

REVENUE MANAGEMENT

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Personnel</b>					
REGULAR PAY	523,807	538,656	546,581	594,537	652,631
OVERTIME PAY	1,522	730	1,000	1,000	1,000
TEMPORARY WORK BY NON-CITY EMPLOYEES	17,266	0	0	0	0
VACANCY ADJUSTMENT	0	0	(16,397)	0	(16,397)
<b>TOTAL WAGES</b>	<b>542,595</b>	<b>539,386</b>	<b>531,184</b>	<b>595,537</b>	<b>637,234</b>
FICA (EMPLOYER'S SHARE)	38,773	39,619	39,973	45,680	49,926
MEDICAL PREMIUMS	111,575	101,017	96,595	116,760	149,649
GROUP INSURANCE PREMIUMS	10,556	10,591	9,952	11,450	12,042
EMPLOYEE INSURANCE CONTRIBUTIONS	(21,001)	(18,337)	(17,686)	(21,790)	(25,098)
RETIREMENT CONTRIBUTIONS	91,816	116,276	93,694	107,800	93,694
WORKERS COMPENSATION PREMIUMS	910	848	403	0	403
<b>TOTAL BENEFITS</b>	<b>232,629</b>	<b>250,013</b>	<b>222,931</b>	<b>259,900</b>	<b>280,617</b>

**TOTAL PERSONNEL 775,224 789,399 754,115 855,437 917,851**

**Operations**

MAILING & OUTBOUND SHIPPING SERVICES	29,362	12,244	20,000	10,000	20,000
<b>TOTAL TRANSPORTATION CHARGES</b>	<b>29,362</b>	<b>12,244</b>	<b>20,000</b>	<b>10,000</b>	<b>20,000</b>
PRINTING & COPYING SERVICES, OUTSOURCED	0	0	3,300	3,000	3,500
TESTING & PHYSICALS	131	1,307	400	510	400
<b>TOTAL OPERATING SERVICES</b>	<b>131</b>	<b>1,307</b>	<b>3,700</b>	<b>3,510</b>	<b>3,900</b>
LEGAL NOTICES	791	991	1,500	1,370	1,500
DUES FOR MEMBERSHIPS	240	0	385	400	400
PUBLICATIONS, NON-TRAINING	26	238	275	230	275
<b>TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY</b>	<b>1,056</b>	<b>1,229</b>	<b>2,160</b>	<b>2,000</b>	<b>2,175</b>
TELEPHONE SERVICE	770	772	800	500	600
CELLULAR TELEPHONE SERVICE	748	828	840	1,150	1,200
INTERNET & RELATED SERVICES	630	687	700	530	700
<b>TOTAL UTILITIES</b>	<b>2,148</b>	<b>2,286</b>	<b>2,340</b>	<b>2,180</b>	<b>2,500</b>

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## REVENUE MANAGEMENT

Page: 2

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
COMPUTER SERVICES	2,880	2,565	2,900	2,380	3,380
LEGAL SERVICES	1,326	0	0	0	0
AUDIT SERVICES	4,800	0	0	0	0
OTHER CONTRACTUAL SERVICES	2,528	3,678	5,000	5,000	5,250
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>11,534</b>	<b>6,243</b>	<b>7,900</b>	<b>7,380</b>	<b>8,630</b>
EQUIPMENT REPAIR & MAINTENANCE SERVICES	503	1,380	1,000	1,000	1,000
<b>TOTAL REPAIR &amp; MAINTENANCE SERVICES</b>	<b>503</b>	<b>1,380</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
EMPLOYEE RECOGNITION/RECEPTIONS	0	0	200	0	0
TRAINING, OUTSIDE	0	50	0	100	200
<b>TOTAL EMPLOYEE PROGRAMS</b>	<b>0</b>	<b>50</b>	<b>200</b>	<b>100</b>	<b>200</b>
REGISTRATIONS	25	0	0	50	1,100
GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	0	130	300	200	500
AIR TRAVEL	0	0	0	0	500
LODGING	0	0	0	0	800
<b>TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL</b>	<b>25</b>	<b>130</b>	<b>300</b>	<b>250</b>	<b>2,900</b>
OFFICE SUPPLIES	18,001	14,769	18,700	18,000	18,000
EMPLOYEE BENEVOLENCE ITEMS	0	0	0	35	0
<b>TOTAL OFFICE SUPPLIES</b>	<b>18,001</b>	<b>14,769</b>	<b>18,700</b>	<b>18,035</b>	<b>18,000</b>
TRAINING SUPPLIES	0	158	0	0	0
SAFETY SUPPLIES	0	237	0	100	100
UNIFORMS PURCHASED	0	446	1,000	1,000	1,000
OTHER OPERATING SUPPLIES	0	0	0	40	0
<b>TOTAL OPERATING SUPPLIES</b>	<b>0</b>	<b>841</b>	<b>1,000</b>	<b>1,140</b>	<b>1,100</b>
GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	79	0	0	0	0
<b>TOTAL FUEL &amp; MILEAGE</b>	<b>79</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
FURNITURE, FIXTURES (<\$25,000)	0	0	200	200	700
MACHINERY & EQUIPMENT (<\$25,000)	0	0	2,000	0	11,000
COMPUTER HARDWARE (<\$25,000)	0	0	4,200	3,500	2,500

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REVENUE MANAGEMENT

Page: 3

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
COMPUTER SOFTWARE (<\$25,000)	252	0	0	0	0
<b>TOTAL MACHINERY &amp; EQUIPMENT (&lt;\$25,000)</b>	<b>252</b>	<b>0</b>	<b>6,400</b>	<b>3,700</b>	<b>14,200</b>
PROPERTY & LIABILITY INSURANCE	4,844	0	4,506	4,530	4,506
<b>TOTAL PROPERTY &amp; LIABILITY COSTS</b>	<b>4,844</b>	<b>0</b>	<b>4,506</b>	<b>4,530</b>	<b>4,506</b>
UTILITY DISTRICT FEES	153,397	70,295	106,500	107,000	117,000
<b>TOTAL PERMITS</b>	<b>153,397</b>	<b>70,295</b>	<b>106,500</b>	<b>107,000</b>	<b>117,000</b>
BANKING FEES	0	0	25,000	30,000	30,000
E-COMMERCE FEES	0	0	10,000	1,000	10,000
BILLING SERVICES	164,564	183,138	227,951	200,000	207,000
CASH SHORT/OVER	1	(18)	0	0	0
BAD DEBT EXPENSE (NET OF RECOVERIES)	6,174	2,974	5,000	5,000	5,000
<b>TOTAL FINANCIAL FEES</b>	<b>170,739</b>	<b>186,094</b>	<b>267,951</b>	<b>236,000</b>	<b>252,000</b>
MISCELLANEOUS	0	(300)	0	0	0
<b>TOTAL OTHER BUSINESS EXPENSES</b>	<b>0</b>	<b>(300)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATIONS</b>	<b>392,071</b>	<b>296,568</b>	<b>442,657</b>	<b>396,825</b>	<b>448,111</b>

Capital

<b>TOTAL EXPENDITURES</b>	<b>1,167,296</b>	<b>1,085,967</b>	<b>1,196,772</b>	<b>1,252,262</b>	<b>1,365,962</b>
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# Revenue Management

Clay Matthews, Assistant City Recorder

Revenue Management oversees the billing and collection of most City revenues, including property tax, business tax, alcohol taxes, state shared taxes, hotel/motel taxes, water/wastewater/storm water/solid waste bills, and numerous permits.

Measurement/Goal	FY09 (Actual)	FY10 (Actual)	FY11 (Goal)	FY11 (Projected)	FY12 (Proposed)
<b>Goal – Issue Accurate and Timely Bills</b>					
Billing Errors per 10,000 billable items <sup>1</sup>	5.9	5.9	5.2	5.5	5.2
<b>Goal – Collect the Monies Owed the City of Franklin</b>					
Cost for Each Dollar Collected (excludes Court)	\$0.0172	\$0.0191	\$0.0175	\$0.0200	0.0175

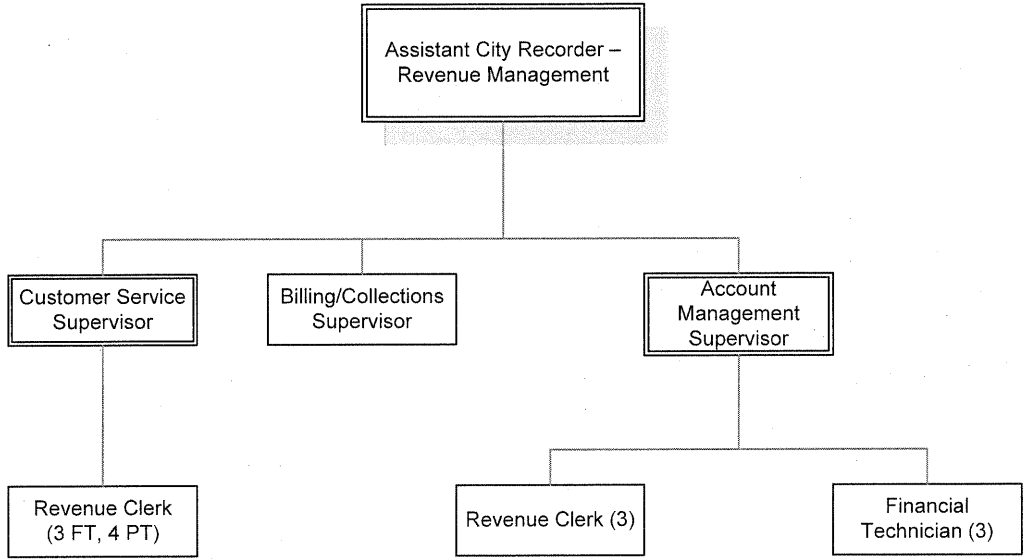


## Sustainable Franklin

- 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

<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  
 2011-2012 Fiscal Year Budget  
 General Fund - Revenue Management  
 Personnel by Position

Position	Pay Grade	FY 2011		FY 2012	
		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
Accounting Officer	TBD	0	0	1	0
Billing / Collection Supervisor	14	1	0	1	0
Financial Technician	12	3	0	3	0
Billing & Collection Tech	10	6	4	6	4
<b>TOTALS</b>		<b>13</b>	<b>4</b>	<b>14</b>	<b>4</b>

Note: 4 part-time positions are budgeted as equivalent to 2 FTE's.

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
New position of Accounting Officer proposed					

## Budget Notes/Objectives

### *Revenue Management*

#### **Personnel:**

A full-time position is proposed to be added. This position is required to administer a loan portfolio of about 600 accounts that are expected in the coming years.

#### **Operations:**

Operating costs are increased by \$5,454, or 10%, in 2012. This is primarily due to increased utility district fees paid to a third party agent resulting from solid waste fee increases, anticipated sewer rate increases and customer base growth.

#### **Capital:**

There are no capital costs budgeted in 2012.

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## COURT

Page: 1

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Personnel</b>					
REGULAR PAY	105,900	101,633	104,703	105,013	107,693
OVERTIME PAY	461	232	400	1,070	800
VACANCY ADJUSTMENT	0	0	(3,141)	0	(3,141)
<b>TOTAL WAGES</b>	<b>106,361</b>	<b>101,865</b>	<b>101,962</b>	<b>106,083</b>	<b>105,352</b>
CITY JUDGE	26,160	26,160	26,160	26,160	26,160
JUDICIAL COMMISSION-WARRANTS	3,200	3,200	0	0	0
<b>TOTAL OFFICIALS FEES</b>	<b>29,360</b>	<b>29,360</b>	<b>26,160</b>	<b>26,160</b>	<b>26,160</b>
FICA (EMPLOYER'S SHARE)	9,680	9,436	10,268	9,620	10,240
MEDICAL PREMIUMS	34,362	34,362	34,362	32,290	27,870
GROUP INSURANCE PREMIUMS	2,521	2,526	2,002	2,020	2,186
EMPLOYEE INSURANCE CONTRIBUTIONS	(5,613)	(5,515)	(5,613)	(4,730)	(4,833)
RETIREMENT CONTRIBUTIONS	19,676	24,916	23,423	23,100	23,423
WORKERS COMPENSATION PREMIUMS	277	166	132	0	0
<b>TOTAL BENEFITS</b>	<b>60,903</b>	<b>65,891</b>	<b>64,574</b>	<b>62,300</b>	<b>58,886</b>
<b>TOTAL PERSONNEL</b>	<b>196,624</b>	<b>197,116</b>	<b>192,696</b>	<b>194,543</b>	<b>190,398</b>
<b>Operations</b>					
MAILING & OUTBOUND SHIPPING SERVICES	3,791	14,170	15,096	12,000	12,000
<b>TOTAL TRANSPORTATION CHARGES</b>	<b>3,791</b>	<b>14,170</b>	<b>15,096</b>	<b>12,000</b>	<b>12,000</b>
PRINTING & COPYING SERVICES, OUTSOURCED	0	0	2,500	2,500	2,500
TESTING & PHYSICALS	0	55	0	90	0
<b>TOTAL OPERATING SERVICES</b>	<b>0</b>	<b>55</b>	<b>2,500</b>	<b>2,590</b>	<b>2,500</b>
LEGAL NOTICES	0	0	400	400	400
DUES FOR MEMBERSHIPS	0	0	125	125	125
PUBLICATIONS, NON-TRAINING	0	0	75	400	450
<b>TOTAL NOTICES, SUBSCRIPTIONS, PUBLICIT</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>925</b>	<b>975</b>
TELEPHONE SERVICE	300	307	300	225	250

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## COURT

Page: 2

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
INTERNET & RELATED SERVICES	280	229	232	225	250
<b>TOTAL UTILITIES</b>	<b>580</b>	<b>536</b>	<b>532</b>	<b>450</b>	<b>500</b>
OTHER CONTRACTUAL SERVICES	0	0	11,200	4,000	9,000
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>11,200</b>	<b>4,000</b>	<b>9,000</b>
EQUIPMENT REPAIR & MAINTENANCE SERVICES	0	337	0	400	400
OTHER REPAIR & MAINTENANCE SERVICES	337	0	0	0	0
<b>TOTAL REPAIR &amp; MAINTENANCE SERVICES</b>	<b>337</b>	<b>337</b>	<b>0</b>	<b>400</b>	<b>400</b>
REGISTRATIONS	40	211	90	100	140
GROUND TRANSPORTATION (OUTSIDE WILLIAMSON	396	0	400	550	650
LODGING	349	0	250	310	300
MEALS (OUTSIDE WILLIAMSON COUNTY)	156	118	75	150	150
<b>TOTAL PROFESSIONAL DEVELOPMENT/TRA</b>	<b>941</b>	<b>329</b>	<b>815</b>	<b>1,110</b>	<b>1,240</b>
OFFICE SUPPLIES	2,609	5,444	2,500	3,000	3,500
<b>TOTAL OFFICE SUPPLIES</b>	<b>2,609</b>	<b>5,444</b>	<b>2,500</b>	<b>3,000</b>	<b>3,500</b>
UNIFORMS PURCHASED	0	0	160	150	150
<b>TOTAL OPERATING SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>150</b>	<b>150</b>
MILEAGE (INSIDE WILLIAMSON COUNTY)	545	321	0	200	0
<b>TOTAL FUEL &amp; MILEAGE</b>	<b>545</b>	<b>321</b>	<b>0</b>	<b>200</b>	<b>0</b>
FURNITURE, FIXTURES (<\$25,000)	0	0	200	200	200
COMPUTER HARDWARE (<\$25,000)	200	0	8,500	1,500	4,000
COMPUTER SOFTWARE (<\$25,000)	0	0	0	3,800	4,800
<b>TOTAL MACHINERY &amp; EQUIPMENT (&lt;\$25,000)</b>	<b>200</b>	<b>0</b>	<b>8,700</b>	<b>5,500</b>	<b>9,000</b>
PROPERTY & LIABILITY INSURANCE	2,310	1,488	2,140	2,152	2,150
<b>TOTAL PROPERTY &amp; LIABILITY COSTS</b>	<b>2,310</b>	<b>1,488</b>	<b>2,140</b>	<b>2,152</b>	<b>2,150</b>
STATE FEES	27,977	41,229	40,000	30,000	40,000
<b>TOTAL PERMITS</b>	<b>27,977</b>	<b>41,229</b>	<b>40,000</b>	<b>30,000</b>	<b>40,000</b>



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COURT

Page: 3

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
E-COMMERCE FEES	7,530	7,328	8,500	5,000	8,500
CASH SHORT/OVER	0	0	0	(200)	0
<b>TOTAL FINANCIAL FEES</b>	<b>7,530</b>	<b>7,328</b>	<b>8,500</b>	<b>4,800</b>	<b>8,500</b>
<b>TOTAL OPERATIONS</b>	<b>46,820</b>	<b>71,236</b>	<b>92,743</b>	<b>67,277</b>	<b>89,915</b>

**Capital**

<b>TOTAL EXPENDITURES</b>	<b>243,444</b>	<b>268,352</b>	<b>285,439</b>	<b>261,820</b>	<b>280,313</b>
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## 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

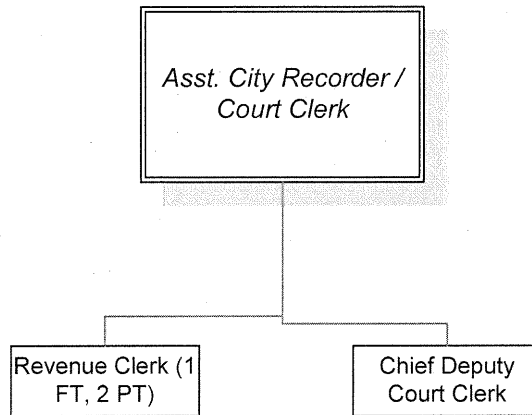
	FY 09	FY 10	FY 11 Goal	FY 11 Projected	FY 12 Proposed
Citations Processed per Employee ( <i>per month</i> )	359	434	375	330	375

**This measures productivity. The drop in performance is due to the reduction in the number of citations issued.**



## 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



City of Franklin  
2011-2012 Fiscal Year Budget  
General Fund - Court  
Personnel by Position

Position	Pay	FY 2011		FY 2012	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Chief Deputy Court Clerk	12	1	0	1	0
Deputy Court Clerk	10	0	0	0	0
Revenue Clerk	10	1	2	1	2
<b>TOTAL</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

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

## Budget Notes/Objectives

### *Court*

**Personnel:**

This budget includes \$7,500 for part-time support to scan/index satisfied citations. This is offset by reductions in benefit costs.

**Operations:**

Operating costs are decreased by \$2,828 from 2011 budgeted to 2011 budgeted. This is primarily due to a reduction in requirements for contractual services.

**Capital:**

There are no capital costs budgeted in 2011.