Fire	\$12,301	\$12,768	\$33,959	NA
Human Resources	\$746	\$2,750	\$399	NA

Measurement/Goal	FY07	FY08	FY09	FY10
MIT	\$224	\$84	\$77	NA
Parks	\$8,580	\$15,731	\$11,258	NA
Planning	NA	\$202	\$960	NA
Police	NA	\$106,833	\$84,972	NA
Solid Waste	\$280,453	\$459,569	\$299,024	NA
Water	\$8,897	\$46,768	\$68,897	NA
Total	\$289,350	\$652,191	\$505,280	NA
Total Number of Repairs	1,422	3,189	2,107	NA



## Budget Notes/Objectives

### *Fleet Maintenance (continued)*

This division was new to the Streets Department in 2010.

In 2011, the expenditures of the division are shown net of reimbursements from other funds and departments.

# General Fund Streets Department Fleet Maintenance Division

110 GENERAL FUND						
43130 STREETS-FLEET MAINTENANCE		Actual	Actual	Budgeted	Estd Actual	
		2008	2009	2010	2010	
				Budgeted	Budgeted	
				2011	2011	
<b><u>PERSONNEL</u></b>						
81100	Salaries & Regular Pay			310,237	310,237	268,237
81400	Employee Benefits			171,481	161,505	154,974
	Total Personnel			481,718	471,742	423,211
<b><u>OPERATIONS</u></b>						
82100	Transportation Charges			10,050	8,524	11,500
82200	Operating Services			4,500	2,800	4,250
82300	Notices, Subscriptions, Publicity			598	712	1,000
82400	Utilities			16,679	14,668	15,650
82500	Contractual Services			2,500	2,417	3,000
82600	Repair & Maintenance Services			215,000	212,000	217,500
82700	Employee Programs			1,634	1,150	5,000
82800	Professional Development/Travel			1,130	100	1,650
83100	Office Supplies			3,250	2,667	3,200
83200	Operating Supplies			9,300	8,311	11,850
83300	Fuel & Mileage (Non-Travel)			2,900	4,500	5,000
83500	Equipment (<\$10,000)			15,000	10,000	10,000
83600	Repair & Maintenance Supplies			(125,218)	(6,208)	(330,340)
85100	Property & Liability Costs			2,951	1,909	2,746
85200	Rentals			2,500	2,300	2,500
85300	Permits & Fees			0	0	0
85500	Financial Fees			0	92	200
	Total Operations			162,774	265,942	(35,294)
<b><u>CAPITAL</u></b>						
89200	Buildings			0	0	0
89500	Equipment (>\$10,000)			0	0	0
	Total Capital			0	0	0
<b>TOTAL FLEET MAINTENANCE EXPENDITURES</b>				<b>644,492</b>	<b>737,684</b>	<b>387,917</b>

## Budget Notes/Objectives

### *Stormwater Fund*

The Streets Department, Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing systems. These activities are currently performed daily. Our storm sewer truck is continuously cleaning driveway culverts, stormwater drainage pipe, and structures.

The Stormwater Division consists of eleven (11) employees: 1 coordinator; 2 stormwater inspectors; 1 foreman; & 7 maintenance personnel.

Four (4) street sweepers were transferred from the Maintenance Division to the Stormwater Division. This restructuring is consistent with many municipalities under Phase II, MS4.

#### Goal:

We will complete the mapping of all storm drainage pipe and structures. This task will be performed with in-house staff, and budgeted GPS equipment. The GPS unit will also be utilized by the Stormwater Coordinator for stream monitoring purposes.



# Stormwater Fund Streets Department

135 STORMWATER FUND						
43120 STREET-Stormwater Management Division						
		Actual	Actual	Budgeted	Estd Actual	Budgeted
		2008	2009	2010	2010	2011
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	2,255,948	3,573,362	4,754,751	4,754,751	5,837,054
32900	Stormwater Permit Fees	8,800	3,800	11,680	5,000	5,000
34300	Stormwater Fees	1,928,746	1,985,374	2,032,000	2,045,000	2,085,900
35500	Stormwater Fines	0	0	0	0	0
35510	Stormwater Late Pay Penalties	22,112	19,968	20,000	20,000	20,000
36100	Interest Income	39,917	5,610	20,000	20,000	20,000
36710	Sale of Rain Barrels	0	0	0	0	0
37100	Transfer from General Fund	0	0	0	0	0
<b>Total Available Funds</b>		<b>4,255,523</b>	<b>5,588,114</b>	<b>6,838,431</b>	<b>6,844,751</b>	<b>7,967,954</b>
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	284,687	298,127	407,460	407,460	405,394
81400	Employee Benefits	164,354	174,778	227,212	227,212	227,212
<b>Total Personnel</b>		<b>449,041</b>	<b>472,905</b>	<b>634,672</b>	<b>634,672</b>	<b>634,672</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	32	971	550	293	550
82200	Operating Services	4,242	3,344	3,250	4,500	5,100
82300	Notices, Subscriptions, Publicity	2,981	2,108	13,650	7,250	12,715
82400	Utilities	6,101	10,018	8,500	10,365	13,000
82500	Contractual Services	37,201	22,420	10,000	9,450	12,276
82600	Repair & Maintenance Services	7,041	10,696	10,000	5,588	10,000
82700	Employee Programs	1,299	1,637	1,300	1,000	1,300
82800	Professional Development/Travel	3,418	5,980	11,315	5,118	16,250
83100	Office Supplies	46	51	750	100	750
83200	Operating Supplies	7,247	8,095	30,775	17,894	24,560
83300	Fuel & Mileage (Non-Travel)	29,567	17,998	14,700	27,000	28,250
83500	Equipment (<\$10,000)	6,913	24,287	18,575	7,000	10,500
83600	Repair & Maintenance Supplies	8,671	75,378	167,000	102,025	175,000
84000	Operational Units	0	0	145,000	145,000	252,010
85100	Property & Liability Costs	4,756	4,371	5,469	3,942	5,572
85200	Rentals	2,030	0	5,000	1,500	5,000
85300	Permits & Fees	6,827	2,920	2,000	0	500
85500	Financial Fees	2,860	3,979	0	0	0
85900	Other Business Expenses	0	0	1,500	0	1,500
<b>Total Operations</b>		<b>131,230</b>	<b>194,253</b>	<b>449,334</b>	<b>348,025</b>	<b>574,833</b>
<b>CAPITAL</b>						
89400	Infrastructure	86,390	166,205	0	25,000	25,000
89500	Equipment (>\$10,000)	15,500	0	166,000	0	60,000
<b>Total Capital</b>		<b>101,890</b>	<b>166,205</b>	<b>166,000</b>	<b>25,000</b>	<b>85,000</b>
<b>TOTAL STREET-STORMWATER BUDGET</b>		<b>682,161</b>	<b>833,363</b>	<b>1,250,006</b>	<b>1,007,697</b>	<b>1,294,505</b>
<b>TOTAL UNALLOCATED FUNDS</b>		<b>3,573,362</b>	<b>4,754,751</b>	<b>5,588,424</b>	<b>5,837,054</b>	<b>6,673,448</b>



# Street Aid & Transportation Fund

Recent in- house studies have shown that we must be resurfacing at least 8.5%-10% of our entire Street system per year. The study also indicates that the longer the topping is exposed to ultra violet sun rays and inclement weather the more rapidly it deteriorates with age. If the surface mix is not replaced or resurfaced every 12 years we will begin to see increased costs for repair and maintenance of the base courses.

We currently maintain 282 miles of roadway throughout the City. Our goal is to properly maintain existing roadways, plus those proposed to be annexed. Many of these roadways will receive Cold Planing in addition to Surface treatment.

Future projections show that we need to budget 2.3 – 2.8 million per year to maintain this 12 year resurfacing cycle, these figures do not represent future annexations.

121 STREET AID & TRANSPORTATION FUND		Actual	Actual	Budgeted	Estd Actual	Budgeted
43100 STREET AID & TRANSPORTATION		2008	2009	2010	2010	2011
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	1,069,414	1,048,827	31,817	31,817	0
33220	Gasoline Tax from State	1,509,963	1,602,938	1,586,600	1,635,000	1,618,332
36100	Interest Income	15,109	710	10,000	10,000	10,000
37100	Transfer from General Fund	0	0	664,525	823,183	0
39200	Contributions from Developer	25,000	(53,000)	0	0	0
<b>Total Available Funds</b>		<b>2,619,486</b>	<b>2,599,475</b>	<b>2,292,942</b>	<b>2,500,000</b>	<b>1,628,332</b>
<b>OPERATIONS</b>						
82300	Notices, Subscriptions, Publicity	394	588	0	0	0
82500	Contractual Services	186,458	9,854	0	0	0
82600	Repair & Maintenance Services	127,932	2,184,756	2,500,000	2,500,000	1,628,332
83200	Operating Supplies	0	512	0	0	0
83600	Repair & Maintenance Supplies	41,073	5,519	0	0	0
85100	Property & Liability Costs	0	0	0	0	0
85300	Permits & Fees	545	0	0	0	0
85900	Other Business Expenses	0	0	0	0	0
<b>Total Operations</b>		<b>356,403</b>	<b>2,201,229</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>1,628,332</b>
<b>CAPITAL</b>						
89100	Land	94,500	0	0	0	0
89400	Infrastructure	1,110,256	366,429	0	0	0
89500	Equipment (>\$10,000)	9,500	0	0	0	0
<b>Total Capital</b>		<b>1,214,256</b>	<b>366,429</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>		<b>1,570,659</b>	<b>2,567,658</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>1,628,332</b>
<b>Total Unallocated Funds</b>		<b>1,048,827</b>	<b>31,817</b>	<b>(207,058)</b>	<b>0</b>	<b>0</b>



# Road Impact Fund

The Road Impact Fund is the special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects.

The impact of the economy will be seen in the road impact fund as slowed development will likely result in decreased contributions to the fund. The budget anticipates \$2.9 million in expenditures, all in the form of a transfer to the debt service fund. The City is in process of updating its major thoroughfare plan. Following the completion of the plan, the City will re-examine the structure of road impact fees to explore if other elements of the road way system should be incorporated into the process.

128 ROAD IMPACT FUND		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>AVAILABLE FUNDS</b>						
25100	Estimated Beginning Fund Balance	3,864,131	2,693,639	1,281,954	1,281,954	490,435
32800	Road Impact Fees Collected	2,821,357	1,319,174	2,000,000	1,400,000	2,479,214
32810	Road Impact Fee Offsets	(1,112,423)	(892,258)	0	-400,000	-300,000
36100	Interest Income	271,263	3,701	30,000	30,000	9,809
	<b>Total Available Funds</b>	<b>5,844,328</b>	<b>3,124,256</b>	<b>3,311,954</b>	<b>2,311,954</b>	<b>2,679,458</b>
<b>OPERATIONS</b>						
82300	Notices, Subscriptions, Publicity	0	0	0	0	0
82500	Contractual Services	27,863	5,532	30,000	0	0
82600	Repair & Maintenance Services	15,000	0	0	0	0
85300	Permits & Fees	0	166	0	0	0
85900	Other Business Expenses	0	0	0	0	0
86000	Debt Service	1,647,081	1,836,604	0	0	0
88000	Transfers to Other Funds	0	0	2,224,743	1,821,519	2,869,911
	<b>Total Operations</b>	<b>1,689,944</b>	<b>1,842,302</b>	<b>2,254,743</b>	<b>1,821,519</b>	<b>2,869,911</b>
<b>CAPITAL</b>						
89100	Land	0	0	0	0	0
89400	Infrastructure	1,460,745	0	0	0	0
	<b>Total Capital</b>	<b>1,460,745</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>3,150,689</b>	<b>1,842,302</b>	<b>2,254,743</b>	<b>1,821,519</b>	<b>2,869,911</b>
	<b>Total Unallocated Funds</b>	<b>2,693,639</b>	<b>1,281,954</b>	<b>1,057,211</b>	<b>490,435</b>	<b>(190,453)</b>



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**OTHER GENERAL FUND  
OPERATING EXPENDITURES**

# General Expenses

**Employee Benefits:** Employee insurance coverage for COBRA and retirees that worked for departments in the General Fund. Also, \$250,000 is budgeted for mid-year raises for employees.

**Notices, Subscriptions, & Publicity:** Includes \$6,000 for leadership retreats, \$10,000 for membership to TML, \$20,000 for Alliance for Innovation with the University of Tennessee, and \$4,000 for accreditations.

**Contractual Services:** Includes \$50,000 for the general fund's portion of the annual financial audit, \$112,291 for consultant services connected to grants, and \$25,000 for the Fourth of July fireworks, and \$14,000 for other contractual services.

**Property & Liability Costs and Other Business Expenses:** The negative values are included for anticipated cost saving measures to be implemented in 2011

**Operating Supplies:** \$100 for medical supplies for City Hall.

110 45900		GENERAL FUND GENERAL EXPENSES				
		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	0	0	0	0	250,000
81400	Employee Benefits	(2,120,252)	(1,248,743)	2,023,510	2,023,510	383,510
	Total Personnel	(2,120,252)	(1,248,743)	2,023,510	2,023,510	633,510
<b>OPERATIONS</b>						
82100	Transportation Charges	0	0	0	0	0
82200	Operating Services	208	0	0	0	0
82300	Notices, Subscriptions, Publicity	87,716	17,841	40,000	40,000	40,000
82400	Utilities	665,354	3,125	0	0	0
82500	Contractual Services	334,647	122,836	225,917	225,916	201,291
82600	Repair & Maintenance Services	10,832	0	0	0	0
82700	Employee Programs	56,403	500	0	0	0
83100	Office Supplies	0	600	0	0	0
83200	Operating Supplies	0	48	100	100	100
83300	Fuel & Mileage (Non-Travel)	0	0	0	0	0
84000	Operational Units	0	0	0	0	0
85100	Property & Liability Costs	1,107,955	1,155,721	0	0	(360,000)
85200	Rentals	7,732	0	0	0	0
85300	Permits & Fees	380	0	0	0	0
85500	Financial Fees	2,902	0	0	0	0
85900	Other Business Expenses	5,153	(394)	0	0	(200,000)
87110	Contracted Services	0	0	0	0	0
	Total Operations	2,279,282	1,300,277	266,017	266,016	(318,609)
<b>CAPITAL</b>						
89100	Land	28,945	0	0	0	0
89200	Buildings	0	0	0	0	0
89400	Infrastructure	0	0	0	0	0
	Total Capital	28,945	0	0	0	0
<b>Total General Expenses</b>		<b>187,974</b>	<b>51,534</b>	<b>2,289,527</b>	<b>2,289,526</b>	<b>314,901</b>

## Debt Service (prior year activity only)

Debt service previously paid from the General Fund has been moved to a consolidated debt service fund. It is included only for purposes of showing prior year activity.

110 45910		GENERAL FUND DEBT SERVICE		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
86100	Refund Park Garage 00 (04) - Principal			355,500	366,750			
86200	Refund Park Garage 00 (04) - Interest			85,624	75,679			
86100	Public Improve Bonds 2004 - Principal			525,000	550,000			
86200	Public Improve Bonds 2004 - Interest			389,730	406,913			
86100	WI-FI Bonds - Principal			290,000	320,000			
86200	WI-FI Bonds - Interest			81,134	39,749			
86100	New Bonds 2007 - Principal (10M)			0	0			
86200	New Bonds 2007 - Interest (10M)			373,060	527,120			
86100	New Bonds 2009 - Principal (10M)			0	0			
86200	New Bonds 2009 - Interest (10M)			0	10,106			
86300	Paying Agent Fees			98,234	93,505			
86400	Bond Issuance Costs			0	0			
	Cost Containment Measures			0	0			
<b>Total Debt Service</b>				<b>2,198,282</b>	<b>2,389,822</b>			

# Appropriations

Similar to cuts made to City operating departments, appropriations to other governments, agencies, and nonprofits have been generally reduced by six percent (6%) in fiscal year 2011.

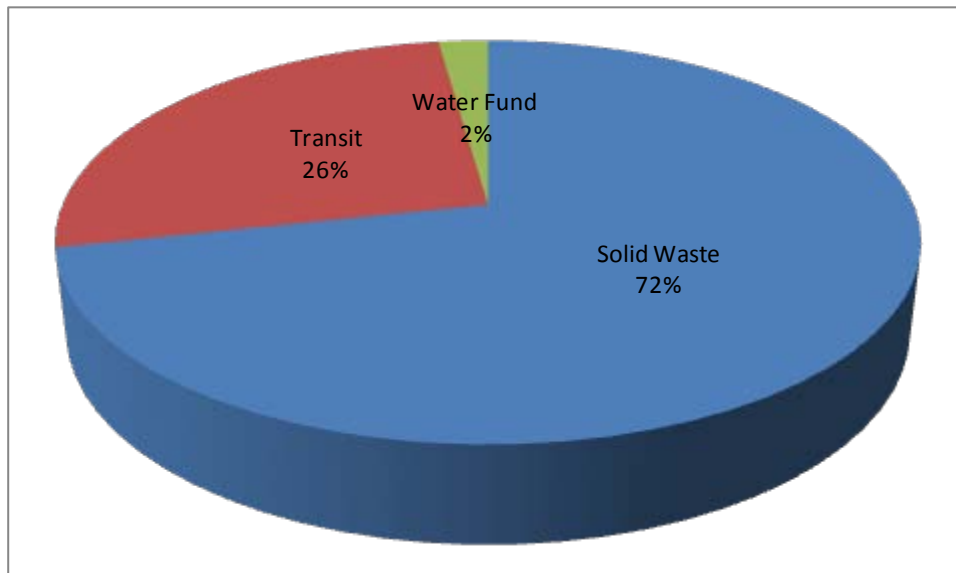
110 45920		GENERAL FUND APPROPRIATIONS				
		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>87110</b>	<b>Contracted Services:</b>	<b>35,642</b>	<b>50,284</b>	<b>36,900</b>	<b>36,900</b>	<b>34,686</b>
87110	Regional Transit Authority	4,642	9,284	0	0	0
87110	Franklin Tomorrow	25,000	35,000	31,500	31,500	29,610
87110	Sister City Program	6,000	6,000	5,400	5,400	5,076
<b>87120</b>	<b>Government Appropriations:</b>	<b>211,148</b>	<b>165,376</b>	<b>181,711</b>	<b>181,711</b>	<b>173,957</b>
87120	Health Department	25,000	25,000	22,500	22,500	21,150
87120	Animal Control	62,098	28,480	52,480	52,480	52,480
87120	Spay/Neuter Program	17,460	15,306	10,800	10,800	10,152
87120	Library - Books	70,000	70,000	63,000	63,000	59,220
87120	TN Rehab Ctr @ Franklin	26,590	26,590	23,931	23,931	22,495
87120	Franklin Housing Authority	10,000	0	9,000	9,000	8,460
<b>87130</b>	<b>Non Profits &amp; Other Appropriations:</b>	<b>242,840</b>	<b>217,840</b>	<b>202,731</b>	<b>202,731</b>	<b>190,567</b>
87130	ARC	5,000	5,000	4,500	4,500	4,230
87130	Boys & Girls Club	18,000	18,000	16,200	16,200	15,228
87130	Bridges	16,549	16,549	16,000	16,000	15,040
87130	Community Child Care	32,992	32,992	31,000	31,000	29,140
87130	Community Housing Partnership	10,000	10,000	9,000	9,000	8,460
87130	Gap Foundation	25,000	25,000	23,750	23,750	22,325
87130	J L Clay/Senior Citizens	49,237	49,237	44,313	44,313	41,654
87130	Mid-Cum Hum Res/Homemaker	5,250	5,250	5,000	5,000	4,700
87130	Mid-Cum Hum Res/Ombudsman	2,437	2,437	2,193	2,193	2,061
87130	Mid-Cum Meals on Wheels	12,000	12,000	10,800	10,800	10,152
87130	Second Harvest/Nashville's Table	1,500	1,500	1,350	1,350	1,269
87130	Waves	24,875	24,875	24,375	24,375	22,913
87130	Wms Co Emergency Relief/Graceworks	15,000	15,000	14,250	14,250	13,395
87130	National Park Service	25,000	0	0	0	0
<b>Total Appropriations</b>		<b>489,630</b>	<b>433,500</b>	<b>421,342</b>	<b>421,342</b>	<b>399,210</b>

# Interfund Transfers

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For Solid Waste and Transit, the transfers are operating subsidies as these programs do not recover their full cost of operations through the fees charged for service. For the transfer to the Water Fund, it is an interest-only payment towards the General Fund acquiring the Springs Property from the City's Water Fund that was exchanged with Williamson County for the Five Points post office building and three other properties.

Transfers to Solid Waste and Transit are lower than the amounts budgeted in FY 2009-10.

110 45930 GENERAL FUND INTERFUND TRANSFERS		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
88020	Transfer to Street Aid Fund	0	0	664,525	823,183	0
88030	Transfer to Solid Waste Fund	4,469,880	3,012,034	1,420,793	1,781,738	1,459,008
88070	Transfer to Drug Fund	65,538	0	to Drug	to Drug	to Drug
88090	Transfer to Transit Fund	709,758	221,802	503,838	565,000	533,458
88150	Transfer to Water Fund (for purchase of Springs Pr	225,000	45,000	45,000	45,000	45,000
<b>Total Interfund Transfers</b>		<b>5,470,176</b>	<b>3,278,836</b>	<b>2,634,156</b>	<b>3,214,921</b>	<b>2,037,466</b>







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# **OTHER SPECIAL FUNDS**

# Facilities Tax Fund

The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. To allow the fund to recover from a deficit fund balance originating from expenditures associated with construction of Franklin's new police headquarters; there are no new budgeted expenditures for 2010-11.

130 FACILITIES TAX FUND		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b><u>AVAILABLE FUNDS</u></b>						
25100	Beginning Fund Balance	4,872,221	3,430,639	(3,758,438)	(3,758,438)	(2,558,438)
31600	Facilities Tax Collections	2,956,284	1,115,914	2,000,000	1,200,000	1,705,176
36100	Interest Income	109,550	3,453	120,000	0	0
36800	Sale of Surplus Assets	0	0	0	0	0
39200	Contributions from Developer	0	0	25,000	0	0
	<b>Total Available Funds</b>	<b>7,938,055</b>	<b>4,550,006</b>	<b>(1,613,438)</b>	<b>(2,558,438)</b>	<b>(853,262)</b>
<b><u>OPERATIONS</u></b>						
82300	Notices, Subscriptions, Publicity	30	168	0	0	0
82400	Utilities	0	6,132	0	0	0
82500	Contractual Services	3,670	0	0	0	0
83200	Operating Supplies	29,894	0	0	0	0
83500	Equipment (<\$10,000)	17,404	7,315	0	0	0
83600	Repair & Maint Supplies	0	(150)	0	0	0
85300	Permits	0	0	0	0	0
85900	Other Business Expenses	0	0	0	0	0
	<b>Total Operations</b>	<b>50,998</b>	<b>13,465</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>CAPITAL</u></b>						
89100	Land	44,194	0	0	0	0
89200	Buildings	2,251,103	6,688,866	1,092,500	0	0
89300	Improvements	999,134	1,482,060	0	0	0
89500	Equipment (>\$10,000)	1,161,987	124,053	219,500	0	0
	<b>Total Capital</b>	<b>4,456,418</b>	<b>8,294,979</b>	<b>1,312,000</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>4,507,416</b>	<b>8,308,444</b>	<b>1,312,000</b>	<b>0</b>	<b>0</b>
	<b>Total Unallocated Funds</b>	<b>3,430,639</b>	<b>(3,758,438)</b>	<b>(2,925,438)</b>	<b>(2,558,438)</b>	<b>(853,262)</b>

# 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 pays debt service on the Conference Center and park expansions (Harlinsdale and Eastern Flank). The City dedicates 1% of the 4% to support the Williamson County Convention and Visitors Bureau. Despite the sluggish economy, receipts in the hotel/motel fund have largely met expectations. The 2010-11 budget provides for \$1.8 million in expenditures, which is a decrease of 6.7% compared to the 2009-10 budget.

150 SPECIAL REVENUE FUND						
47100 HOTEL/MOTEL TAX						
		Actual	Actual	Budgeted	Estd Actual	Budgeted
		2008	2009	2010	2010	2011
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	1,757,816	2,031,596	2,112,428	2,112,428	1,928,475
31700	Hotel/Motel Tax	1,571,657	1,518,988	1,652,400	1,620,000	1,652,400
36100	Interest Income	23,734	2,685	5,000	5,000	5,000
39200	Contributions from Developer	0	0	0	0	0
36200	Bond Proceeds	0	0	0	0	0
	<b>Total Available Funds</b>	<b>3,353,207</b>	<b>3,553,269</b>	<b>3,769,828</b>	<b>3,737,428</b>	<b>3,585,875</b>
<b>OPERATIONS</b>						
82300	Notices, Subscriptions, Publicity	0	0	0	0	0
82500	Contractual Services	17,800	67,963	0	31,982	0
84000	Operational Units	(346,983)	(317,821)	0	30,641	0
86000	Debt Service	1,308,794	1,320,190	0	0	0
87110	Contracted Services	342,000	370,509	370,509	370,509	373,048
88000	Transfer to Other Funds	0	0	1,601,577	1,375,821	1,467,676
	<b>Total Operations</b>	<b>1,321,611</b>	<b>1,440,841</b>	<b>1,972,086</b>	<b>1,808,953</b>	<b>1,840,723</b>
<b>CAPITAL</b>						
89200	Buildings	0	0	0	0	0
89400	Infrastructure	0	0	0	0	0
	<b>Total Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>1,321,611</b>	<b>1,440,841</b>	<b>1,972,086</b>	<b>1,808,953</b>	<b>1,840,723</b>
	<b>Total Unallocated Funds</b>	<b>2,031,596</b>	<b>2,112,428</b>	<b>1,797,742</b>	<b>1,928,475</b>	<b>1,745,152</b>

# Debt Service Fund

In the FY2010 budget, annual debt service previously paid by the General Fund was moved to this consolidated Debt Service Fund. While a portion of property tax is allocated directly to this fund to pay for General Fund's portion of debt service, transfers are made from the Solid Waste, 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.

Included in the debt service fund is a new obligation of \$44 million initiated in December 2009. The debt service for that issue is divided as follows: 65% for General Fund (including police headquarters), 34.6% Road Impact (for arterial streets), and 0.4% Hotel/Motel tax (for parks and tourism). Debt service is anticipated in 2011 on a new issue of \$15.72 million to be used for Hillsboro Road widening, 3<sup>rd</sup> Avenue North Extension, and Streetscape for Columbia Avenue.

The table on page 51 of this budget document breaks out the principal and interest of each issue, and also shows in column format which debt is supported by general, solid waste, road impact, or hotel/motel revenues.

210 DEBT SERVICE FUND REVENUE		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance			0	0	104,743
<b>LOCAL TAXES</b>						
31100	Property Tax (19.3 cents in 2011)			3,052,291	2,672,379	5,298,681
<b>USES OF MONEY AND PROPERTY</b>						
36100	Interest Income			5,000	5,000	5,000
<b>TRANSFERS FROM OTHER FUNDS</b>						
37500	Transfer from Solid Waste Fund			587,000	648,303	593,500
37510	Transfer from Road Impact Fund			2,224,743	1,821,519	2,869,911
37520	Transfer from Hotel/Motel Tax Fund			1,601,577	1,375,821	1,467,676
	<b>Total Revenue</b>			<b>7,470,611</b>	<b>6,523,022</b>	<b>10,339,511</b>
<b>49100 GENERAL DEBT SERVICE</b>						
		Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
86100	Refund Park Garage 00 (04) - Principal			375,750	366,750	389,250
86200	Refund Park Garage 00 (04) - Interest			64,541	75,679	53,066
86100	Public Improve Bonds 2004 - Principal (\$13.5M)			595,000	575,000	600,000
86200	Public Improve Bonds 2004 - Interest (\$13.5M)			452,200	108,750	199,920
86100	WI-FI Bonds - Principal (\$4.5M)			350,000	320,000	380,000
86200	WI-FI Bonds - Interest (\$4.5M)			85,000	85,000	100,450
86100	Bonds 2007 - Principal (57% of \$20M)			0	0	0
86200	Bonds 2007 - Interest (57% of \$20M)			399,000	336,094	413,984
86100	Bonds 2009 - Principal (41% of \$25M)			318,800	318,800	341,530
86200	Bonds 2009 - Interest (41% of \$25M)			212,000	122,500	152,110
86100	Bonds 2009 - Principal (65% of \$44M)			0	0	1,023,750
86200	Bonds 2009 - Interest (65% of \$44M)			0	0	1,205,701
86100	New Bonds 2010 - Principal (in 2011, 100% of \$15.729m)			0	0	0
86200	New Bonds 2010 - Interest (in 2011, 100% of \$15.729m)(1/2 yr interest)			0	0	133,263
86300	Paying Agent Fees			100,000	100,000	100,000
86400	Bond Issuance Costs			100,000	100,000	100,000
	<b>Total General Debt Service</b>			<b>3,052,291</b>	<b>2,508,573</b>	<b>5,193,024</b>

# Debt Service Fund (continued)

## 49110 SOLID WASTE DEBT SERVICE

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
86100 Century Court Principal (\$5M)			348,000	337,000	360,000
86200 Century Court Interest (\$5M)			60,000	20,000	52,500
86100 Century Court Principal (\$2M)			135,000	131,000	140,000
86200 Century Court Interest (\$2M)			24,000	44,966	21,000
86300 Paying Agent & Other Debt Fees			20,000	20,000	20,000
<b>Total Solid Waste Debt Service</b>			<b>587,000</b>	<b>552,966</b>	<b>593,500</b>

## 49120 ROAD IMPACT DEBT SERVICE

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
86100 Refund 98 (04) Road Bonds - Principal			459,250	448,250	475,750
86200 Refund 98 (04) Road Bonds - Interest			78,884	92,496	64,859
86100 Refund 98 (05) Road Bonds - Principal			525,000	510,000	ended 2010
86200 Refund 98 (05) Road Bonds - Interest			15,750	31,050	ended 2010
86100 McEwen ROW - Principal (\$2m)			114,750	112,500	119,250
86200 McEwen ROW - Interest (\$2m)			61,309	65,723	56,955
86100 Road Bonds 2007 - Principal (43% of \$20m)			0	0	0
86200 Road Bonds 2007 - Interest (43% of \$20m)			399,000	399,000	312,303
86100 Bonds 2009 - Principal (51% of \$25M)			318,800	0	424,830
86200 Bonds 2009 - Interest (51% of \$25M)			212,000	122,500	189,210
86100 Bonds 2009 - Principal (34.6% of \$44M)			0	0	544,950
86200 Bonds 2009 - Interest (34.6% of \$44M)			0	0	641,804
86300 Paying Agent & Other Debt Fees			40,000	40,000	40,000
<b>Total Road Impact Debt Service</b>			<b>2,224,743</b>	<b>1,821,519</b>	<b>2,869,911</b>

## 49130 HOTEL/MOTEL TAX DEBT SERVICE

	Actual 2008	Actual 2009	Budgeted 2010	Estd Actual 2010	Budgeted 2011
86100 Conference Center Bonds - Principal			475,000	455,000	495,000
86200 Conference Center Bonds - Interest			76,725	95,325	56,706
86100 Harlinsdale Acquisition Bonds 04 - Principal (\$8M)			290,000	260,000	320,000
86200 Harlinsdale Acquisition Bonds 04 - Interest (\$8M)			278,269	285,419	269,569
86100 Eastern Flank Acquisition Bonds 05 - Principal (\$2.5M)			140,250	137,500	145,750
86200 Eastern Flank Acquisition Bonds 05 - Interest (\$2.5M)			74,933	80,327	69,611
86100 Bonds 2009 - Principal (8% of \$25M)			159,400	159,400	66,640
86200 Bonds 2009 - Interest (8% of 25M)			106,000	61,250	29,680
86100 Bonds 2009 - Principal (.4% of \$44M)			0	0	6,300
86200 Bonds 2009 - Interest (.4% of 44M)			0	0	7,420
86300 Paying Agent & Other Debt Fees			1,000	1,000	1,000
<b>Total Hotel/Motel Debt Service</b>			<b>1,601,577</b>	<b>1,535,221</b>	<b>1,467,676</b>

### Total Debt Service

7,465,611 6,418,279 10,124,111

### Total Unallocated Balance

5,000 104,743 215,400

## Expenditures for All Operating Funds

Fund	<u>FY 2010</u>	<u>FY 2011</u>	<u>Change \$</u>	<u>Change %</u>	<u>% of Total</u>
<b>General</b>	53,736,388	50,033,305	(3,703,083)	-6.9%	71.6%
<b>Street Aid</b>	2,500,000	1,628,332	(871,668)	-34.9%	2.3%
<b>Solid Waste</b>	6,445,205	7,104,108	658,903	10.2%	10.2%
<b>Road Impact</b>	2,254,743	2,869,911	615,168	27.3%	4.1%
<b>Facilities Tax</b>	1,312,000	0	(1,312,000)	-100.0%	0.0%
<b>Stormwater</b>	1,250,006	1,294,505	44,499	3.6%	1.9%
<b>Drug</b>	208,632	178,460	(30,172)	-14.5%	0.3%
<b>Hotel/Motel Tax</b>	1,972,086	1,840,724	(131,362)	-6.7%	2.6%
<b>Transit System</b>	1,010,964	1,433,707	422,743	41.8%	2.1%
<b>CDBG</b>	275,502	299,406	23,904	8.7%	0.4%
<b>Debt Service</b>	7,465,611	10,124,111	2,658,500	35.6%	14.5%
<b>Less: Interfund Transfers</b>	(7,169,924)	(6,968,553)	201,371	-2.8%	-10.0%
<b>All Funds</b>	<u>71,261,213</u>	<u>69,838,016</u>	<u>(1,423,197)</u>	<u>-2.0%</u>	<u>100.0%</u>

Transit System      CDBG  
 Hotel/Motel  
     Tax      Drug              Debt Service  
 Stormwater  
     Road  
     Impact      Solid Waste  
  
General  
  
 Street Aid

**CITY OF FRANKLIN, TN  
EXECUTIVE SUMMARY  
GENERAL FUND REVENUES & EXPENDITURES  
FISCAL YEARS 2010 & 2011**

REVENUES	BUDGET		
	2,010	2,011	Percent
Local Taxes	36,746,609	32,138,331	-12.5%
Licenses & Permits	2,954,400	3,198,641	8.3%
Intergovernmental Revenue	8,586,307	11,838,983	37.9%
Charges for Services	55,000	64,300	16.9%
Fines & Forfeitures	1,108,000	1,082,000	-2.3%
Uses of Money & Property	1,109,000	1,041,500	-6.1%
	50,559,316	49,363,755	3.4%

CATEGORY	PERCENT OF TOTAL BUDGET		
	2,010	2,011	Change
Personnel	72.4%	71.5%	-1.2%
Operations	23.1%	25.5%	10.4%
Capital	4.5%	3.0%	-34.0%
Total	100.0%	100.0%	

EXPENDITURES	TOTAL BUDGET			PERSONNEL			OPERATIONS			CAPITAL		
	2010	2011	Percent	2010	2011	Percent	2010	2011	Percent	2010	2011	Percent
Department												
Elected Officials	190,687	153,709	-19.4%	123,300	127,737	3.6%	67,387	25,972	-61.5%	0	0	---
Administration	628,924	562,345	-10.6%	421,964	387,388	-8.2%	206,960	174,957	-15.5%	0	0	---
CIP	240,755	237,421	-1.4%	219,851	209,089	-4.9%	20,904	28,332	35.5%	0	0	---
Proj & Facilities Mgmt	815,467	735,409	-9.8%	393,070	354,871	-9.7%	331,800	330,538	-0.4%	90,597	50,000	-44.8%
Human Resources	871,237	819,597	-5.9%	587,156	627,944	6.9%	284,081	191,653	-32.5%	0	0	---
Law	419,803	369,698	-11.9%	293,438	244,221	-16.8%	126,365	125,477	-0.7%	0	0	---
Communications	277,836	314,734	13.3%	244,161	265,042	8.6%	33,675	49,692	47.6%	0	0	---
Revenue Management	1,084,171	1,196,772	10.4%	776,587	754,115	-2.9%	307,584	442,657	43.9%	0	0	---
Parks	2,532,638	2,442,434	-3.6%	1,728,638	1,680,403	-2.8%	628,200	664,531	5.8%	175,800	97,500	-44.5%
Police	14,878,303	13,601,953	-8.6%	11,819,407	10,589,368	-10.4%	2,427,498	3,012,585	24.1%	631,398	0	-100.0%
Fire	12,188,511	12,296,435	0.9%	10,937,472	10,990,792	0.5%	1,206,039	1,255,643	4.1%	45,000	50,000	11.1%
Finance	877,699	817,668	-6.8%	727,968	723,855	-0.6%	129,731	83,813	-35.4%	20,000	10,000	-50.0%
MIT	1,936,923	2,023,773	4.5%	1,198,294	1,167,961	-2.5%	658,629	827,812	25.7%	80,000	28,000	-65.0%
Purchasing	148,405	145,628	-1.9%	142,534	138,798	-2.6%	5,871	6,830	16.3%	0	0	---
Court	294,931	285,439	-3.2%	194,371	192,696	-0.9%	100,560	92,743	-7.8%	0	0	---
Codes	1,907,447	1,792,161	-6.0%	1,728,136	1,667,471	-3.5%	179,311	124,690	-30.5%	0	0	---
Planning	1,508,985	1,390,974	-7.8%	1,374,865	1,244,656	-9.5%	134,120	146,318	9.1%	0	0	---
Engineering	644,026	600,588	-6.7%	569,337	545,638	-4.2%	74,689	54,950	-26.4%	0	0	---
Traffic Operations Center	1,273,112	2,255,896	77.2%	223,827	218,614	-2.3%	71,285	1,207,282	1593.6%	978,000	830,000	-15.1%
Streets-Maintenance	3,694,595	3,668,590	-0.7%	2,135,706	2,057,095	-3.7%	1,430,889	1,436,495	0.4%	128,000	175,000	36.7%
Streets-Traffic	1,227,781	1,140,795	-7.1%	555,641	537,580	-3.3%	415,140	364,215	-12.3%	257,000	239,000	-7.0%
Streets-Fleet	644,492	387,917	-39.8%	481,718	423,211	-12.1%	162,774	-35,294	-121.7%	0	0	---
General Expense	2,289,527	314,901	-86.2%	2,023,510	633,510	-68.7%	266,017	-318,609	-219.8%	0	0	---
Appropriations	421,342	399,211	-5.3%	0	0	---	421,342	399,211	-5.3%	0	0	---
Economic Development	43,411	41,791	-3.7%	0	0	---	43,411	41,791	-3.7%	0	0	---
Transfer to Other Funds	2,695,380	2,037,466	-24.4%	0	0	---	2,695,380	2,037,466	-24.4%	0	0	---
	53,736,388	50,033,305	-6.9%	38,900,951	35,782,056	-8.0%	12,429,642	12,771,749	2.8%	2,405,795	1,479,500	-38.5%

Allocation from F/B	3,177,072	669,550	-78.9%
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**CITY OF FRANKLIN, TN  
EXECUTIVE SUMMARY  
SPECIAL REVENUE AND DEBT SERVICE FUNDS  
FISCAL YEARS 2010 & 2011**

BALANCES + REVENUES	BUDGET		
Fund	2010	2011	Percent
<i>Street Aid &amp; Trans</i>	2,292,942	1,628,332	-29.0%
<i>Solid Waste</i>	6,445,205	7,104,108	10.2%
<i>Road Impact</i>	3,311,954	2,679,458	-19.1%
<i>Facilities Tax</i>	(1,613,438)	(853,262)	-47.1%
<i>Stormwater Mgmt</i>	6,838,431	7,967,954	16.5%
<i>Drug Fund</i>	543,343	252,774	-53.5%
<i>Hotel/Motel Tax</i>	3,769,828	3,585,875	-4.9%
<i>Transit System</i>	950,321	1,454,375	53.0%
<i>CDBG Grant</i>	256,371	299,406	16.8%
<i>Debt Service</i>	7,470,611	10,339,511	38.4%
	30,265,566	34,458,530	13.9%

EXPENDITURES	BUDGET			PERSONNEL			OPERATIONS			CAPITAL		
Fund	2010	2011	Percent	2010	2011	Percent	2010	2011	Percent	2010	2011	Percent
<i>Street Aid &amp; Trans</i>	2,500,000	1,628,332	-34.9%	0	0	---	2,500,000	1,628,332	---	0	0	#DIV/0!
<i>Solid Waste</i>	6,445,205	7,104,108	10.2%	2,993,012	2,899,105	-3.1%	2,784,193	3,519,203	26.4%	668,000	685,800	2.7%
<i>Road Impact</i>	2,254,743	2,869,911	27.3%	0	0	---	2,254,743	2,869,911	27.3%	0	0	---
<i>Facilities Tax</i>	1,312,000	0	-100.0%	0	0	---	0	0	---	1,312,000	0	-100.0%
<i>Stormwater Mgmt</i>	1,250,006	1,294,505	3.6%	634,672	634,672	0.0%	449,334	574,833	27.9%	166,000	85,000	-48.8%
<i>Drug Fund</i>	208,632	178,460	-14.5%	0	0	---	75,210	108,460	44.2%	133,422	70,000	---
<i>Hotel/Motel Tax</i>	1,972,086	1,840,723	-6.7%	0	0	---	1,972,086	1,840,723	-6.7%	0	0	---
<i>Transit System</i>	1,010,964	1,433,707	41.8%	0	0	---	1,010,964	1,063,657	5.2%	0	370,050	---
<i>CDBG Grant</i>	275,502	299,406	8.7%	0	0	---	275,502	299,406	---	0	0	---
<i>Debt Service</i>	7,465,611	10,124,111	35.6%	0	0	---	7,465,611	10,124,111	---	0	0	---
	24,694,748	26,773,263	8.4%	3,627,684	3,533,777	-2.6%	18,787,642	22,028,636	17.3%	2,279,422	1,210,850	-46.9%

FUND BALANCE	BUDGET		
Fund	2010	2011	Percent
<i>Street Aid &amp; Trans</i>	(207,058)	0	5.9%
<i>Solid Waste</i>	0	0	0.0%
<i>Road Impact</i>	1,057,211	(190,453)	-46.4%
<i>Facilities Tax</i>	(2,925,438)	(853,262)	52.9%
<i>Stormwater Mgmt</i>	5,588,424	6,673,448	13.0%
<i>Drug Fund</i>	334,711	74,314	-39.0%
<i>Hotel/Motel Tax</i>	1,797,742	1,745,152	1.8%
<i>Transit System</i>	(60,643)	20,668	11.2%
<i>CDBG Grant</i>	(19,131)	0	---
<i>Debt Service</i>	5,000	215,400	---
	5,570,818	7,685,267	38.0%

# **APPENDICES**

## APPENDIX A - CAPITAL

Major capital investment projects are determined at a later date by the Board of Mayor & Aldermen after input from the Capital Investment Committee. However, there are some capital items that remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants.

Most of the capital in this year's General Fund relate to two specific items. First is a major improvement in the Traffic Operations Center due to funding through the Tennessee Department of Transportation through their Intelligent Transportation Initiative. The entire grant amount is included in the expenditures, but a large portion will be reimbursed from grants.

The second major category is replacement vehicles for various departments. Replacement cycles have been stretched in the last three years because of the reductions in revenues.

Listed on the following pages are the items to be funded in FY2010-2011 from the General, Stormwater, Drug, Solid Waste, and Transit funds. It is arranged by type to allow similar projects or items to be located easier.

City of Franklin  
 2010-2011 Fiscal Year Budget  
 Capital Listing - General and Special Funds

**89200 - Buildings**

**89230 - Building Improvements**

Fund	Dept	Division	Description	Provider/Bid/RFP	Budget 2011
General	Fire		Facilities Remodel Station X		50,000
General	Street	Maint			5,000
General	Proj & Fac Mgmt		Building Improvements		40,000
General	Parks		OSHA - Chemical Building for JWP & Liberty Park (for compliance)		20,000
					115,000

**Total 89200 - Buildings** **115,000**

**89310 - Parks & Recreation Facilities**

Fund	Dept	Division	Description	CIP Project Number	Budget 2011
General	Parks		Playground & Park Amenities (replace or purchase new park benches, trash receptacles, playground surfacing, swings)		5,000
					5,000

**Total 89300 - Improvements** **5,000**

**89400 - Infrastructure**

**89420 - Streets**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
Stormwater	Street	Stormwater	Repair & Resurface Misc.		5,000
					5,000

**89430 - Curb & Gutter Replacement**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
Stormwater	Street	Stormwater	Repair & Replacement Misc		10,000
					10,000

City of Franklin  
 2010-2011 Fiscal Year Budget  
 Capital Listing - General and Special Funds

**89400 - Infrastructure**

**89460 - Sidewalks**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
Stormwater	Street	Stormwater	Repair & Replacement Misc		10,000
					10,000

**89470 - Traffic Signals**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
General	Street	Traffic	Uninterruptible Power Supply		40,000
General	Street	Traffic	LED Lenses		6,000
General	Street	Traffic	Signal Cabinets		25,000
General	Street	Traffic	EDI Monitors & Controllers		25,000
General	Street	Traffic	Internally Illuminated Street Name Signs		40,000
General	Street	Traffic	Traffic Signal Pole Painting		25,000
					161,000

**89480 - Streetlights**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
General	Street	Traffic	Interstate Lighting		50,000
					50,000

**Total 89400 - Infrastructure**

236,000

**89500 - Equipment (> \$10,000)**

**89520 - Vehicles (> \$10,000)**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
General	Street	Maint	Infrared Patch Truck		140,000
General	Street	Maint	Pick-up Truck		30,000
General	Parks		Forestry Bucket Truck: Lease purchase for 60 months: \$1,899 = \$22,788 or 72 months: \$1,699 = \$20,238. Used 5-9 year vehicle approx. \$55,000		23,000
General	Parks		Replacement vehicle: Small Facilities Truck OR Greenn Vehicle (electric)		14,500
General	Street	Traffic	Pick-up Truck		28,000
Stormwater	Street		1 & 1/2 ton Service Vehicle		40,000
Solid Waste	Solid Waste	Collection	1 Side-Loading Refuse Collection Truck (replacement)		245,000
Solid Waste	Solid Waste	Collection	Mini-Packer (replacement)		88,000
Solid Waste	Solid Waste	Disposal	Road Tractor (replacement)		104,000
Solid Waste	Solid Waste	Recycling	3 Used Mini-Packers (\$76,800/8*3)		28,800
Transit	Transit		Vehicles		370,050
					1,111,350

City of Franklin  
 2010-2011 Fiscal Year Budget  
 Capital Listing - General and Special Funds

**89530 - Machinery & Equipment (> \$10,000)**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
General	TOC		TOC Phase 3 (Software) - Carryover	SIEMENS, ENERGY	150,000
General	TOC		TOC Phase 3 Infrastructure - Carryover	AECOM	510,000
General	TOC		Traffic Signal Upgrade Program		220,000
General	Proj & Fac Mgmt		Machinery & Equipment		10,000
General	Parks		Athletic Equipment Drag (replacement): \$12,000 (2012, 2013, 2015); Reel Mower for Athletic Fields: (Lease \$358/month for 48 months: \$4,300/yr); Replacement Athletic Field Fencing @ Fieldstone Park; \$90,000; Liberty Park multi-purpose fencing (2012); Reel Mower (2012)		35,000
Drug	Police		Machinery & Equipment		70,000
Stormwater	Street		Mini Excavator Walk Behind		20,000
Solid Waste	Solid Waste	Disposal	Transfer Trailers (2) Replacements		220,000
					1,235,000

**89550 - Computer Software (> \$10,000)**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2011
General	MIT		Computer Software		28,000
General	Finance		Great Plains Additions		10,000
					38,000

**Total 89500 - Equipment (> \$10,000)** **2,384,350**

**Total Capital** **2,740,350**

**Total by Fund**

General	1,529,500
Solid Waste	685,800
Stormwater	85,000
Drug	70,000
Transit	370,050
<b>Total</b>	<b>2,740,350</b>

## Appendix B: Capital Projects

After going through a rating effort for the City's CIP projects, in September 2008 the Board of Mayor and Aldermen approved the top 10 CIP projects as listed below. As can be seen, there was a tie in the rating scores such that there are actually 2 projects ranked as number 10 priority. Also listed is the 12th priority project since it is the Police Headquarters Building and furnishings that is already under construction. (\*Funds in bold italics have either already been spent or they are committed by contract)

PROJECT	Priority Rank	Proposed: Debt Service Paid By	Funds Spent * and/or Committed by Contract/Budget	CIP FY 2010	CIP FY 2011	CIP FY 2012	CIP FY 2013	CIP FY 2014	TOTAL
Mack Hatcher Parkway Extension	1	Road Impact & State	<i>2,172,979</i>	\$ 13,560,000	\$ 1,412,500	\$ 37,500,000	\$ 37,500,000		\$ 92,145,479
Hillsboro Road Widening Hwy 96 to Mack Hatcher	2	Road Impact & State & Hotel/Motel	<i>1,324,221</i>	\$ 3,000,000	\$ 10,850,712	\$ 10,850,712			\$ 26,025,645
Carothers Pkwy, Phase II - Liberty Pike to McEwen Dr	3	General	<i>5,015,500</i>	\$ <i>2,570,000</i>					\$ <i>7,585,500</i>
Columbia Ave - 5-Points to Fowlkes St	4	General & Hotel/Motel	<i>1,500,101</i>	\$ 3,951,000	\$ 835,200				\$ 6,286,301
South Carothers Pkwy Improvements from Falcon Creek to Harpeth River	5	General	<i>1,570,020</i>	\$ 2,906,000	\$ 5,847,300	\$ 7,146,700			\$ 17,470,020
Third Avenue North Extension to Hillsboro Rd	6	General		\$ 606,000	\$ 3,100,000				\$ 3,706,000
Carlisle Lane/Boyd Mill Ave @ Highway 96 West Signalization	7	Road Impact	<i>157,155</i>	\$ 2,045,000					\$ 2,202,155
Corridor & Connector Streets Economic Development - Franklin Rd, 1st Ave, Bridge St & Main Street to Harpeth Bridge	7	General & Hotel/Motel	<i>682,000</i>	\$ 1,712,000	\$ 6,669,000				\$ 9,063,000
Mack Hatcher Pkwy Widening from Franklin Rd to Columbia Ave	9	State & Road Impact	TDOT		\$15,800,000				\$ 15,800,000
McEwen Dr Improvements, Phase III from Carothers Pkwy to Cool Springs Blvd	10	State & Road Impact	<i>4,787,076</i>	\$ 9,676,800	\$ 2,419,200				\$ 16,883,076
Franklin Corridor & Connector St, Segment 2 - 3rd & 4th Ave	10	General & Hotel/Motel	<i>866,750</i>		\$ 6,481,000	\$ 2,160,700			\$ 9,508,450
Police Headquarters Bldg & Furnishings	12	General & Facilities Tax	<i>32,619,670</i>						\$ 32,619,670



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## APPENDIX C - GLOSSARY OF TERMS

**APPRAISED VALUE:** The estimate of fair market value assigned to property by the Williamson County Tax Assessor.

**APPROPRIATION:** An authorization granted by the Board of Mayor and Aldermen to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**APPROVED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the Board of Mayor and Aldermen.

**ASSESSED VALUE:** A value established for real and personal property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced.

**BOND:** A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

**BOND PROCEEDS:** Resources derived from issuance of bonds for specific purposes.

**BOND RATING:** A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. The City of Franklin has an

Aaa rating from Moody's and Standard & Poor's.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services. The City's budget is adopted annually.

**BUDGET AMENDMENT:** A formal change of budgeted appropriations requiring 3 readings by the Board of Mayor and Aldermen.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT:** The official written statement prepared by the City staff reflecting the decisions made by the Board in their budget deliberations

**BUDGET MESSAGE:** A general discussion of the budget which provides the Board of Mayor and Aldermen and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Administrator.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the Board of Mayor and Aldermen each year.

**CAPITAL INVESTMENT FUND:** Used to account for acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The

primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions. Although included in the City's annual financial report, this fund is not budgeted.

**CAPITAL IMPROVEMENTS PLAN (CIP):** Issued separately but in coordination with the budget document, the CIP is the plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five- year period. Generally, projects over \$25,000 are included in the CIP.

**CAPITAL:** Category of expenditures for capital acquisitions that include:

- (a) land or easements,
- (b) buildings acquired, constructed, or improved,
- (c) parks and recreation facilities,
- (d) infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights, and
- (e) capital equipment over \$10,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

**CITY CHARTER:** The private act of the Tennessee General Assembly of 1903 which grants unto a body politic to be the City of Franklin.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND:** Used to account for receipts from CDBG grants and usage of these monies to further community development.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** Issued at

the end of a fiscal year, it includes comparisons to the budgeted amounts in the general and special revenue funds to ensure compliance with the legally adopted budget. The CAFR is prepared in accordance with GAAP (Generally Accepted Accounting Principles), the accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

**DEBT SERVICE:** Payment of long term debt principal, interest, and related costs.

**DEBT SERVICE FUND:** Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

**DEPARTMENT:** A major administrative or operational division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may include activities or divisions which are accounted for in different funds, the Streets Department for example. It is also the legal level of budgetary control for the City.

**DRUG FUND:** Used to account for drug related fines and confiscations received and usage of these monies to further drug investigations.

**EXPENDITURE:** The outlay of or obligation to pay cash; a decrease in net financial resources.

**FACILITIES TAX FUND:** A special revenue fund used to account for the proceeds authorized by a private act of the

Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, solid waste, and parks and recreation.

**FISCAL YEAR:** The time period beginning on July 1st of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FULL-TIME EQUIVALENT POSITION (F.T.E.):** A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a seasonal employee working for four months, or 690 hours, would be equivalent to .3 of a full-time position.

**FUND:** A fund is a fiscal and accounting entity with a self balancing set of accounts.

**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.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the

community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

**HOTEL/MOTEL TAX FUND:** A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.

**INTENT TO AMEND:** Similar to a budget amendment, this is used to indicate approval of a budget change on 1 reading. Although it does not formally amend the budget, it allows an approved action that was not originally budgeted to proceed. (The intent to amend will be included with the next budget amendments presented to the Board for 3 readings).

**LOCAL SALES TAX:** This is the City's most significant revenue source. The local sales tax rate is 2.25%. The City receives half of the tax amount, less a 1% administrative fee retained by the County, for sales that occur inside the City. Local sales tax applies only to the first \$1,600 of a single article purchase of tangible personal property.

**MODIFIED ACCRUAL:** The basis of accounting where expenditures are recognized when incurred and payment is due and revenues are recognized when they are measurable and available (generally collected within 60 days).

**MUNICIPAL CODE:** A compilation of ordinances as adopted and approved by the Board of Mayor and Aldermen.

**OPERATIONS:** Category of expenditures for ongoing operations that includes:

- (a) mailing and shipping,
- (b) operating services such as printing and testing and physicals,
- (c) notices and subscriptions such as legal notices, citizens academies, dues for memberships, and publications,
- (d) utilities,
- (e) contractual services including consultants,
- (f) repair and maintenance services and supplies,
- (g) employee programs, including training and professional development
- (h) fuel,
- (i) supplies purchased for resale,
- (j) equipment under \$10,000 (which are not depreciated over time as capital assets in the City's annual financial report),
- (k) costs grouped within operations units such as K-9 operations,
- (l) property and liability costs,
- (m) rental costs,
- (n) permits and fees such as those paid to the State,
- (o) financial fees such as banking or investment fees,
- (p) debt service,
- (q) appropriations to government and non-profit organizations, and
- (r) interfund transfers.

**PERFORMANCE MEASUREMENTS:**

Any systematic attempt to learn how responsive a government's services are to the needs of constituents through the use of standards, workload indicators, etc.

**PERSONNEL:** Category of expenditures that includes:

- (a) employee salaries and wages,
- (b) officials fees to the Mayor and Aldermen, the City judge, and the Planning Commission, and
- (c) employee benefits.

**PROPERTY TAX RATE:** The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently \$0.434 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.

**SOLID WASTE FUND:** A special revenue fund used to account for the City's solid waste 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, Solid Waste, Road Impact, Facilities Tax, Stormwater, Drug, Hotel/Motel, Transit System, and Community Development Block Grant (CDBG) funds.

**STORMWATER FUND:** A special revenue fund used to account for the City's stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.

**STREET AID & TRANSPORTATION FUND:** A special revenue fund used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

**TAX BASE:** The total assessed value of real property within the City..

**TAX LEVY:** The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

**TRANSFER:** An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

**TRANSIT SYSTEM FUND:** A special revenue fund used to account for the City's transit operations. Its primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations. Daily operations of the transit system are managed by a contractor.

**USER CHARGES:** The payment of a fee for direct receipt of a public service by the party benefiting from the service.



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## APPENDIX D - EXPENDITURE CLASSIFICATIONS

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. These classifications, shown in bold below, are the level of expenditures budgeted within each department and 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.

##### 81110 REGULAR PAY

Full-time, part-time, and prorated portions of the costs for work performed by employees of the City.

##### 81120 OVERTIME PAY

Amounts paid to employees of the City in either temporary or permanent positions for work performed in addition to the normal work period for which the employee is compensated.

##### 81130 COURT OVERTIME PAY

Amounts paid to police employees for time spent testifying in court.

##### 81150 TEMPORARY WORK BY NON-CITY EMPLOYEES

Work performed by non-City employees on a temporary or substitute basis.

##### 81160 CENSUS WORKERS

Work performed by either City or non-City employees in performing census activities.

#### **81200 OFFICIALS FEES**

Amounts paid to the Board of Mayor and Aldermen, City judge, and officials of commissions and other boards.

##### 81210 BOARD OF MAYOR & ALDERMEN

Amounts paid to the Board of Mayor and Aldermen for Board and committee meetings.

##### 81220 CITY JUDGE

Salary amounts paid to City judge.

##### 81230 PLANNING COMMISSION & BOZA

Amounts paid to City's Planning Commission and Board of Zoning Appeals Members.

##### 81250 JUDICIAL COMMISSION – WARRANTS

Amounts paid to county for warrant handling.

#### **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.

- 81410 **FICA (EMPLOYER'S SHARE)**  
Employer's share of social security paid by the City.
- 81420 **MEDICAL PREMIUMS**  
Any insurance claims and administrative fees for medical insurance coverage offered by the City.
- 81430 **GROUP INSURANCE PREMIUMS**  
Any group insurance premiums for life, disability and dental insurance coverages offered by the City.
- 81440 **EMPLOYEE INSURANCE CONTRIBUTIONS**  
Employee contributions for various insurance coverages offered by the City.
- 81450 **RETIREMENT CONTRIBUTIONS**  
Any contributions the employee retirement system offered by the City.
- 81460 **UNEMPLOYMENT CLAIMS**  
Amounts paid by the City to provide unemployment compensation claims of former employees.
- 81470 **WORKERS COMPENSATION**  
Amounts paid by the City to provide workers compensation insurance for its employees, including claims. These charges may be distributed to functions in accordance with the budget.
- 81480 **TOOL ALLOWANCE**  
Non-taxable benefit paid to Fleet Maintenance employees who use personal tools in performance of their work.
- 81481 **CLOTHING ALLOWANCE**  
Taxable benefit of up to \$550 per fiscal year paid to police employees who wear "street clothes" in the performance of their duties.
- 81482 **CAR ALLOWANCE**  
Taxable benefit of up to \$2,400 per fiscal year paid to department heads who drive their own personal vehicle in the performance of their job-related duties.
- 81490 **MOVING EXPENSES**  
Benefit offered to some prospective employees as part of an employment package. Depending on the expenses incurred, the benefit may be taxable or non-taxable.

**The classifications budgeted under Operations are:**

- 82100 TRANSPORTATION CHARGES**  
Charges for transport services needed for City operations
- 82110 **MAILING & OUTBOUND SHIPPING SERVICES**  
Amounts paid for postage and related items. Includes metered postage, postage stamps, postage applied by a third-party vendor, fees for courier and metering services, and fees for outbound packages sent by shipping companies, as well as P.O. Box rentals.
- 82120 **FREIGHT FOR INBOUND PURCHASED ITEMS**  
Amounts paid for the transport and/or delivery of inbound purchased goods if such service is invoiced by a vendor other than the vendor that invoiced for the purchased goods.



- 82130 VEHICLE LICENSES & TITLES  
Amounts paid for titles and licensing of City vehicles.
- 82140 VEHICLE TOW-IN SERVICES  
Amounts paid for necessary towing of City vehicles.
- 82200 OPERATING SERVICES**  
Services necessary for the ongoing operations of the City.
- 82210 PRINTING & COPYING SERVICES, OUTSOURCED  
Cost of having vendors print and/or copy City documents and publications. Includes cost of paper. Ex.: Annual reports, budgets, letterhead, business cards, forms, etc. Does NOT include expenses related to operating in-house printers and/or copiers (use 82620 for service and maintenance of such equipment, and 83110 for supplies like paper and toner for such equipment).
- 82230 ARCHIVING / RECORDS MANAGEMENT SERVICES  
Amounts paid for archiving and records management.
- 82240 TRANSCRIPTION FEES  
Amounts paid to for legal transcription, including preparing legal documents from written or dictated information.
- 82245 FINGERPRINTING FEES  
Cost incurred by the police department in providing fingerprinting services.
- 82250 TESTING & PHYSICALS  
Cost incurred for any type of testing or physical (employment physicals, drug testing, promotional testing, etc.).
- 82255 INVESTIGATIVE POLYGRAPHS  
Costs incurred by police department for investigative polygraphs.
- 82260 UNIFORM RENTAL & SERVICES  
Costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs. (Does NOT include costs incurred for uniforms purchased by a department, such as garments, work shoes and/or boots, and other uniform-related items; see 83260.)
- 82270 LANDFILL & BIOSOLIDS MANAGEMENT SERVICES  
Cost incurred for disposal of solid waste and biosolids at landfill sites.
- 82280 LAB FEES  
Costs incurred for lab testing.
- 82299 OTHER OPERATING SERVICES  
Costs of all other operating services not listed above.
- 82300 NOTICES, SUBSCRIPTIONS, PUBLICITY**  
Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.
- 82310 LEGAL NOTICES  
Cost of publishing legal notices in newspapers. Ex.: employment, bids, etc.
- 82320 CITY ELECTIONS  
Costs associated with the holding of City elections.
- 82330 CITIZENS ACADEMIES  
Costs associated with conducting citizens academies.
- 82340 LEADERSHIP RETREATS

- Costs associated with retreats held for elected officials or administrative leaders.
- 82350 **DUES FOR MEMBERSHIPS**  
Cost of work-related membership dues, both organizational and individual, in professional / trade associations and/or civic groups.
- 82355 **PROFESSIONAL STANDARDS / ACCREDITATION**  
Cost of departments maintaining professional standards and accreditation.
- 82360 **PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)**  
Costs related to City-sponsored public relations and citizen education. Includes the cost of announcements in professional publications, newspapers or broadcasts over radio and television.
- 82370 **PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED)**  
Expenditures for participating in various promotions and special events, usually sponsored by organizations other than the City.
- 82371 **EMERGENCY RELIEF**  
Expenditures for supporting relief efforts for disasters and/or emergencies.
- 82372 **UNITED WAY CAMPAIGN**  
Expenditures (using registration fees, sponsorship donations and other sources of funds deposited to this account) related to the City's annual United Way campaign. Does not include expenditures for items donated by the City for the campaign.
- 82380 **HOUSEHOLD & BUSINESS SURVEYS**  
Costs related to surveys of Franklin citizens and businesses.
- 82385 **SPECIAL CENSUS**  
Costs related to performing special counts of the City population.
- 82390 **PUBLICATIONS, NON-TRAINING**  
Includes subscriptions to published periodicals, both printed and electronic, as well as other printed material such as pamphlets, books, audios and videos. Does NOT include multiple copies of pamphlets, books, audios and videos used for training purposes (see 83210). Use Computer Services (82510) for computer software subscriptions.
- 82400 UTILITIES**  
Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.
- 82410 **ELECTRIC SERVICE**  
Expenditures for electric utility services.
- 82415 **ELECTRIC SERVICE – STREETLIGHTS**  
Costs for electric service for streetlights within the City.
- 82420 **WATER & WASTEWATER SERVICE**  
Costs for water & wastewater service. (Currently, this is not billed to departments).
- 82430 **STORMWATER SERVICE**  
Costs incurred by departments for stormwater drainage provided by the City.
- 82440 **NATURAL GAS SERVICE**  
Expenditures for gas utility services.
- 82450 **TELEPHONE SERVICE**  
Cost for regular local and long distance service.

- 82451      800 MHZ ACCESS LINE SERVICE  
 Cost for 800 MHZ (radio usage) telephone service. As of 1/9/2007, this cost is allocated as follows: Police (50.3%), Parks (2.2%), Risk Management (0.2%), Codes (3.1%), Fire (16.8%), Water Billing (0.9%), Water / Wastewater (9.2%), Streets (6.3%), Solid Waste (9.9%), Engineering (0.7%), and Administration (0.4%).
- 82455      CELLULAR TELEPHONE SERVICE  
 Cost for employees' cellular telephone service.
- 82460      PAGER SERVICE  
 Cost for employees' pager service.
- 82470      INTERNET AND RELATED SERVICES  
 Cost for internet and related services.
- 82480      9-1-1 CHARGES  
 Cost incurred connected to 9-1-1 service.
- 82481      CDPD CHARGES  
 Cost incurred for CDPD (Cellular Digital Packet Data) charges.
- 82482      DOPPLER RADAR CHARGES  
 Service cost incurred for access to Doppler radar.
- 82483      CONNECTION CHARGES  
 Charges for service connections not covered elsewhere. Includes Fire-Training Satellite.
- 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.
- 82510      COMPUTER SERVICES  
 Cost of computer service and periodic software maintenance, license and subscription fees. Compare with computer software (83550 & 89550).
- 82520      LEGAL SERVICES  
 Cost of legal services provided by City attorney(s) and other attorneys.
- 82530      AUDIT SERVICES  
 Cost of auditing services (financial and performance).
- 82540      ENGINEERING SERVICES  
 Cost of engineering services in anticipation of a project.
- 82550      AERIAL PHOTOGRAPHY / MAPPING SERVICES  
 Cost of aerial photography for GIS and other mapping of the City (such as for tree inventories).
- 82560      CONSULTANT SERVICES  
 Other professional, technical, or administrative services not covered elsewhere.
- 82599      OTHER CONTRACTUAL SERVICES  
 Services purchased to operate, repair, maintain and rent property owned or used by the City. These services are performed by persons other than City employees. 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.
- 82610 **VEHICLE REPAIR & MAINTENANCE SERVICES**  
Maintenance services of City vehicles by non-City employees.
- 82620 **EQUIPMENT REPAIR & MAINTENANCE SERVICES**  
Maintenance services of equipment by non-City employees. Includes maintenance agreements for in-house printers and copiers.
- 82630 **WATER HYDRANT MAINTENANCE SERVICES**  
Maintenance services of City water hydrants (a.k.a., fire hydrants).
- 82640 **PAVING & REPAIR SERVICES**  
Maintenance services of City owned streets. Costs over \$10,000 are considered capital.
- 82641 **TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES**  
Maintenance services of City traffic signals.
- 82642 **STREETLIGHT REPAIR & MAINTENANCE SERVICES**  
Maintenance services of streetlights in City.
- 82643 **SIGN MAINTENANCE SERVICES**  
Maintenance services of City signs.
- 82644 **TRAFFIC CALMING SERVICES**  
Maintenance services to provide traffic calming, such as speed humps.
- 82645 **STORMWATER MAINTENANCE SERVICES**  
Maintenance services to stormwater drainage system.
- 82650 **PARK & FIELD MAINTENANCE SERVICES**  
Maintenance services to maintain City parks and sports fields.
- 82651 **PARK & FIELD ELECTRICAL MAINTENANCE SERVICES**  
Maintenance services for electrical devices at City parks and sports fields.
- 82652 **LANDSCAPING SERVICES**  
Maintenance services for landscaping City owned property or easements.
- 82653 **IRRIGATION SERVICES**  
Maintenance services for providing irrigation to City owned property or easements.
- 82654 **GROUNDS MAINTENANCE SERVICES**  
Maintenance services to maintain areas around City owned property or easements.
- 82660 **BUILDING REPAIR & MAINTENANCE SERVICES**  
Services purchased to clean, repair or maintain buildings (apart from services provided by City employees). Includes security system monitoring, repairs performed by contractors to HVAC, electrical and plumbing systems, etc.
- 82683 **WATER TANK MAINTENANCE SERVICES**  
Maintenance services for water tanks.
- 82684 **PUMP STATION REPAIR SERVICES**  
Maintenance services for pump stations.
- 82699 **OTHER REPAIR & MAINTENANCE SERVICES**  
Any other repair and maintenance service not covered elsewhere.

- 82700 EMPLOYEE PROGRAMS**  
Primarily administered by Human Resources, these are programs established for employee development.
- 82710 RETIREMENT SERVICES  
Services provided to aid employees in retirement planning.
- 82720 TUITION ASSISTANCE PROGRAM  
Amounts reimbursed by the City to any employee qualifying for tuition reimbursement, based upon City policy.
- 82730 EMPLOYEE ASSISTANCE PROGRAM  
Services provided to provide needed assistance to individual employees.
- 82740 EMPLOYEE WELLNESS PROGRAM  
Services provided to provide wellness education and steps to employees.
- 82750 EMPLOYEE RECOGNITION / RECEPTIONS  
Recognition and receptions provided to employees to reward job performance.
- 82780 TRAINING, OUTSIDE  
Required training provided to employees outside of City premises.
- 82790 TRAINING, IN-HOUSE  
Required training provided to employees on City premises. Includes cost of instructor(s) travel to conduct training on site.
- 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.
- 82810 REGISTRATIONS  
Costs for registrations to conferences, seminars, etc.
- 82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)  
Expenses related to ground transportation for travel outside of Williamson County. Includes costs incurred for using personal vehicle (on a per mile basis), cabs, shuttles, buses, trains, or car rentals. Also includes parking, toll way tolls, fuel for City vehicles used for out-of-county travel, and fuel for rental vehicles used for out-of-county travel. (Fuel for personal vehicle should be purchased by employee; City should then reimburse employee for use of personal vehicle including fuel at the City's then-current mileage rate.)
- 82830 AIR TRAVEL  
Costs of travel by airplane, including skycap tips.
- 82840 LODGING  
Costs of lodging, including hotel bellhop tips, during travel.
- 82850 MEALS (OUTSIDE WILLIAMSON COUNTY)  
Cost of meals, including server tips, incurred outside Williamson County. For meals within Williamson County, see 83140.
- 82890 OTHER TRAVEL EXPENSES  
Other travel expenses such as telephone, internet access.
- 82899 TRAVEL OFFSET  
Amounts provided to City for staff's participation in professional development. (Ex.: presenter at a conference or seminar.)

- 83100 OFFICE SUPPLIES**  
 Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.
- 83110 **OFFICE SUPPLIES**  
 Cost of supplies and various other items necessary for the proper operation of an office. Includes: copy / printer paper and toner, writing instruments, legal pads, envelopes, and desk and filing supplies. Does NOT include: printed material (82210), office décor items (83120), furniture (83510 & 89510), equipment (83530 & 89530), computer hardware (83540 & 89540) and computer software (83550 & 89550).
- 83120 **OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)**  
 Items purchased to enhance the appearance of work space or offices. Ex.: paintings for wall.
- 83130 **EMPLOYEE BENEVOLENCE ITEMS**  
 Items purchased as kindly, good-will and non-compensatory gestures to employees. Ex.: flowers for death within family.
- 83140 **MEALS & FOOD (INSIDE WILLIAMSON COUNTY)**  
 Includes the cost of all items of food incurred within Williamson County. Ex.: beverages and related supplies, meeting refreshments, staff luncheons, business meals, meals associated with local training and/or professional development, etc. For meals outside Williamson County, see 82850. For employee recognition and receptions, see 82750.
- 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.
- 83210 **TRAINING SUPPLIES**  
 Includes the cost of supplies ordinarily used for classrooms or general education purposes.
- 83220 **CHEMICALS & LAB SUPPLIES**  
 Costs for chemicals as well as items needed for lab testing.
- 83221 **ODOR CONTROL CHEMICALS**  
 Costs for items needed for odor control. Ex.: Water Reclamation Facility; pump stations.
- 83240 **MEDICAL SUPPLIES**  
 Medical, dental, laboratory and scientific - Includes the cost of all items such as bandages, gauze, corks, braces, general dental and optical supplies, glass tubes, cylinders, instruments.
- 83250 **SAFETY SUPPLIES**  
 Cost incurred to enhance safety in the workplace.
- 83260 **UNIFORMS PURCHASED**  
 Costs incurred for uniforms purchased by a department. Includes garments, work shoes and/or boots, and other uniform-related items. (Does not include costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs; see 82260.)

- 83265 UNIFORMS, SPECIALIZED  
Cost of specialized uniforms purchased by a department. Ex.: Body armor in police department.
- 83270 CONSUMABLE TOOLS  
Tools used within a department that are not tracked as inventory.
- 83280 FIREARMS & RELATED SUPPLIES  
Includes cost of all firearms and related supplies with unit costs under \$10,000.
- 83281 AMMUNITION  
Cost of ammunition used by the police department.
- 83282 EVIDENCE SUPPLIES  
Cost of supplies used in police department evidence room. All used for any other costs incurred in obtaining evidence.
- 83290 SOLID WASTE CONTAINERS  
Cost of residential containers distributed by the Solid Waste department.
- 83299 OTHER OPERATING SUPPLIES  
Includes the cost of those items necessary for operation of an agency which are not covered in another category. Examples are dishes, silverware, paper cups, household articles, hand tools, mattresses, etc., for an institution; supplies for the print shop; recreational equipment for an institution; barber and beauty supplies, supplies for making employee identification (ID) badges, etc.
- 83300 FUEL & MILEAGE (NON-TRAVEL)**  
Costs of operating vehicles on duty.
- 83310 GASOLINE & DIESEL FUEL FOR FLEET (INSIDE WILLIAMSON COUNTY)  
Cost of fleet fuel used for department operations other than travel.
- 83320 MILEAGE (INSIDE WILLIAMSON COUNTY)  
Standard mileage rate paid to employees for work-related use of their personal vehicle within Williamson County.
- 83400 SUPPLIES PURCHASED FOR RESALE**  
Supplies purchased for use in providing City services.
- 83410 WATER PURCHASED  
Water purchased from Harpeth Valley Utility in providing City water service.
- 83430 RAIN BARRELS PURCHASED  
Rain barrels purchased for resale as part of City's stormwater management program.
- 83500 EQUIPMENT (<\$10,000)**  
Equipment used with an item cost under \$10,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.
- 83510 FURNITURE, FIXTURES (<\$10,000)  
Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost less than \$10,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.

- 83520 VEHICLES (<\$10,000)  
All vehicles with unit costs of less than \$10,000. Ex.: trailers, motorcycles. Expenditures for on-road rolling stock with a unit cost less than \$10,000 each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles that fit this definition prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, etc.). Does NOT include off-road rolling stock to which the City does NOT affix a license plate.
- 83530 MACHINERY & EQUIPMENT (<\$10,000)  
Expenditures for machinery and equipment with a unit cost less than \$10,000 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.
- 83540 COMPUTER HARDWARE (<\$10,000)  
All computer hardware with a unit cost of less than \$10,000.
- 83550 COMPUTER SOFTWARE (<\$10,000)  
Non-recurring cost of computer software purchased for less than \$10,000. Compare with computer services (82510) and computer software >\$10,000 (89550).
- 83600 REPAIR & MAINTENANCE PARTS & SUPPLIES**  
Expenditures for supplies for repair and maintenance services provided directly by City personnel.
- 83610 VEHICLE PARTS & SUPPLIES  
Parts and supplies for vehicle repairs performed directly by City employees.
- 83620 EQUIPMENT PARTS & SUPPLIES  
Parts and supplies for equipment repairs performed directly by City employees.
- 83630 WATER HYDRANT SUPPLIES  
Supplies for City water hydrants (a.k.a., fire hydrants).
- 83640 PAVING & REPAIR SUPPLIES  
Supplies for City owned streets. Costs over \$10,000 are considered capital.
- 83641 TRAFFIC SIGNAL PARTS & SUPPLIES  
Parts and supplies for City traffic signals.
- 83642 STREETLIGHT PARTS & SUPPLIES  
Parts and supplies for City streetlights.
- 83643 SIGN SUPPLIES  
Supplies for City signs.
- 83644 TRAFFIC CALMING SUPPLIES  
Supplies for traffic calming, such as speed humps.
- 83645 STORMWATER MAINTENANCE SUPPLIES  
Supplies for stormwater drainage system. Costs over \$10,000 are considered capital.
- 83650 PARK & FIELD MAINTENANCE SUPPLIES  
Supplies for City parks and sports fields.



- 83651 **PARK & FIELD ELECTRICAL SUPPLIES**  
Supplies for electrical devices at City parks and sports fields.
- 83652 **LANDSCAPING SUPPLIES**  
Supplies for landscaping City owned property or easements.
- 83653 **IRRIGATION SUPPLIES**  
Supplies for irrigation of City owned property or easements.
- 83654 **GROUND MAINTENANCE SUPPLIES**  
Grounds maintenance supplies for areas around City owned property or easements.
- 83660 **BUILDING MAINTENANCE SUPPLIES**  
Building maintenance supplies to clean or maintain buildings (apart from services). Includes cleaning supplies, kitchen and bathroom supplies, and supplies for remodeling and redecorating. Example: paint and painting supplies. See also 89230 ("Building Improvements.")
- 83680 **METER REPAIR AND REPLACEMENT SUPPLIES**  
Repair and replacement of water meters and related supplies.
- 83682 **UTILITY LINES REPAIR SUPPLIES**  
Repair supplies for City utility lines used for water distribution, wastewater collection and reclaimed water distribution.
- 83683 **WATER TANK MAINTENANCE SUPPLIES**  
Maintenance supplies for water tanks.
- 83684 **PUMP STATION REPAIR SUPPLIES**  
Supplies needed for pump stations.
- 83685 **OTHER INVENTORY SUPPLIES**  
Supplies needed from department inventories not listed elsewhere.
- 83699 **OTHER REPAIR AND MAINTENANCE PARTS & SUPPLIES**  
Any other repair and maintenance parts and supplies not covered elsewhere.
- 84000 OPERATIONAL UNITS**  
Costs incurred by departments for specific operational units or activities.
- 84110 **K-9 OPERATIONS**  
Operating costs incurred for care of canines.
- 84111 **CID OPERATIONS**  
Operating costs incurred by Police Department Detective unit.
- 84112 **CID VICE OPERATIONS**  
Operating costs incurred by Police Department Detective Vice unit.
- 84113 **SRT OPERATIONS**  
Operating costs incurred by Police Department Special Response unit.
- 84114 **DARE OPERATIONS**  
Operating costs incurred by Police Department DARE unit.
- 84115 **EVIDENCE PURCHASED**  
Operating costs incurred by Police Department for evidence purchased.
- 84116 **INFORMANTS**  
Operating costs incurred by Police Department for informants.
- 84117 **INCIDENT COMMAND UNIT**  
Operating costs incurred for Police Department incident command unit.
- 84118 **SEX OFFENDER REGISTRY COSTS**  
Operating costs incurred by Police Department for sex offender registry.

- 84119 LICENSE SEIZURE COSTS  
Operating costs incurred by Police Department for license seizures.
- 84121 CENTURY COURT FIRING RANGE OPERATIONS  
Operating costs incurred by Police Department for firing range.
- 84122 CIRT OPERATIONS  
Operating costs incurred by Police Department for its Critical Incident Response Team.
- 84123 DIVE TEAM OPERATIONS  
Operating costs incurred by Police Department for its dive team.
- 84210 CENTURY COURT TRAINING CENTER OPERATIONS  
Operating costs incurred by Fire Department for training center.
- 84310 TRAFFIC OPERATIONS CENTER  
Operating costs incurred by Engineering for Traffic Operations Center.
- 84510 REGION RETENTION / DETENTION PROGRAM  
Operating costs incurred in Stormwater for Retention / Detention Program.
- 84610 CITY SPONSORED TRAINING PROGRAM  
Operating costs incurred for City sponsored training, example: Planning.
- 84615 REGIONAL FIRE TRAINING  
Operating costs incurred for Regional Fire Training.
- 84620 TREE BANK PROGRAM  
For any Tree Bank expenditure, the department should use 110-84620-45900.
- 84910 COOL SPRINGS CONFERENCE CENTER OPERATIONS  
Operating costs (profit / loss) by conference center.
- 84920 2ND AVENUE PARKING GARAGE OPERATIONS  
Operating costs incurred for 2<sup>nd</sup> Avenue Garage operations.
- 84930 4TH AVENUE PARKING GARAGE OPERATIONS  
Operating costs incurred for 4<sup>th</sup> Avenue Garage operations.
- 84940 TRANSIT OPERATIONS  
Operating costs incurred for transit operations.
- 84950 GRANT PROGRAM – BIG READ  
Expenses incurred for the City’s participation in the Big Read program.
- 85100 PROPERTY & LIABILITY COSTS**  
Property and liability costs.
- 85110 PROPERTY & LIABILITY INSURANCE  
Cost of property and liability insurance premiums.
- 85120 PROPERTY DAMAGE COSTS  
Cost for property damage for which City is responsible, less reimbursements and proceeds from insurance settlement, if any.
- 85130 LEGAL SETTLEMENTS  
Cost for legal settlements for which City is responsible.
- 85140 SURETY / NOTARY BONDS  
Cost for providing surety / notary bonds for personnel handling funds.
- 85150 WARRANTIES PURCHASED  
Cost of warranties purchased in lieu of insurance.
- 85190 DEPRECIATION  
Non-cash expenditure pertaining to the decline of asset values over time.

- 85200 RENTALS**  
 Costs for renting or leasing land, buildings, equipment, and vehicles.
- 85210 BUILDING & OFFICE RENTAL  
 Expenditures for leasing or renting land and buildings for both temporary and long-range use by the City.
- 85220 PROPERTY TAX – RENTAL PROPERTY  
 Property taxes paid by the City due to rental of property to taxable organizations.
- 85230 LAND USE RENTAL  
 Rental cost of land. Ex.: parking lot, impound lot, etc.
- 85240 EQUIPMENT RENTAL & LEASES  
 Expenditures for leasing or renting equipment or vehicles for both temporary and long-range use by the City. These expenditures include bus and other vehicle rental when operated by a local capital lease arrangements and other rental agreements.
- 85250 STORAGE RENTAL  
 Rental cost for storage of City equipment, etc. at a non-City owned facility.
- 85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)  
 Rental cost of vehicle(s) to transport persons for City business within Williamson County.
- 85300 PERMITS & FEES**  
 Costs incurred by City for necessary permits and fees.
- 85310 PERMITS  
 Costs related to permits for the City or its employees.
- 85320 STATE FEES  
 Fees paid to the State of Tennessee. Includes cost of certifying, licensing and credentialing City personnel, cost of obtaining elevator permits, and cost of renewals thereof.
- 85325 FEDERAL FEES  
 Fees paid to the federal government. Includes cost of fees paid to the U.S. Court System.
- 85330 UTILITY DISTRICT FEES  
 Costs related specifically to utility district fees.
- 85340 RECORDING & FILING FEES  
 Costs related specifically to property acquisition recording fees (Sadie Wade, Register of Deeds) and filing fees (Williamson County Circuit Court).
- 85500 FINANCIAL FEES**  
 Costs incurred related to financial operations.
- 85510 BANKING FEES  
 Costs incurred by City for banking fees.
- 85520 INVESTMENT FEES  
 Costs incurred by City for investments.
- 85530 E-COMMERCE FEES  
 Costs incurred by City for e-commerce, including credit card processing.
- 85540 BILLING SERVICES  
 Costs incurred by City for billing services.

- 85550 CASH SHORT / OVER  
Non-material, unintentional differences in daily cash deposits.
- 85560 PRIOR YEAR TAX WRITE-OFFS  
Amount of prior year taxes written off by the City as non-collectible.
- 85570 BAD DEBT EXPENSE (NET OF RECOVERIES)  
Amount of bad debts, net of recoveries, written off by the City as non-collectible.
- 85575 LEAK ADJUSTMENTS  
Adjustments to customer accounts due to leaks.
- 85580 LATE CHARGES  
Costs incurred for late payments.
- 85590 BOND COMPLIANCE  
Costs incurred for compliance with bond requirements.
- 85900 OTHER BUSINESS EXPENSES**  
Business-related expenditures not classified elsewhere.
- 85990 MISCELLANEOUS  
Non-recurring expenditures not classified elsewhere.
- 86000 DEBT SERVICE**  
Costs incurred by City for outstanding debt.
- 86100 PRINCIPAL  
Amounts owed by City for debt principal.
- 86200 INTEREST  
Amounts owed by City for debt interest.
- 86300 PAYING AGENT & OTHER DEBT FEES  
Amounts owed by City to its paying agents and other debt fees.
- 86400 BOND SALE EXPENSES  
Amounts incurred upon issuance of bonds.
- 86500 AMORTIZATION OF BOND PREMIUM  
Reduction of bond premium over the life of a bond issue.
- 87000 APPROPRIATIONS**
- 87110 CONTRACTED SERVICES  
Appropriation to organizations for contracted services.
- 87120 APPROPRIATIONS TO GOVERNMENTS  
Appropriations to other governments for services.
- 87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS  
Appropriations to civic organizations providing social services.
- 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.
- 88020 TRANSFER TO STREET AID & TRANSPORTATION FUND
- 88030 TRANSFER TO SOLID WASTE FUND
- 88040 TRANSFER TO ROAD IMPACT FUND
- 88050 TRANSFER TO FACILITIES TAX FUND

88060 TRANSFER TO STORMWATER MANAGEMENT FUND  
 88070 TRANSFER TO DRUG FUND  
 88080 TRANSFER TO HOTEL/MOTEL TAX FUND  
 88090 TRANSFER TO TRANSIT FUND  
 88100 TRANSFER TO CAPITAL PROJECTS FUND  
 88150 TRANSFER TO WATER OPERATING FUND  
 88160 TRANSFER TO WATER ACCESS FUND  
 88170 TRANSFER TO WATER TAPS FUND  
 88172 TRANSFER TO WATER BONDS FUND  
 88174 TRANSFER TO WATER ASSESSMENT FUND  
 88180 TRANSFER TO WASTEWATER OPERATING FUND  
 88190 TRANSFER TO WASTEWATER ACCESS FUND  
 88200 TRANSFER TO WASTEWATER TAPS FUND  
 88210 TRANSFER TO WASTEWATER BONDS FUND  
 88212 TRANSFER TO WASTEWATER ASSESSMENTS FUND  
 88220 TRANSFER TO RECLAIMED OPERATING FUND  
 88230 TRANSFER TO RECLAIMED ACCESS FUND  
 88240 TRANSFER TO RECLAIMED TAPS FUND  
 88242 TRANSFER TO RECLAIMED BONDS FUND  
 88244 TRANSFER TO RECLAIMED ASSESSMENTS FUND

**The expenditure classifications budgeted under Capital are:**

**89100 LAND**  
 89110 LAND ACQUIRED  
 Expenditures for the purchase of land, including right-of-way.  
 89120 EASEMENTS ACQUIRED  
 Expenditures for the purchase of easements.

**89200 BUILDINGS**  
 89210 BUILDINGS ACQUIRED  
 Expenditures for acquiring existing buildings. These expenditures include the principal amount of capital lease payments resulting in the acquisition of buildings, except payments to building authorities or similar agencies.  
 89220 BUILDING DESIGN & CONSTRUCTION  
 Expenditures for design and construction of new buildings.  
 89230 BUILDING IMPROVEMENTS  
 Expenditures for improvements made to existing buildings. In this instance, “improvements” means any expenditure greater than \$10,000 that adds new capacity to an existing building or extends the estimated useful life of an existing building. Examples: **an addition, a new roof or a new HVAC system.**

**89300 IMPROVEMENTS**  
 Expenditures for acquiring improvements not associated with buildings.  
 89310 PARKS & RECREATION FACILITIES  
 Cost of acquisition and improvements to City parks.

- 89320            **DISTRIBUTION SYSTEMS**  
 Cost of acquisition and improvements to City’s water, wastewater, and reclaimed distribution systems.
- 89400            INFRASTRUCTURE**
- 89410            **DRAINAGE**  
 Cost of improving drainage.
- 89420            **STREETS**  
 Cost of adding or improving streets.
- 89430            **CURB & GUTTER REPLACEMENT**  
 Cost of adding, improving, and replacing curb and gutter.
- 89440            **GATEWAY ENHANCEMENT & STREETSCAPE**  
 Cost designated for adding or improving gateway enhancement and streetscape.
- 89450            **BRIDGES & TUNNELS**  
 Cost of adding or improving bridges and tunnels.
- 89460            **SIDEWALKS**  
 Cost of adding or improving sidewalks.
- 89470            **TRAFFIC SIGNALS**  
 Cost of acquiring and installing traffic signals.
- 89480            **STREETLIGHTS**  
 Cost of installing or improving streetlights.
- 89500            EQUIPMENT (>\$10,000)**  
 Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.
- 89510            **FURNITURE, FIXTURES (>\$10,000)**  
 Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost more than \$10,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.
- 89520            **VEHICLES (>\$10,000)**  
 Expenditures for on-road rolling stock with a unit cost in excess of \$10,000 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 automobiles 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.
- 89530            **MACHINERY & EQUIPMENT (>\$10,000)**  
 Expenditures for machinery and equipment with a unit cost in excess of \$10,000 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.

- 89540 COMPUTER HARDWARE (>\$10,000)  
Computer hardware with a unit cost over \$10,000.
- 89550 COMPUTER SOFTWARE (>\$10,000)  
Non-recurring cost of computer software with a unit cost over \$10,000. Compare with computer services (82510) and computer software <\$10,000 (83550).

# CITY OF FRANKLIN

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T E N N E S S E E

## General Fund Fund Balance Policy



**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 Alderman;
- 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.
- **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.
- **The Undesignated/Unreserved Fund** consists of two accounts: the Financial Stabilization Account and the Surplus Account.

- **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.

**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. All remaining funds above the amounts identified in 1 through 3 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.

**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.

### **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 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.

**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.

APPENDIX F – DEBT POLICY

CITY OF FRANKLIN

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T E N N E S S E E

Debt Management Policy

Prepared by  
Public Financial Management  
Submitted April 13, 2009  
Adopted by Finance Committee, May 21, 2009  
Adopted by Board of Mayor & Aldermen, June 23, 2009

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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, the wealth and income of the community and the property tax base:

**Debt Affordability Ratios**

**Benchmarks**

<b>(I.) Total Budget Resources:</b>	
1. Debt Service as a Percent of Operating Expenditures – <i>Measures debt liability relative to total budget resources</i>	<b>Total GO Debt</b> <b>&lt; 12%</b> <b>Less Self-Supporting Debt</b> <b>&lt;8%</b>
Supporting Data	S&P (04/08) cites <8% as low, 8%-15% as moderate Moody's, 2008 AAA Cities, Population 50k-100k Median @ 8.97%
Brentwood @	11.40%
Germantown @	8.00%
<b>Franklin - Total GO Debt @</b>	<b>9.78%</b>
<b>Franklin - Less Self-Supporting @</b>	<b>4.77%</b>
Chattanooga @ [AA/AA+]	9.14%
Clarksville @ [Aa3]	17.05%
Murfreesboro @ [A1]	17.31%
Alpharetta, GA @	21.00%
Dublin, OH @	11.37%
Naperville, IL @	6.69%
<b>(II.) Wealth and Income of Community:</b>	
2. Direct Debt Per Capita – <i>Measures net debt to population</i>	<b>&lt; \$2,000</b>
Supporting Data	S&P (4/08) cites < \$1,000 as very low, \$1,000-\$2,000 as low and \$2,000-\$3,000 as moderate
Brentwood @	\$ 669.70
Germantown @	\$ 535.30
<b>Franklin - Total GO Debt @</b>	<b>\$ 1,442.88</b>
<b>Franklin - Less Self-Supporting @</b>	<b>\$ 799.01</b>
Chattanooga @ [AA/AA+]	\$ 566.84
Clarksville @ [Aa3]	\$ 383.30
Murfreesboro @ [A1]	\$ 1,865.21
Alpharetta, GA @	\$ 941.43
Dublin, OH @	\$ 999.90
Naperville, IL @	\$ 587.40

2b. Per Capita Debt/Per Capita Income – <i>Measures each person's estimated ability to back their portion of debt based on personal income per capita</i>		<b>&lt; 3.00%</b>
Supporting Data		
Brentwood @		1.22%
Germantown @		0.87%
<b>Franklin - Total GO Debt @</b>		<b>2.78%</b>
<b>Franklin - Less Self-Supporting @</b>		<b>1.54%</b>
Chattanooga @ [AA/AA+]		1.74%
Clarksville @ [Aa3]		0.96%
Murfreesboro @ [A1]		5.95%
Alpharetta, GA @		2.02%
Dublin, OH @		2.43%
Naperville, IL @		1.48%
<b>(III) Property Tax Base:</b>		
3. Direct Debt as a % of Market Value – the government's jurisdiction <i>Overall Net Debt divided by the fiscal year or most recent Total Full Value – Measures the overall debt to all taxable property within the government's jurisdiction</i>		<b>0.4% - 0.8%</b>
Supporting Data		
	Moody's, 2008 AAA Cities, Population 50k-100k Median @ 0.5%	
Brentwood @		0.3%
Germantown @		0.4%
<b>Franklin - Total GO Debt @</b>		<b>1.0%</b>
<b>Franklin - Less Self-Supporting @</b>		<b>0.6%</b>
Chattanooga @ [AA/AA+]		0.7%
Clarksville @ [Aa3]		0.8%
Murfreesboro @ [A1]		2.5%
Alpharetta, GA @		0.4%
Dublin, OH @		0.7%
Naperville, IL @		0.4%
3b. Debt Burden (Overall Net Debt as a % of Market Value) – <i>Measures the overall debt burden to the taxable market value of the tax base</i>		<b>3% - 6%</b>
Supporting Data		
	S&P (04/08) cites < 3% as low, 3%-6% as moderate Moody's 2008 AAA Cities, Population 50k-100k, Median @ 1.77%	
Brentwood @		2.05%
Germantown @		3.32%
<b>Franklin - Total GO Debt @</b>		<b>3.47%</b>
Chattanooga @ [AA/AA+]		1.80%
Clarksville @ [Aa3]		4.56%
Murfreesboro @ [A1]		4.51%
Alpharetta, GA @		0.68%
Dublin, OH @		0.76%
Naperville, IL @		2.27%

## **VI. Bond Structure**

The City shall establish all terms and conditions relating to the issuance of bonds and will invest all bond proceeds pursuant to the terms of the City's Investment Policy. Unless otherwise authorized by the City, the following shall serve as the Policy for determining structure:

### **1. Term**

All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, and in consideration of the ability of the City to absorb the additional debt service expense within the debt affordability guidelines, but in no event will the term exceed thirty (30) years.

### **2. Capitalized Interest**

From time to time certain financings may require the use of capitalized interest from the issuance date until the City has beneficial use and/or occupancy of the financed project. Interest may be financial (capitalized) through a period permitted by federal law and State statute if it is determined that doing so is beneficial to the financing by the Finance Director.

### **3. Debt Service Structure**

General Obligation debt issuance shall be planned to achieve relatively net level debt service or level principal amortization considering the City's outstanding debt obligations, while matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream.

Debt which is supported by project revenues and is intended to be self-supporting will be structured to achieve level proportional coverage to expected available revenues.

### **4. Call Provisions**

In general, the City's securities will include a call feature no later than ten (10) years from the date of delivery of the bonds. The City will avoid the sale of long-term non-callable bonds absent careful evaluation by the City's Finance Director with respect to the value of the call option.

### **5. Original Issuance Discount/Premium**

Bonds with original issuance discount/premium will be permitted.

### **6. Deep Discount Bonds**

Deep discount bonds may provide a lower cost of borrowing in certain capital markets. The City's Finance Director will carefully consider their value and effect on any future refinancing as a result of the lower-than-market coupon.

### **7. Structured Products**

The determination of the City to consider the use of structured products as a hedge against interest rate risk or a method to lower its cost of borrowing will be made by the Finance Director. The City will comply with state guidelines and will be able to quantify and understand the potential risks or to achieve fixed and/or variable rate exposure targets. The City will not use structured products for speculative purposes.

## VII. Types of Debt

When the City determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

### *Security Structure*

#### **1. General Obligation Bonds**

The City may issue general obligation bonds supported by the full faith and credit of the City. General Obligation bonds shall be used to finance capital projects that do not have independent creditworthiness and significant ongoing revenue streams. The City may also use its General Obligation pledge to support other revenue-supported bond issues, if such support improves the economics of the other bond issue and is used in accordance with these guidelines.

#### **2. Revenue Bonds**

The City may issue revenue bonds, where repayment of the debt service obligations of the bonds will be made through revenues generated from specifically designated sources. Revenue bonds will typically be issued for capital projects which can be supported from project or enterprise-related revenues.

#### **3. Capital Leases**

The City may use capital leases to finance short-term projects.

### *Duration*

#### **1. Long-Term Debt (maturing after 3 years)**

The City may issue long-term debt where it is deemed that capital improvements should not be financed from current revenues or short-term borrowings. Long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be self-supporting and structured such that financial obligations do not exceed the expected useful life of the project(s).

- a) *Serial and Term Bonds* may be issued in either fixed or variable rate modes to finance capital infrastructure projects with an expected life of three years or greater.
- b) *Capital Outlay Notes* may be issued to finance capital infrastructure projects with an expected life of three to seven years.

#### **2. Short-Term Debt (maturing within three years)**

Short-term borrowing may be utilized for the construction period of a long-term project or for the temporary funding of operational cash flow deficits or anticipated revenues (defined as an assured source with the anticipated amount based on conservative estimates) subject to the following policies:

- a) *Bond Anticipation Notes (BANs)*, including commercial paper notes issued as BANs, may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs shall not mature more than 2 years from the date of issuance. BANs can be rolled in accordance with federal law and State statute. BANs shall mature within 6 months after substantial completion of the financed facility.
- b) *Revenue Anticipation Notes (RANs) and Tax Anticipation Notes (TANs)* shall be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to Federal IRS and state requirements and limitations.

- c) *Lines of Credit* shall be considered as an alternative to other short-term borrowing options. A *line of credit* shall be structured to limit concerns as to the Internal Revenue Code.
- d) *Intrafund Loans* shall only be used to fund operational deficiencies among accounts or for capital projects to be paid from current fiscal year revenues. Such intrafund loans shall in no event extend beyond twelve (12) months and shall only be issued in compliance with state regulations and limitations.
- e) *Other Short-Term Debt*, including commercial paper notes, may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable to issue debt in a fixed rate mode. The City will determine and utilize the least costly method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal.

### ***Interest Rate Modes***

#### **Fixed Rate Debt**

To maintain a predictable debt service burden, the City may give preference to debt that carries a fixed interest rate.

#### **Variable Rate Debt**

The percentage of net variable rate debt outstanding (excluding (1) debt which has been converted to synthetic fixed rate debt and (2) an amount of debt considered to be naturally hedged to short-term assets in the Unreserved Fund Balance) shall not exceed 20% of the City's total outstanding debt and will take into consideration the amount and investment strategy of the City's operating cash.

1. The following circumstances may result in the consideration of issuing variable rate debt:
  - a) *Asset-Liability Matching*
  - b) *Construction Period Funding*
  - c) *High Interest Rates*. Interest rates are above historic averages.
  - d) *Variable Revenue Stream*. The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.
  - e) *Adequate Safeguards Against Risk*. Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.
  - f) *Financial Advisor Analysis*. An analysis from the City's Financial Advisor evaluating and quantifying the risks and returns involved in the variable rate financing and recommending variable rate as the lowest cost option.

- g) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that present value savings of at least 3% results from issuing synthetic fixed rate debt relative to traditional fixed rate debt.

#### **VIII. Use of Synthetic Debt**

The Finance Director will determine whether the use of synthetic debt is appropriate and will comply with the state statutes regulating the use of synthetic debt.

Swaps are appropriate to use when they achieve a specific objective consistent with overall financial policy. Swaps may be used, for example, to lock-in a current market fixed rate or create additional variable rate exposure. Swaps may be used to produce interest rate savings, alter the pattern of debt service payments, or for asset/liability matching purposes. Swaps may be used to cap, limit or hedge variable rate payments.

Options granting the right to commence or cancel an underlying swap may be used to the extent the swap itself is otherwise consistent with these guidelines; however, the Finance Director must determine if the use of any such option is appropriate and warranted given the potential benefit, risks, and objectives of the City.

#### **IX. Refinancing Outstanding Debt**

The Finance Director with assistance from the City's Financial Advisor shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Finance Director will consider the following issues when analyzing possible refunding opportunities:

##### **1. Debt Service Savings**

Absent other compelling considerations such as the opportunity to eliminate onerous or restrictive covenants contained in existing debt documents, the Finance Director establishes a minimum present value savings threshold of 3.0% of the advanced refunded bond principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 3.0%, the Finance Director may consider the option value captured as a percent of total savings. If the option value exceeds 70% and present value savings is less than 3.0%, the Finance Director may opt to complete a refunding. If the present value savings per maturity is at least 3.0% but less than 70% of the option value, the Finance Director may opt to complete a refunding. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Board of Mayor and Alderman. Current refunding opportunities will be considered by the Finance Director if the refunding generates positive present value savings.

##### **2. Restructuring for economic purposes**

The City will refund debt when it is in the best financial interest of the City to do so. Such refunding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

##### **3. Term of Refunding Issues**



The City will refund bonds within the term of the originally issued debt. However, the Finance Director may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Finance Director may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

**4. Escrow Structuring**

The City shall utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.

**5. Arbitrage**

The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding subject to the City's investment policies. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

**X. Methods of Issuance**

The City or its designee will determine the method of issuance on a case-by-case basis.

**1. Competitive Sale**

In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

**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.

### **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.

## **XI. Underwriter Selection (Negotiated Transaction)**

### **Senior Manager Selection**

The Board of Mayor and Alderman or its designee shall select the senior manager for a proposed negotiated sale. The selection criteria shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- Quality and experience of personnel assigned to the City's engagement
- Financing ideas presented
- Underwriting fees

### **Co-Manager Selection**

Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

### **Selling Groups**

The City may use selling groups in certain transactions. To the extent that selling groups are used, the Finance Director at his or her discretion may make appointments to selling groups as the transaction dictates.

### **Underwriter's Counsel**

In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the Senior Manager with input from the City.

### **Underwriter's Discount**

The Finance Director will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Finance Director will determine the allocation of fees with respect to the management fee, if any. The determination will be based upon participation in the structuring phase of the transaction.

All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Finance Director. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

### **Evaluation of Underwriter Performance**

The Finance Director with assistance of an independent Financial Advisor will evaluate each bond sale after completion to assess the following: costs of issuance including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-

maturity basis, and the distribution of bonds and sales credits.

Following each sale, the Finance Director shall provide a report to the Board of Mayor and Aldermen on the results of the sale.

**Syndicate Policies**

For each negotiated transaction, the Finance Director will prepare syndicate policies that will describe the designation policies governing the upcoming sale. The Finance Director shall ensure receipt of each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

**Designation Policies**

To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City's bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:

- Equitably allocate bonds to other managers and the selling group
- Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations
- Within 10 working days after the sale date, submit to the Finance Director a detail of orders, allocations and other relevant information pertaining to the City's sale

**XII. Consultants**

**Financial Advisor**

The City shall select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. Selection of the City's financial advisor(s) shall be based on, but not limited to, the following criteria:

- Overall quality of the firm's proposal as an indicator of its probability for success.
- Relevant Financial Advisor experience with municipal government issuers and the public sector.
- Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing.
- Experience and demonstrated success as indicated by its listing of current major clients.
- The firm's professional reputation for integrity and compliance with state and federal law.
- Independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.
- Professional qualifications and experience of principal employees who will work for the City.
- Commitment to fair and equitable employment practices.
- Significant consideration will be given to the proposed fee structure and estimated costs, but price will not be the sole determining factor.

**Financial Advisory Services**

Financial advisory services provided to the City shall include, but shall not be limited to the following:

- Advise the City on financial matters relating to proposed capital financing projects.
- Analyze the current debt profile and recommend appropriate changes to ensure correct mix of fixed rate debt, variable rate debt and structured products to accomplish the City's immediate and long-term fiscal objectives.
- Working with the City staff and their legal advisors, prepare Preliminary Official Statement, Official Statement, Notice of Bond Sale and other related documents.
- Advise and assist in presentations to rating agencies.
- Assist the City in obtaining competitive bids from bond underwriters, trustees, paying agents/registrars, printers and escrow verification agents, as necessary.
- In the event the City undertakes negotiated underwritings, the Financial Advisor shall represent the City's interests in all aspects of the negotiated transaction, including underwriter selection, revenue and transaction structuring, credit enhancement and pricing scales.
- Arrange for electronic disclosure and bidding services.
- Develop five and ten year debt strategies that incorporate the City's capital financing plans and revenue constraints. Discuss funding alternatives and cost benefits of proposed strategies. Determine the City's debt or bonding capacity and the revenue impact of capital projects.
- Assist the City in identifying and obtaining new sources of funding for capital needs such as new revenues, asset sales, state and/or federal grants or incentive programs.
- Assess use of swaps and other structured products, and propose strategies, to meet the City's financing objectives.
- Develop a formal written debt policy, which incorporates the City's financial and operational objectives.
- 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.

**Bond Counsel**

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. The Counsel will be selected by the City.

**Disclosure by Financing Team Members**

All financing team members will be required to provide full and complete disclosure, relative to 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 all Nationally Recognized Municipal Information Repositories (NRMSIRs) designated by the SEC and the State Information Depository (SID). The City will also notify the NRMSIRs and SID 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.

## APPENDIX G - PAY STRUCTURE

The City's Pay Scale/Job Listing is on the following pages.

**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min <u>Grade/grade</u>	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
6	\$24,042.42	\$26,446.66	\$28,850.90	\$31,255.15	\$33,659.39	140.0%	1905	N	Refuse Collector
hr	\$11.56	\$12.72	\$13.88	\$15.03	\$16.18				
bi-wk	\$924.80	\$1,017.60	\$1,110.40	\$1,202.40	\$1,294.40				
yr	\$24,044.80	\$26,457.60	\$28,870.40	\$31,262.40	\$33,654.40				
7	\$25,513.26	\$28,064.59	\$30,615.91	\$33,167.24	\$35,718.56	140.0%	1018	N	Custodian
hr	\$12.27	\$13.50	\$14.72	\$15.95	\$17.17	6.1%	1018P	N	Custodian Part-time
bi-wk	\$981.60	\$1,080.00	\$1,177.60	\$1,276.00	\$1,373.60		1877	N	Parking Enforcement Officer
yr	\$25,521.60	\$28,080.00	\$30,617.60	\$33,176.00	\$35,713.60				
8	\$27,038.16	\$29,741.98	\$32,445.79	\$35,149.61	\$37,853.42	140.0%	2005	N	Street Crew Worker
hr	\$13.00	\$14.30	\$15.60	\$16.90	\$18.19	5.9%	2313	N	Utility Service Worker
bi-wk	\$1,040.00	\$1,144.00	\$1,248.00	\$1,352.00	\$1,455.20				
yr	\$27,040.00	\$29,744.00	\$32,448.00	\$35,152.00	\$37,835.20				
9	\$28,621.20	\$31,678.40	\$34,735.59	\$37,792.79	\$40,849.98	142.7%	0051	N	Equipment Operator
hr	\$13.77	\$15.23	\$16.70	\$18.17	\$19.63	5.9%	1512	N	Facilities Worker
bi-wk	\$1,101.60	\$1,218.40	\$1,336.00	\$1,453.60	\$1,570.40		1512P	N	Facilities Worker Part-time
yr	\$28,641.60	\$31,678.40	\$34,736.00	\$37,793.60	\$40,830.40		1416	N	General Services Technician
							1915	N	Grounds Maintenance Worker
							1520	N	Grounds Worker
							1520P	N	Grounds Worker Part-time
							2015	N	Landscape Maintenance Worker
							2015P	N	Landscape Maintenance Worker Part-time
							1517	N	Landscaping Worker
							1517P	N	Landscaping Worker Part-time
							2303	N	Meter Reader
							1502	N	Maintenance Worker
							1916	N	Parts Clerk
							1880	N	Records Clerk
							1217	N	Records Mgmt Tech
							1914	N	Scale Operator
							0010	N	Secretary
							1901	N	Solid Waste Technician
							2306	N	Stock Room Clerk

SCHOOL PATROL: \$419.22/mo



**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min <u>Grade/grade</u>	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
10	\$29,957.40	\$33,225.74	\$36,494.07	\$39,762.41	\$43,030.74	143.6%	1301	N	Accounting Technician
hr	\$14.41	\$15.98	\$17.55	\$19.12	\$20.68	4.6%	0014	N	Administrative Secretary
bi-wk	\$1,152.80	\$1,278.40	\$1,404.00	\$1,529.60	\$1,654.40		0014	N	Administrative Secretary-Part-time
yr	\$29,972.80	\$33,238.40	\$36,504.00	\$39,769.60	\$43,014.40		2108	N	Belt Press Operator
							0022	N	Billing/Collections Technician
							1004	N	Facilities Maintenance Worker (formerly Bldg Mt Wkr)
							1011	N	Deputy Court Clerk
							2316	N	Meter Reader SR
							1919	N	Parts Specialist
							1917	N	Preventive Maintenance PM Tech
							1902	N	Solid Waste Driver
							2305	N	Utility Service Worker SR
11	\$31,357.86	\$34,849.83	\$38,341.80	\$41,833.77	\$45,325.74	144.5%	1511	N	Athletic Turf Worker
hr	\$15.08	\$16.76	\$18.44	\$20.12	\$21.79	4.6%	1511p	N	Athletic Turf Worker Part-time
bi-wk	\$1,206.40	\$1,340.80	\$1,475.20	\$1,609.60	\$1,743.20		1820	N	Communications Officer
yr	\$31,366.40	\$34,860.80	\$38,355.20	\$41,849.60	\$45,323.20		0052	N	Equipment Operator SR
							1509	N	Parks Athletic Field Worker
							1508	N	Parks Landscape Worker SR
							1505	N	Parks Maintenance Worker SR
							2314	N	Sewer Equipment Technician
							1903	N	Solid Waste Truck Driver/Operator
							2204	N	Wastewater Operator I
							2203	N	Water Operator I
12	\$32,822.58	\$36,552.47	\$40,282.35	\$44,012.24	\$47,742.12	145.5%	1304	N	Accounts Payable Technician
hr	\$15.79	\$17.58	\$19.37	\$21.16	\$22.95	4.7%	0016	N	Administrative Assistant
bi-wk	\$1,263.20	\$1,406.40	\$1,549.60	\$1,692.80	\$1,836.00		0016P	N	Administrative Assistant Part-time
yr	\$32,843.20	\$36,566.40	\$40,289.60	\$44,012.80	\$47,736.00		1039	N	Chief Deputy Court Clerk
							1110	N	Neighborhood Resources Coordinator
							1824	N	Communications Officer SR
							1886	N	Communications Support Coordinator
							1882	N	Evidence Technician
							1882P	N	Evidence Technician Part-time

**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min		CODE2	FLSA	JOB TITLE
						Grade/grade				
12 (cont'd)	\$32,822.58	\$36,552.47	\$40,282.35	\$44,012.24	\$47,742.12			1310	N	Financial Technician
hr	\$15.79	\$17.58	\$19.37	\$21.16	\$22.95			0053	N	Heavy Equipment Operator
bi-wk	\$1,263.20	\$1,406.40	\$1,549.60	\$1,692.80	\$1,836.00			1605	N	Human Resources Technician
yr	\$32,843.20	\$36,566.40	\$40,289.60	\$44,012.80	\$47,736.00			2016	N	Landscape Mt Worker SR
								0055	N	Mechanic
								1308	N	Payroll Technician
								0015	N	Permit Technician
								1027	N	Purchasing Technician
								1030	N	Recording Secretary to BOMA
								2319	N	Stock Room Supervisor
								1906	N	Tractor Trailer Driver
								2019	N	Traffic Striping Technician Asst
13	\$34,357.68	\$38,339.76	\$42,321.84	\$46,303.92	\$50,286.00	146.4%		1031	N	Executive Assistant to City Adm
hr	\$16.52	\$18.44	\$20.35	\$22.27	\$24.17	4.6%		1513	N	Facilities Crew Chief
bi-wk	\$1,321.60	\$1,475.20	\$1,628.00	\$1,781.60	\$1,933.60			1407	N	Firefighter
yr	\$34,361.60	\$38,355.20	\$42,328.00	\$46,321.60	\$50,273.60			1519	N	Groundskeeper Crew Chief
								1518	N	Landscape Crew Chief
								1501	N	Maintenance Crew Chief
								1870	N	Police Officer
								1510	N	Program Specialist
								2320	N	Utilities Crew Chief
								2208	N	Wastewater Operator II
								2207	N	Water Operator II
								1043P	N	Video Production Assistant Part-time
NOTE: Effective 6/29/07, FF starting pay includes EMT as part of base										
	<u>EMT only</u>		<u>Paramedic pay (as of 07-2008 is additional (\$4,550 yr)</u>							
	\$11.80 hr		\$13.37 hr							
	\$1,321.60 bi-wk		\$1,496.60 bi-wk							
	\$34,361.60 yr		\$38,911.60 yr							
	(Hourly rate based on 2912 hrs per year)									
14	\$35,964.18	\$40,214.27	\$44,464.35	\$48,714.44	\$52,964.52	147.3%		0025	N	Billing/Collections Spvr
hr	\$17.30	\$19.34	\$21.38	\$23.43	\$25.46	4.7%		1005	N	Facilities Maintenance Spvr (formerly Bldg Mt Spvr)
bi-wk	\$1,384.00	\$1,547.20	\$1,710.40	\$1,874.40	\$2,036.80			1008	N	City Court Clerk
yr	\$35,984.00	\$40,227.20	\$44,470.40	\$48,734.40	\$52,956.80			1105	N	Codes Officer SR
								1883	N	Communications Supervisor Asst.
								0056	N	Diesel Mechanic
								2400	N	Legal Secretary
								2311	N	Lift Station Technician
								1708	N	Planning Assistant
								1881	N	Records Supervisor
								1109	N	Sign Codes Administrator
								1116	N	Sign/Design Standards Administrator

**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
14 (cont'd)	\$35,964.18	\$40,214.27	\$44,464.35	\$48,714.44	\$52,964.52	147.3%	1918	N	Solid Waste Crew Foreman
hr	\$17.30	\$19.34	\$21.38	\$23.43	\$25.46	4.7%	2012	N	Street Crew Supervisor
bi-wk	\$1,384.00	\$1,547.20	\$1,710.40	\$1,874.40	\$2,036.80		2011	N	Stormwater Supervisor
yr	\$35,984.00	\$40,227.20	\$44,470.40	\$48,734.40	\$52,956.80		2014	N	Traffic Signal Technician
							2018	N	Traffic Striping Spvsr (formerly Traffic Striping Technician)
							2107	N	Wastewater Maintenance Tech
15	\$37,646.16	\$42,180.83	\$46,715.49	\$51,250.16	\$55,784.82	148.2%	1840	N	Detective
hr	\$18.10	\$20.28	\$22.46	\$24.64	\$26.81	4.6%	1405	N	Fire Engineer
bi-wk	\$1,448.00	\$1,622.40	\$1,796.80	\$1,971.20	\$2,144.80		2318	N	TV Truck Sewer Inspector
yr	\$37,648.00	\$42,182.40	\$46,716.80	\$51,251.20	\$55,764.80				
16	\$39,407.70	\$44,244.03	\$49,080.36	\$53,916.69	\$58,753.02	149.1%	1305	E	Accountant
hr	\$18.95	\$21.28	\$23.60	\$25.93	\$28.24	4.7%	1521	E	Arborist
bi-wk	\$1,516.00	\$1,702.40	\$1,888.00	\$2,074.40	\$2,259.20		2321	N	Backflow Inspector
yr	\$39,416.00	\$44,262.40	\$49,088.00	\$53,934.40	\$58,739.20		1603	N	Benefits Administrator
							1101	E	Building Associate
							1102	N	Building Inspector
							1102	N	Building Inspector-Electrical
							1119	N	Building Insp/Electrical Insp/Plans Examiner
							1211	N	Engineering Associate
							1312	N	Financial Analyst
							1120	N	Fire Code Plans Examiner
							1418	N	Fire Inspector
							1210	N	ITS Specialist
							2017	N	Landscape Mt Spvsr
							1035	N	Paralegal
							1035P	N	Paralegal Part-time
							2402	N	Network Technician
							2410	N	Communications Technician
							1506	E	Parks Program Coord.
							1707	E	Planning Associate
							2009	N	Road Inspector
							2020	N	Stormwater Inspector
							NONE	N	Stormwater Mngmt Technician
							NONE	N	Traffic Signal Technician SR
							2206	N	Wastewater Operator SR
							2205	N	Water Operator SR

**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	<u>Max/Min</u>		<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>				
17	\$41,251.86	\$46,408.47	\$51,565.08	\$56,721.69	\$61,878.30	150.0%		2317	N	Backflow Inspector SR
hr	\$19.84	\$22.32	\$24.80	\$27.28	\$29.74	4.7%		1111	N	Building Inspector SR
bi-wk	\$1,587.20	\$1,785.60	\$1,984.00	\$2,182.40	\$2,379.20			1111E	N	Building Inspector-Electrical SR
yr	\$41,267.20	\$46,425.60	\$51,584.00	\$56,742.40	\$61,859.20			1113	N	Building Inspector-Plans Ex SR
								1107	N	Building Inspector-Plumb/Mech SR
								NONE	N	Chief Wastewater Operator
								NONE	N	Chief Water Operator
								1823	N	Communications Spvrs
								1409	N	Fire Lieutenant
								1412	N	Fire Marshal Asst - Lieutenant
								1912	N	Fleet Maintenance Spvrs
								2404	E	GIS Specialist
								2109	N	Industrial Pretreatment Coord.
								1216	N	ITS Specialist SR
								1507	E	Parks Athletic Foreman
								1704	E	Planner (4 yr degree)
								1873	N	Police Sergeant
								NONE	N	Police Sergeant - Prof Standards
								NONE	N	Police Sergeant - Training
								1421	N	Fire & Life Safety Educator
								2013	N	Road Inspector SR
								1910	N	Solid Waste Supervisor - Disposal
								1911	N	Solid Waste Supervisor - Collections
								1713	E	Sustainability/Grants Coordinator
								2309	N	Utility Inspector (Water/Sewer Inspector)
								1114	E	Zoning Administrator
18	\$43,183.74	\$48,679.76	\$54,175.77	\$59,671.79	\$65,167.80	150.9%		1302	E	Accounting Supervisor
hr	\$20.77	\$23.41	\$26.05	\$28.69	\$31.33	4.7%		1032	E	Administrative Analyst
bi-wk	\$1,661.60	\$1,872.80	\$2,084.00	\$2,295.20	\$2,506.40			1029	E	Account Mgmt Spvrs (formerly Asst Ofc Mgr-Utility Billing
yr	\$43,201.60	\$48,692.80	\$54,184.00	\$59,675.20	\$65,166.40			1038	E	Customer Svc Spvrs (formerly Asst Ofc Mgr -Revenue)
								1123	E	Neighborhood Resources Supervisor
								1213	N	ITS Project Mgr
								2010	N	Traffic Maintenance Spvrs
								1214	E	ROW Agent/Project Mgr
19	\$45,205.38	\$51,061.71	\$56,918.04	\$62,774.37	\$68,630.70	151.8%		1309	E	Accountant SR
hr	\$21.74	\$24.55	\$27.37	\$30.18	\$32.99	4.7%		1516	E	Facilities Supt
bi-wk	\$1,739.20	\$1,964.00	\$2,189.60	\$2,414.40	\$2,639.20			1311	E	Financial Manager
yr	\$45,219.20	\$51,064.00	\$56,929.60	\$62,774.40	\$68,619.20			1404	N	Fire Captain
								2405	E	GIS Specialist SR/aka GIS Specialist II

**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
19 (cont'd)	\$45,205.38	\$51,061.71	\$56,918.04	\$62,774.37	\$68,630.70	151.8%	1122	E	Housing Development Coord
hr	\$21.74	\$24.55	\$27.37	\$30.18	\$32.99	4.7%	1601	E	Human Resources Analyst
bi-wk	\$1,739.20	\$1,964.00	\$2,189.60	\$2,414.40	\$2,639.20		1709	E	Landscape Technician (no TN reg.)
yr	\$45,219.20	\$51,064.00	\$56,929.60	\$62,774.40	\$68,619.20		1705	E	Planner SR (Master's degree)
							1872	E	Police Lieutenant
							1411	E	Training Officer - Captain
							2104	E	Wastewater Plant Supt Asst
							2201	E	Water Plant Supt Asst
20	\$47,323.92	\$53,561.99	\$59,800.05	\$66,038.12	\$72,276.18	152.7%	1417	E	Administrative Svcs Officer
hr	\$22.76	\$25.76	\$28.76	\$31.75	\$34.74	10.0%	2418	E	Business Services Application Manager
bi-wk	\$1,820.80	\$2,060.80	\$2,300.80	\$2,540.00	\$2,779.20		2308	E	Distribution/Collection Supt.
yr	\$47,340.80	\$53,580.80	\$59,820.80	\$66,040.00	\$72,259.20		1419	E	Emergency Medical Svcs Officer
							1208	E	Engineer I
							2414	E	Enterprise Application Manager
							2403	E	Network Administrator
							2417	E	Network Manager
							NONE	E	Parks Director Asst.
							2416	E	Public Safety Application Manager
							1209	E	Stormwater Mngmt Coord.
							2412	E	System Administrator
							2103	E	Wastewater Plant Supt.
							2202	E	Water Plant Supt.
							1115	E	Zoning Coordinator
21	\$52,048.56	\$59,027.91	\$66,007.26	\$72,986.61	\$79,965.96	153.6%	1017	E	Asst. City Recorder-Adm.
hr	\$25.03	\$28.38	\$31.74	\$35.09	\$38.44	10.0%	1012	E	Asst. City Recorder-Billing/Coll.
bi-wk	\$2,002.40	\$2,270.40	\$2,539.20	\$2,807.20	\$3,075.20		1607	E	Benefits Manager
yr	\$52,062.40	\$59,030.40	\$66,019.20	\$72,987.20	\$79,955.20		1026	E	Cable TV Coordinator
							2411	E	Communications Systems Manager
							1022	E	Public Outreach Specialist (formerly Community Relations)
							2413	E	Database Manager
							1202	E	Engineer II
							2415	E	Financial Application Manager
							1401	N	Fire Chief Asst.
							1420	E	Fire Chief Asst. (Fire Marshal)
							1408	E	Fire Marshal
							2406	E	GIS Applications Manager
							2409	E	WEB Master
							1023	E	IT Manager

**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>			
21 (cont'd)	\$52,048.56	\$59,027.91	\$66,007.26	\$72,986.61	\$79,965.96	153.6%	1710	E	Landscape Technician (TN reg.)
hr	<b>\$25.03</b>	<b>\$28.38</b>	<b>\$31.74</b>	<b>\$35.09</b>	<b>\$38.44</b>		1706	E	Principal Planner (AICP Certified)
bi-wk	<b>\$2,002.40</b>	<b>\$2,270.40</b>	<b>\$2,539.20</b>	<b>\$2,807.20</b>	<b>\$3,075.20</b>		1706P	E	Principal Planner (AICP Certified) Part-time
yr	<b>\$52,062.40</b>	<b>\$59,030.40</b>	<b>\$66,019.20</b>	<b>\$72,987.20</b>	<b>\$79,955.20</b>		1028	E	Purchasing Manager
							1307	E	Treasurer
							2322	E	Utilities Project Mgr (reports to Eng Dir; paid from Water)
22	\$57,247.50	\$65,053.82	\$72,860.13	\$80,666.45	\$88,472.76	154.5%	2408	E	Application Development Manager
hr	<b>\$27.53</b>	<b>\$31.28</b>	<b>\$35.03</b>	<b>\$38.79</b>	<b>\$42.53</b>	<b>10.0%</b>	NONE	E	City Engineer
bi-wk	<b>\$2,202.40</b>	<b>\$2,502.40</b>	<b>\$2,802.40</b>	<b>\$3,103.20</b>	<b>\$3,402.40</b>		1103	E	Codes Director Asst.
yr	<b>\$57,262.40</b>	<b>\$65,062.40</b>	<b>\$72,862.40</b>	<b>\$80,683.20</b>	<b>\$88,462.40</b>		1041	E	Communications Manager
							1711	E	Current Planning Spvsr (formerly Design/Planning Spvsr)
							1212	E	Engineering Supervisor
							1040	E	Facilities Project Manager
							1606	E	Human Resources Director Asst.
							1714	E	Long Range Planning Supervisor
							1913	E	Solid Waste Director Asst.
							2001	E	Street Director Asst.
							1118	E	Building Official
							1036	E	Staff Attorney
23	\$62,965.62	\$71,694.78	\$80,423.94	\$89,153.10	\$97,882.26	155.5%	1034	E	City Attorney Asst
hr	<b>\$30.28</b>	<b>\$34.47</b>	<b>\$38.67</b>	<b>\$42.87</b>	<b>\$47.05</b>	<b>10.0%</b>	1203	E	City Engineer Assistant
bi-wk	<b>\$2,422.40</b>	<b>\$2,757.60</b>	<b>\$3,093.60</b>	<b>\$3,429.60</b>	<b>\$3,764.00</b>		1313	E	Comptroller
yr	<b>\$62,982.40</b>	<b>\$71,697.60</b>	<b>\$80,433.60</b>	<b>\$89,169.60</b>	<b>\$97,864.00</b>		1306	E	Finance Director Asst.
							1415	E	Fire Deputy Chief
							1010	E	Internal Auditor
							1712	E	Planning Director Asst.
							1816	E	Police Deputy Chief
							1604	E	Risk Manager
							1207	E	Traffic/Transportation Engineer
							2315	E	Water Mngmt Director Asst.
24	\$69,255.96	\$79,014.56	\$88,773.15	\$98,531.75	\$108,290.34	156.4%	1106	E	Codes Director
hr	<b>\$33.30</b>	<b>\$37.99</b>	<b>\$42.68</b>	<b>\$47.38</b>	<b>\$52.06</b>	<b>10.0%</b>	1025	E	Municipal Info Tech Director
bi-wk	<b>\$2,664.00</b>	<b>\$3,039.20</b>	<b>\$3,414.40</b>	<b>\$3,790.40</b>	<b>\$4,164.80</b>		1504	E	Parks Director
yr	<b>\$69,264.00</b>	<b>\$79,019.20</b>	<b>\$88,774.40</b>	<b>\$98,550.40</b>	<b>\$108,284.80</b>		1909	E	Solid Waste Director
							2008	E	Street Director
							1887	E	Police Assistant Chief

**CITY OF FRANKLIN  
PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min <u>Grade/grade</u>	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
25	\$76,174.62	\$87,081.48	\$97,988.34	\$108,895.20	\$119,802.06	157.3%	1033	E	City Attorney
hr	\$36.63	\$41.87	\$47.11	\$52.36	\$57.59	10.0%	1201	E	Director of Engineering
bi-wk	\$2,930.40	\$3,349.60	\$3,768.80	\$4,188.80	\$4,607.20		2307	E	Director of Water Mngmt
yr	\$76,190.40	\$87,089.60	\$97,988.80	\$108,908.80	\$119,787.20		1303	E	Finance Director
							1406	E	Fire Chief
							1602	E	Human Resources Director
							1701	E	Planning Director
							1812	E	Police Chief
26	\$83,786.88	\$95,974.10	\$108,161.31	\$120,348.53	\$132,535.74	158.2%	1035	E	Asst City Administrator - Community Dev
hr	\$40.29	\$46.15	\$52.01	\$57.86	\$63.71	10.0%	1037	E	Asst City Administrator - Finance/Adm
bi-wk	\$3,223.20	\$3,692.00	\$4,160.80	\$4,628.80	\$5,096.80		1042	E	CIP Executive
yr	\$83,803.20	\$95,992.00	\$108,180.80	\$120,348.80	\$132,516.80				
27	\$92,160.06	\$105,774.77	\$119,389.47	\$133,004.18	\$146,618.88	159.1%	1006	E	Deputy City Administrator
hr	\$44.31	\$50.86	\$57.40	\$63.95	\$70.48	10.0%			
bi-wk	\$3,544.80	\$4,068.80	\$4,592.00	\$5,116.00	\$5,638.40				
yr	\$92,164.80	\$105,788.80	\$119,392.00	\$133,016.00	\$146,598.40				
28	\$101,372.70	\$116,578.35	\$131,784.00	\$146,989.65	\$162,195.30	160.0%	1007	E	City Administrator
hr	\$48.74	\$56.05	\$63.36	\$70.67	\$77.97	10.0%			
bi-wk	\$3,899.20	\$4,484.00	\$5,068.80	\$5,653.60	\$6,237.60				
yr	\$101,379.20	\$116,584.00	\$131,788.80	\$146,993.60	\$162,177.60				