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# Approved Budget FY 2012

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# City of Franklin, Tennessee

*Approved*

**Fiscal Year 2011-2012  
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 62,487 according to the 2010 Census. The City of Franklin is the ninth largest and one of the fastest growing municipalities in the State of Tennessee.

Today, Franklin has a 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 Jackson National Life, 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. Additions to the Downtown area include a Judicial Center and two parking facilities which greatly increases the amount of parking available to visitors and employees. 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 former 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**

Dr. Ken Moore, Mayor

**Beverly Burger**

**Clyde Barnhill**

**Dana McLendon**

**Pearl Bransford**

**Michael Skinner**

**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

Lanaii Benne, Asst. City Recorder

Gary Luffman, Building & Neighborhood Services Director

Shauna Billingsley, City Attorney

David Rahinsky, Interim 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 6, 2011

Mayor Moore, Aldermen and citizens of Franklin,

Over the past few years, our country, state and region have faced difficult economic challenges the likes of which have not been seen in generations. The City of Franklin has felt this impact, but our community and the City team have risen to the challenge. The City has continued to manage our resources prudently while still providing excellent community services. Despite reducing our budget three times during the past two years, the City has enhanced services including the implementation of curbside residential recycling, expanded advance life support services and opened a state-of-the-art Police Headquarters. Our community is now seeing signs of a steady recovery. We have experienced 13 consecutive months of growth in sales tax, our top revenue source, and are now seeing renewed development activity. Over the past several months, Franklin has been heartened by announcements of major employers bringing headquarter operations and hundreds of new jobs to our community. A recent study shows that Franklin and Williamson County is projected to rank third in the country in terms of job growth over the next 25 years. The recent announcement of 2010 census numbers shows that Franklin has grown a remarkable 49.3% over the past ten years and now has a population of 62,487. With this tremendous growth come both challenges and opportunities.

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 challenges before us. Through the budget process, we assess our strengths, future opportunities and challenges while working within our financial means to allocate resources. Given the financial constraints at the state and national level, all local governments must realize that now more than ever the ability to respond to community needs rests largely in our own hands. The City of Franklin is continuing to move forward maintaining service levels, investing in our future, and enhancing our community's competitive position. Through our effort Franklin will continue to be an attractive, vibrant community that competes nationally and internationally for residents, jobs and visitors while still maintaining its historic, small town character.

As we move forward, our focus as an organization must be on the great possibilities before us, 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 proposed general fund budget is \$52,867,506, which represents an increase of 3.0%, compared to the current \$51.3 million budget for 2010-11. This modest growth in our budget marks the first

increase in three years. The proposed 2011-12 budget still represents an 11% reduction compared to the budget adopted three years ago for fiscal year 2008-09.

The 2011-12 proposed budget for all funds is \$80,686,912, which represents an increase of 13.4% compared to 2010-11. Of this \$9,532,206 increase across funds, the primary increase of \$4,464,963 (or 47%) is in the Stormwater Fund where several drainage projects are budgeted. Increases in some funds are primarily due to capital acquisitions such as General (\$1.5 million or 16%), Solid Waste (\$1.2 million or 13%), and Drug (158,000 or 2%). The increases in Road Impact (\$340,000 or 3%) and Hotel/Motel tax (\$875,000 or 9%) funds are due to transfers to the Debt Service Fund for its share of debt service. The Debt Service Fund budget itself has an increase of \$1,000,000 (or 10%) due to 2012 debt service payments. In other funds, Transit has a slight increase while Street Aid has a reduction of 505,000.

### **Highlights of the Proposed 2011-12 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 December 23, 2011 is provided for employees. This is the same salary increase included in the 2010-11 budget.
- While the five-year property re-assessment process is still reaching its conclusion, the revenue planned from property taxes for debt service and general fund services are not expected to generate an increase in the City property tax rate, marking the 22<sup>nd</sup> year without a property tax rate increase.
- The proposed budget plans for the use of \$568,856 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 2011-12 projected at \$52.3 million are up 8.6% from the 2010-11 estimated actual of \$48.2 million and up 5.9% from the 2010-11 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 44.2% of total general fund revenue. The proposed 2011-12 budget projects local sales tax at \$23.35 million, an increase of 4.3% compared to the



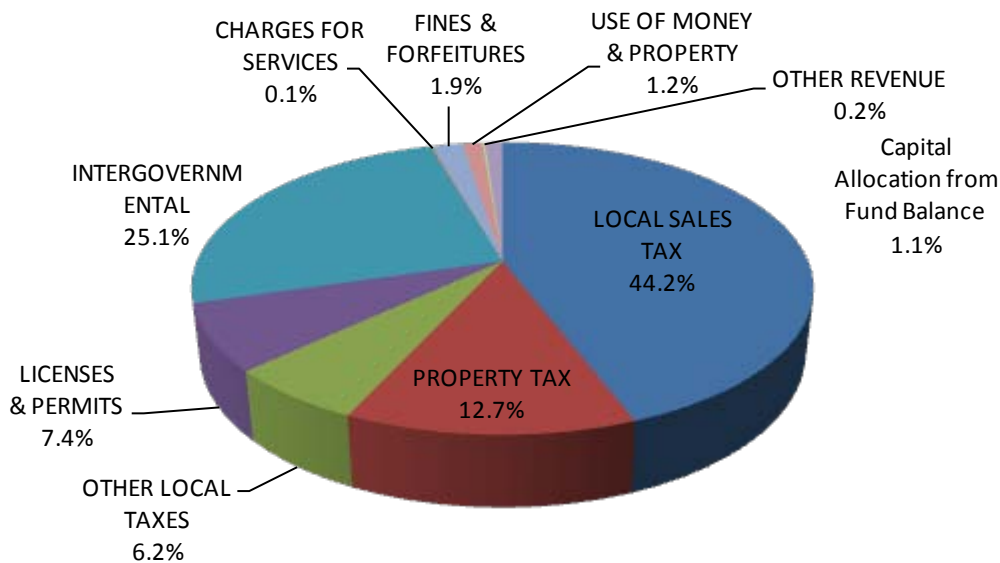
2010-11 budget. It also represents a modest growth of 3.5% or \$785,000 compared to our estimate of \$22.56 million for the current year.

Intergovernmental Revenue. The second largest category of revenue is intergovernmental revenue (25% of total general fund revenue) and is projected to reach \$13.3 million, an increase of 12.0% compared to the 2010-11 budget. This increase is due primarily to the anticipated grant revenues for improvements to the City’s traffic operations center. These grants have been awarded by the authorizing state and federal agencies.

Property Tax. The third largest revenue source for the City is property tax, which accounts for 12.7% of general fund resources. The 2011-12 budget for property tax revenue is estimated at \$12.8 million, a growth of 7.9% versus the 2010-11 budget. Of this amount, \$6.70 million is proposed for the general fund, \$5.2 million for the debt service fund, and \$900,000 due to the City’s Industrial Development Board. The City of Franklin’s property tax is one of the lowest in the state and as of 2010 was the lowest city property tax rate among Tennessee cities with a population over 25,000. As of the proposed budget submission date, the City has not received the results of the five-year property re-assessment. Based on the assumed revenue, it is expected that the property tax rate will decline or at least not increase for 2011-12.

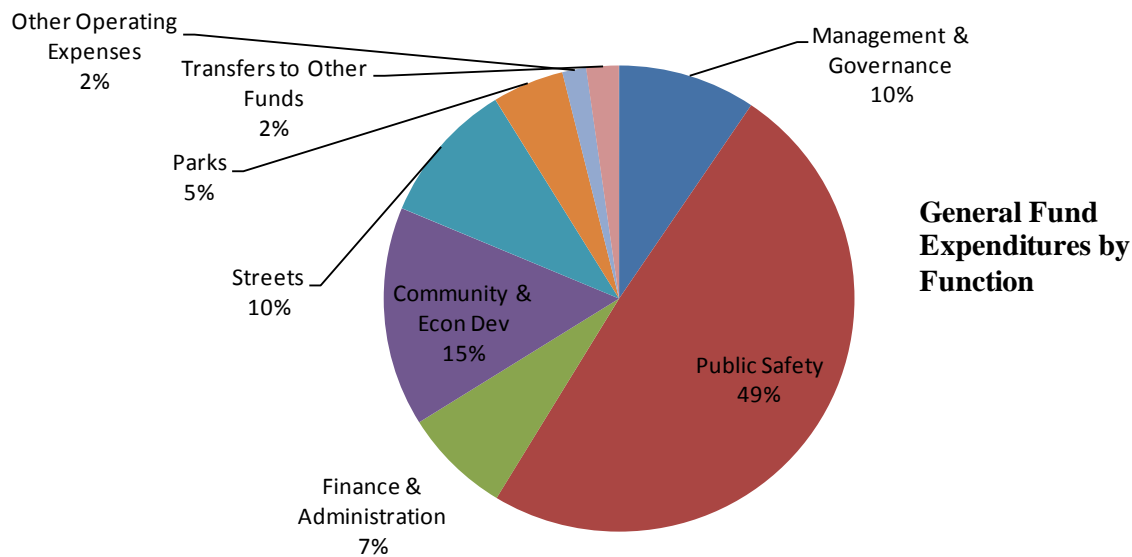
License and Permit Revenue. The City’s fourth largest source of revenue is license and permit fees which accounts for 7.4% of total general fund revenue. In total this revenue category is projected at \$3.9 million, up 21.5% from last year’s budget. The largest factor in this increase is an anticipated increase in franchise fees due to estimated results for 2010-11. Building permit revenue is projected at \$730,000, an increase from the 2010-11 budget of 78.9% but down significantly from our actual revenue of nearly \$2.4 million in fiscal year 2007-08 (69.6% decrease).

Other Revenues. Other revenue categories of note include fines which are projected to be relatively stable.



**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 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. The chart above shows the current distribution of General Fund revenues.

**Expenditures.** Total general fund expenditures for the proposed budget are \$52.9 million, an increase of 3.0% from the budget for fiscal year 2010-11. The following chart displays a summary of expenditure activities within the proposed budget by service area. Public safety functions account for 49% of the total proposed general fund budget.

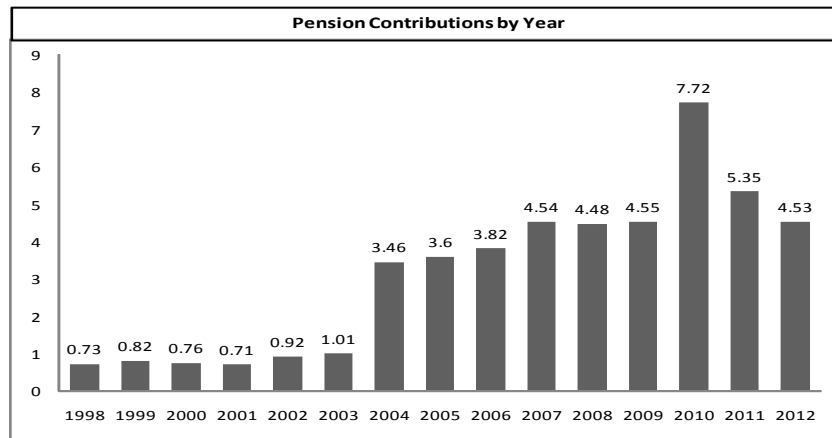


Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 67.2% of the City’s general fund budget. Overall employment related costs are projected at \$35.5 million, slightly less than the current budget of \$35.8 million. One significant reduction in the 2011-12 budget is in our pension contributions.

Pension expense. Over the past two years the Board of Mayor and Aldermen have acted decisively to address the condition of our City’s pension program. First, the Board acted in 2009 to provide an additional contribution of \$2 million to bolster the pension fund. This investment coupled with recovery in many of our investments overall has greatly strengthened the pension fund. Second, after careful consideration, the Board adopted changes to the pension system for employees hired after February 15, 2010. These changes provided a more sustainable structure for the City, while still maintaining a highly competitive benefit for employees that included greater choice for employees. Collectively

these improvements to the City’s pension program have resulted in a reduction in the required actuarial contribution amount from \$5.35 million in 2010-11 to \$4.5 million in 2011-12. The General Fund’s portion of the pension contribution is \$3.6 million, or 6.8% of the total general fund budget. This compares with 12% of the general fund in fiscal year 2010.

The chart below depicts the expenditure level in the employee pension category since 1998. It includes the 2009-10 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 we will need to continue to follow closely the performance of these funds.



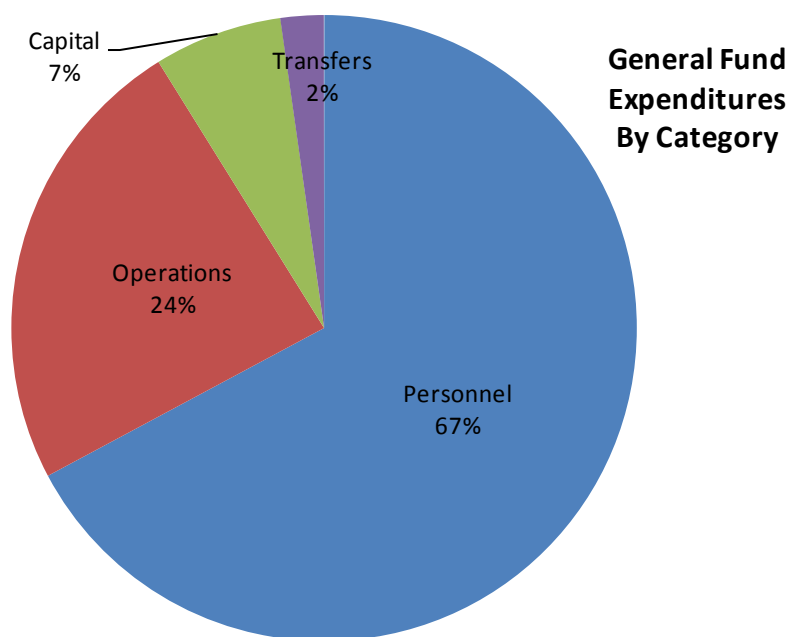
Position Vacancies. In an effort to control staffing costs, the City has continued to closely monitor vacant positions. This change in staffing levels has required departments to adjust roles and responsibilities of existing staff to compensate for positions that are being held vacant. The proposed budget 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 3.5% is applied to wages and salaries. 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 four years has been approximately 6%. The 3.5% turnover factor used in the budget is conservative compared to recent history, but we will continue to monitor actual turnover savings closely. The 2010-11 budget included a turnover factor of 3.0%.

Salary Adjustment. The proposed budget includes a 2% cost-of-living increase for all employees effective December 23, 2011 (mid-year of the fiscal year). The current 2010-11 budget included the same wage adjustment for employees. By not implementing the wage increase until mid-year, we will be able to gauge if the revenue outlook will support this

pay increase. Over the last three years, many public and private organizations have laid-off employees, cut wages and benefits, 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 2011-12, the basic structure and cost of employee benefits is unchanged from the previous year.

Tuition Reimbursement. Included in the proposed budget is the return of the City’s tuition reimbursement program, an expenditure of \$60,000 in the existing budget. We are working to update the program guidelines which we believe will make the tuition program better for the City and its employees.



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 23.9% of general fund expenditures. The proposed budget amount of \$12.6 million for operations is an increase of 17.8% from the revised 2010-11 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. Also, the increase is due to a change in the capital purchase threshold from \$10,000 to \$25,000 for the 2011-12 budget. (This change allows the capital threshold to remain equal to the formal bidding threshold approved to change from \$10,000 to \$25,000 effective July 1, 2011).

Transfers to other funds. Within the general fund budget are transfers to various other funds for operating subsidies. These transfers are to solid waste (\$672,656) and transit (\$517,100). 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. Two years ago the Streets Department developed a 12-year

resurfacing program that would require annual funding of between \$2.7 and \$3.1 million to support. Without a subsidy, 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 is needed on this issue.

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 \$25,000. 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 2011-12 general fund budget, capital expenditures are projected at \$3.5 million, an increase of \$1.3 million compared to the 2010-11 budget. The proposed budget has targeted the planned use of \$568,856 of general fund reserves to support capital equipment expenditures. The 2010-11 original budget identified the use of \$669,550 of general fund reserves for this purpose. With this sizeable reduction in capital equipment expenditures, 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.

Outside agency funding. The City funds various government, human service, non-profit, and community service organizations through its budget each year. In total, the 2011-12 budget funds these organizations at \$413,680. Except for a contractual increase in costs for the City's portion of the County's animal control and spay/neuter program, all other appropriations are at the same level as 2010-11.

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 has 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 \$24.5 million or 49% of annual expenditures. Through the planned use of \$568,856 of reserves to fund specific capital equipment purchases, it is projected that our general fund reserves will be \$23.9 million or 45% of annual expenditures at the end of fiscal year 2011-12. 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.

## **Other Operating Funds**

**Street Aid and Transportation Fund.** The City receives state gasoline tax funds to provide for the maintenance of streets. The proposed 2011-12 budget for this fund is \$1.75 million, a reduction of 22.4% from the 2010-11 revised budget (the 2010-11 budget was increased to account for carryover funds from the previous fiscal year). 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 pages 12-13 of this letter.

**Solid Waste Fund.** The proposed 2011-12 budget for the City’s solid waste fund of \$8.3 million represents an increase of 16.9% compared to the 2010-11 budget. Although the proposed budget again includes a significant general fund subsidy (\$672,656), it is substantially lower than the general fund transfer used in the past three fiscal years (\$3 million in 2009, \$2.2 million in 2010 and an estimated \$1.6 million in 2011). One of the important factors in reducing this subsidy is increased diversion of waste from the landfill. The Blue Bag, residential curbside recycling program, has contributed to this with an average of 40% of Franklin households participating and approximately 13% of waste by weight being recycled. We will continue to evaluate the effectiveness of the Blue Bag program and seek to increase the overall amount of diversion.

In each of the past three budgets, the Board has acted to increase the monthly fee for residential customers to help reduce the amount of general fund subsidy. The recommended budget holds the current residential customer rate at its current level, \$15 per month. During the past three years, similar adjustments were not made to commercial fees. The proposed 2011-12 budget recommends an adjustment to the fee paid by commercial haulers using the City’s transfer station. The recommended fee would increase from \$35 to \$42 per ton along with the implementation of a \$2 per ton fuel surcharge. This fee adjustment reflects the significant increase in landfill tipping fees experienced by the City over the past two years. In January 2010, the City absorbed a 25% increase in the landfill tipping fee followed by a 2% inflationary adjustment in January 2011. Another increase is expected in January 2012. During this time, the fees charged to commercial haulers at the City transfer station remained unchanged. In addition, the implementation of a \$2 per ton fuel surcharge is recommended to reflect the mounting cost of fuel associated with transporting waste to the landfill. Staff would recommend that the fuel surcharge stay in place as long as the City’s cost of diesel fuel remains at or above \$3 per gallon. On average, the City uses approximately two gallons of fuel for each ton of solid waste it hauls to the landfill.

**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 \$3.21 million in expenditures, all in the form of a transfer to the debt service fund. After completion of updating its major thoroughfare plan, the Board re-examined the structure of road impact fees to explore if other elements of the road way system should be incorporated into the process and approved changes in April 2011.

**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 expenditures for 2011-12 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. Estimates included in the 2011-12 budget project a year-end balance of \$617,053 within the facilities tax fund.

**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 \$5.76 million for fiscal year 2011-12, an increase of \$4.46 million from the 2010-11 budget. The majority of this increase is for numerous drainage projects included in the capital expenditure category. 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 \$336,861, an increase of \$158,401, which is primarily for vehicle purchases within the capital expenditures.

**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 2011-12 budget provides for \$2.72 million in expenditures, which is an increase of 47.5% compared to the 2010-11 budget. This increase is driven by an increase in debt service requirements and direct expenditures for the park improvements.

**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 \$517,100, a slight decrease from fiscal year 2010-11. In total the transit budget is recommended at \$1.4 million, approximately the same as 2011-12.

**Community Development Block Grant Fund.** The City segregates funds received through the Federally-funded Community Development Block Grant (CDBG) program. For 2011-12, funding is expected to reach \$299,406, the same amount as budgeted in 2010-11. Recently, Congress passed HR 1473 that addresses cuts to the CDBG program. If those cuts affect our fund, appropriate reductions will be made.

**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. The proposed 2011-12 budget for the debt service fund is \$11.1 million. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed 2011-12 budget includes \$5.16 million of property tax for payment of debt service. This is a 4.3% increase from 2010-11, which utilized \$4.95 million of property tax for debt service obligations, and is primarily due to the funding of several projects including the new Police Headquarters. Other than property tax, the fund receives transfers from various operating and special revenue funds to cover debt obligations related to those funds. In late 2009, the City issued \$44 million in bonds to support its Capital Investment Program and Funding Plan. For the first time two years ago, 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.

## **Summary**

Despite 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 three 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, Comptroller Mike Lowe, 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 \$25,000 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.

Appendix C is the reserve fund balance policy. Appendix D is the City's debt policy. A complete listing of the pay grades and salaries in the City's pay plan is Appendix E. A listing of expenditure classifications is Appendix F. Also, a glossary of the terms used in the budget 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 2009 and 2010. For fiscal year 2011, budget numbers and an estimate of the final results are provided.

# Budget Ordinance

ORDINANCE NO. 2011-17

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN  
ADOPTING A BUDGET FOR THE FISCAL YEAR 2011-2012;  
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, 2011 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 2011-2012 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, 2011 - June 30, 2012

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, 2011, 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: \_\_\_\_\_  
DR. KEN MOORE  
Mayor

PASSED FIRST READING                      May 24, 2011  
PUBLIC HEARING:                              June 14, 2011  
PASSED SECOND READING                    June 14, 2011  
PASSED THIRD READING:                    June 28, 2011



# Property Tax Ordinance

ORDINANCE NO. 2011-18

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2011-2012; 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 2011-2012 pay a tax of 37.65 Cents (\$.3765) 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 excluding proceeds from the tax increment financing district as follows:

General Fund	21.08 cents (\$0.2108) or percentage approximate to 56% based on certified tax rate.
Debt Service Fund	16.57 cents (\$0.1657) or percentage approximate to 44% based on certified tax rate.

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: \_\_\_\_\_  
DR. KEN MOORE  
Mayor

PASSED FIRST READING	May 24, 2011
PUBLIC HEARING:	June 14, 2011
PASSED SECOND READING	June 14, 2011
PASSED THIRD READING:	June 28, 2011

# Solid Waste Ordinances

ORDINANCE 2011-19

**TO BE ENTITLED: "AN ORDINANCE TO AMEND TITLE 22, CHAPTER 17 OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."**

**WHEREAS**, for the purpose of promoting the public health, safety, comfort, convenience, and general welfare of the people of Franklin, Tennessee the Board of Mayor and Aldermen is authorized to prescribe regulations and standards that encourage and advance the quality of life within the City; and

**WHEREAS**, in its legislative judgment, the Board of Mayor and Aldermen has found that ordinances and policies that regulate land use, guide the maintenance of the City’s infrastructure, and delivery of essential services must be dynamic and modified from time to time to reflect changes in best practices, model codes, land and labor costs, and safety standards necessary to preserve and promote the private and public interest.

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

**SECTION I: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Title 22, Chapter 17 of the Franklin Municipal Code is hereby amended by deleting the text noted with a ~~strike through~~ and inserting the text noted in bold and inserting a new fee entitled “Tipping Fees at Transfer Station” are approved to read as follows:**

CHAPTER 17  
Refuse and Trash Disposal

Containers – Initial Cost <b>Residential – City Approved Container</b>  <b>Commercial – 90 Gallon Can</b>	<b>\$75 per container</b>  <b>\$75 per can</b>
Collection Service Fees <b>Residential</b> 1 <sup>st</sup> container 2 <sup>nd</sup> and subsequent containers  <b>Commercial</b> Rollout Rollout - additional pick-up service  Dumpster  Dumpster – additional pick-up service  Pick-up Service for non –containerized refuse	\$15 per month (one pick-up/week) \$7.50 per month/per container  <del>\$20</del> <b>\$25</b> per month/per container (one pick-up/week) <del>\$20</del> <b>\$25</b> per haul  <del>\$75</del> <b>\$85</b> per month/per container (one pick-up/week) <del>\$150</del> <b>\$170</b> per month/per container (two pick-up/week) <del>\$225</del> <b>\$255</b> per month/per container (three pick-up/week) <del>\$300</del> <b>\$340</b> per month/per container (four pick-up/week) <del>\$375</del> <b>\$425</b> per month/per container (five pick-up/week) <del>\$75</del> <b>\$85</b> per haul  <b>\$100 per vehicle/per request</b>
Special Event <b>Collection Service</b>	<b>As determined by the Solid Waste Director</b>

Tipping Fees at Transfer Station Commercial	\$42 per ton - \$10 minimum plus \$2 per ton (or portion thereof) fuel surcharge when the average price of diesel fuel is above \$3 per gallon a retail service stations in the City of Franklin
Commercial Cardboard Recycling Service	<b>\$50 per month (one pick-up/week)</b> <b>\$100 per month (two pick-up/week)</b>
Public Right-of-Way Permits/Trash Containers <b>Permit</b>	<b>\$100</b>
<b>Damage Surety (cash bond or certified check)</b>	<b>\$1000</b>

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, 2011, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY: \_\_\_\_\_  
ERIC S. STUCKEY  
City Administrator

BY: \_\_\_\_\_  
DR. KEN MOORE  
Mayor

PASSED FIRST READING: 05/24/2011  
PASSED PUBLIC HEARING: 06/14/2011  
PASSED SECOND READING: 06/14/2011  
PASSED THIRD AND FINAL READING: 06/28/2011

# Solid Waste Ordinances (continued)

ORDINANCE 2011-26

**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."**

**WHEREAS**, for the purpose of promoting the public health, safety, comfort, convenience, and general welfare of the people of Franklin, Tennessee the Board of Mayor and Aldermen is authorized to prescribe regulations and standards that encourage and advance the quality of life within the City; and

**WHEREAS**, in its legislative judgment, the Board of Mayor and Aldermen has found that ordinances and policies that regulate land use, guide the maintenance of the City's infrastructure, and delivery of essential services must be dynamic and modified from time to time to reflect changes in best practices, model codes, land and labor costs, and safety standards necessary to preserve and promote the private and public interest; and

**WHEREAS**, the Franklin Board of Mayor and Aldermen have, on behalf of the citizens of Franklin, invested in a solid waste management facility located at 411 Century Court; and

**WHEREAS**, the facility is used by the City of Franklin for solid waste transportation of waste collected by the City and private hauling companies; and

**WHEREAS**, fees for recouping the costs related to the use of such a facility are necessary and proper,

## **NOW THEREFORE:**

**SECTION I: BE IT ORDAINED** BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Section 17-101 of the Franklin Municipal Code is hereby amended by adding section 17-101 (18) as follows:

**(18) Tipping fees. The term tipping fee(s) shall mean the fee(s) imposed at the City of Franklin Transfer Station on all waste brought to the facility for transfer to an appropriate disposal site.**

**SECTION II: 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 amended by adding 17-113 as follows:

Sec. 17-113. - Schedule of fees for disposal of garbage and refuse and frequency of collection.

**(1) Residential. A fee as specified in title 22, comprehensive fees and penalties, shall be paid to the city for the disposal of solid waste for every household container (once per-week pickup).**

**(2) Commercial.**

**(a) [Roll-out and dumpster.] A fee as specified in title 22, comprehensive fees and penalties, shall be charged for every rollout and dumpster.**

(b) *Special event.* To be determined by the solid waste director, depending on size, duration and nature of event.

(c) *Commercial cardboard recycling service.* A fee as specified in title 22, comprehensive fees and penalties, shall be charged for commercial cardboard recycling service.

(3) *Transfer Station Tipping Fee(s).* Tipping fee(s), as specified in title 22, comprehensive fees and penalties, shall be charged for all solid waste delivered to the Century Court transfer station for hauling and disposal at landfill locations.

(1976 Code, § 8-112 ; Ord. No. 2002-31, 12- -2002; Ord. No. 2004-79, 7- -2004; Ord. No. 2005-45, 6- -2005; Ord. No. 2005-119, 1- -2006; Ord. No. 2006-28, 6- -2006; Ord. No. 2007-74, § I, 7-10-2007; Ord. No. 2008-30, § I, 6-10-2008; Ord. No. 2009-25, § I, 6-9-2009; Ord. No. 2009-79, § VI, 12-8-2009; Ord. No. 2010-37, § I, 6-22-2010; Ord. No. 2010-58, § IV, 9-28-2010)

Editor's note— Section IV of Ord. No. 2010-58, adopted Sept. 28, 2010, changed the title of § 17-113 from "Schedule of fees for disposal of garbage and refuse" to "Schedule of fees for disposal of garbage and refuse and frequency of collection."

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 for billing cycles beginning July 1, 2011, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY: \_\_\_\_\_  
ERIC S. STUCKEY  
City Administrator

BY: \_\_\_\_\_  
DR. KEN MOORE  
Mayor

PASSED FIRST READING: 05/24/2011  
PASSED PUBLIC HEARING: 06/14/2011  
PASSED SECOND READING: 06/14/2011  
PASSED THIRD AND FINAL READING: 06/28/2011



## 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 current FY 2010-11 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 few years, several departments have participated in a benchmarking project with other Tennessee cities. Results from those studies show that Franklin residents receive an above average level of service. (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 (19<sup>th</sup> year)
- GFOA Distinguished Budget Presentation Award (3<sup>rd</sup> year)
- Tennessee 3-Star Award for Community Economic Preparedness (7<sup>th</sup> year)
- Tree City USA (7<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

# 2011-12 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.
- Pursue additional revenue sources when and where appropriate.
- Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.
- Maintain compliance with the City's adopted debt policy and capital funding program.
- 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.
- Focus on continued maintenance and improvement to the water & wastewater infrastructure by advancing rate-funded capital projects.
- 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 2012 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.
- Determine and action plan to consolidate various public works departments in a single facility that will accommodate the volume and level of City services.
- Demonstrate progress on the completion of road projects, such as McEwen Phase III, Hillsboro Road, Third Avenue North extension, and widening of Mack Hatcher.
- Analyze City-owned properties to determine their future value to the City and examine the potential disposal of properties that do not provide sufficient value.
- 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>	<b>Beginning Thursday, January 21, 2011 (Leadership Meeting)</b>
<b>Department Requests Due</b>	<b>Due same month as budget presentations</b>
<b>Initial Meetings – Finance</b>	<b>3 weeks before budget presentation</b>
<b>Initial Meetings – City Administrator</b>	<b>2 weeks before budget presentation</b>
<b>Proposed Department Budgets Distributed to Committee and Board for Budget Presentations</b>	<b>1 week before budget presentation</b>
<b>Budget Presentations to Finance Committee</b>	<b>Each Finance Committee Meeting in February, March, April</b>
<b>Proposed Budget Compiled for Board of Mayor and Aldermen</b>	<b>Friday, May 6, 2011</b>
<b>Budget Notice</b>	<b>Thursday, May 12, 2011</b>
<b>Budget Hearings (as needed)</b>	<b>Finance Committee, Tuesday, May 17, 2011; Wednesday-Thursday, May 18-19, 2011 (tentative)</b>
<b>Third &amp; Final Reading</b>	<b>Tuesday, June 28, 2011</b>
<b>New Fiscal Year</b>	<b>Friday, July 1, 2011</b>

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, budget amendments are required by the Municipal Code to be changed by ordinance of the Board of Mayor and Aldermen on two readings. Certain minor changes below a Board-established threshold can be made administratively.

## City of Franklin Budget Amendments

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

Two amendments were made to the proposed budget before final approval. The amendments affected the Stormwater Fund. The first reduced capital expenditures by \$1,295,000; the second increased personnel expenditures with the addition of a Water Quality Specialist position. The end result was an increase of available fund balance from \$2,684,835 to \$3,919,997.

FISCAL YEAR 2012 AMENDMENTS TO PROPOSED BUDGET					
AMENDMENT DESCRIPTION	VENDOR (IF APPLICABLE) OR OTHER INFORMATION	FUND	DEPT	BUDGET CODE	AMOUNT
Reduction of Stormwater Drainage Projects for Fiscal Year 2012 (from \$4,254,200 to \$2,959,200, or \$1,295,000 reduction)	1. Liberty Creek Watershed Improvements (from \$615,000 down to \$250,000, or \$365,000 reduction); 2. Ralston Creek Watershed Improvements Design (from \$350,000 to zero, or \$350,000 reduction; will do in FY 13); 3. Regional Retention/Detention Basins (from \$575,000 to \$75,000, or \$500,000 reduction); and 4. Stormwater Demonstration Site Design and Construction (from \$105,000 to \$25,000, or \$80,000 reduction)	Stormwater	Stormwater	135-89410-43120	(\$1,295,000)
Water Quality Specialist (new position)	Paid by Stormwater Fund	Stormwater	Stormwater	will be split among Stormwater wages and benefits	\$59,838
<b>Total Stormwater Fund Expenditures</b>					<b>(\$1,235,162)</b>

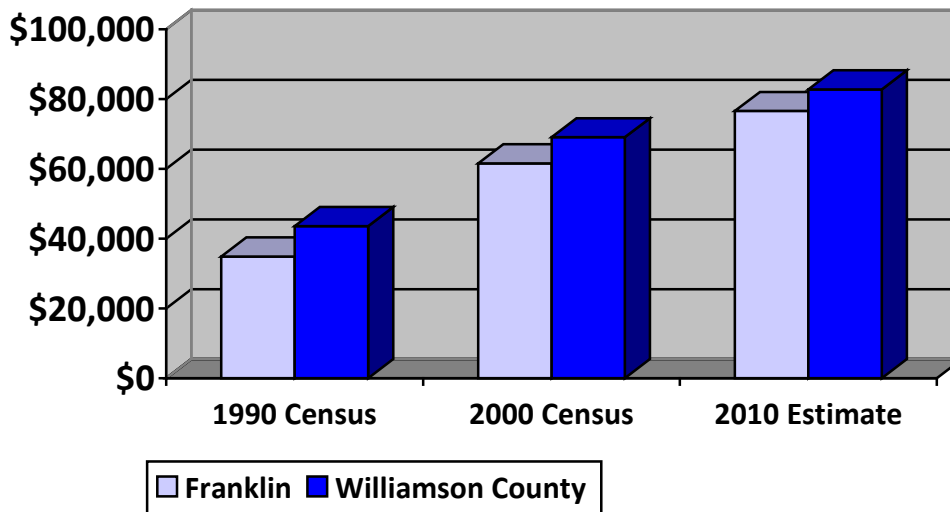
SOURCE OF FUNDS FOR AMENDMENTS		AMOUNT
With less expenditures budgeted, increase Available Fund Balance (increase from \$2,684,835 to \$3,919,997)	Stormwater	\$1,235,162
<b>Total Stormwater Fund Revenue</b>		<b>\$1,235,162</b>

Note: Although the above amendments are incorporated 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	\$76,549	\$82,737
Average Household Income	\$106,892	\$121,883
Per Capita Income	\$39,022	\$41,977

### Median Household Income



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

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	1,831	5.2%	5,908	4.9%
High School	6,396	18.2%	23,483	19.7%
Some College	6,859	19.6%	22,478	18.8%
Associate Degree	1,974	5.6%	6,439	5.4%
Bachelor's Degree	12,509	35.7%	40,568	34.0%
Graduate Degree	5,518	15.7%	20,524	17.2%
<b>Total</b>	<b>35,087</b>		<b>119,400</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 an area of approximately 41 square miles, and serves a population of 62,487 according to the 2010 Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population increasing almost 70 percent between 2000 and 2010.

The City of Franklin is empowered to levy both real and personal properties located within its boundaries. Also, it is empowered by State statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the governing board.

The City of Franklin has operated under a Mayor/Board of Aldermen form of government under state charter since 1903. Policy-making and legislative authority are vested in a governing board consisting of the Mayor and eight (8) other members (Aldermen). The Board is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the City Administrator. The City Administrator is responsible for carrying out the



policies and ordinances of the governing board, for preparing an annual budget, for overseeing

the day-to-day operations of the government, and for hiring the heads of the various departments. The Board is elected on a non-partisan basis. Board members serve four-year staggered terms, with four Aldermen elected at large and the remaining four elected by ward two years later. The Aldermen elected by wards must live within the ward in which they represent. The Mayor also serves a term of four years.

The City of Franklin provides a full range of services, including police and fire protection and emergency services; the construction and maintenance of highways, streets, and other



infrastructures; 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 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.



## Awards & Recognitions

### *Top 5 Most Romantic Main Streets*

*National Trust for Historic Preservation*

### **Two Franklin Schools-Top High Schools in America-**

Franklin High (1,003), Centennial (1,605)...*Newsweek*

### **Healthiest County in Tennessee**

*University of Wisconsin's Population Institute & Robert Wood Johnson Foundation*

### **Where the Jobs Are**

*Money Magazine*

### **Williamson County Third in the Nation for Job Growth**

*Woods and Poole Economics Inc.*

### **One of the Best Cities for Startups**

*Zoom Prospector.com-Bloomberg Businessweek*

### **Best Places to Live 66<sup>th</sup>**

*Money Magazine*

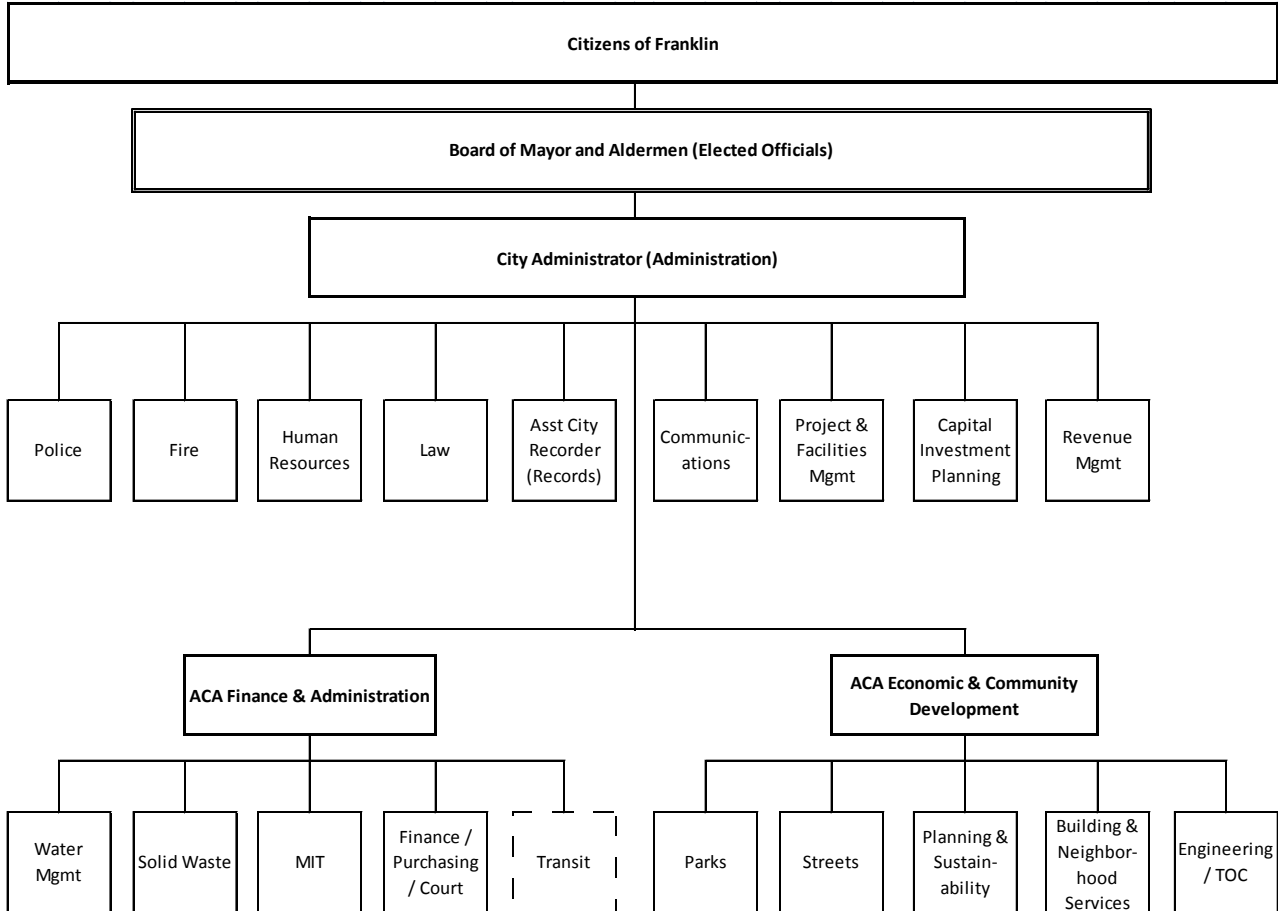
**Only City in TN to make List!**

### **1<sup>st</sup> in Personal & Family Well-Being**

*TN Advisory Commission on Intergovernmental Relations*

# 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 three (3) 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 & Facilities Management (General Fund)
  - g. Capital Investment Planning (General Fund)
  - h. Revenue Management (General Fund)
  - i. Police (General Fund)
  - j. Fire (General Fund)
  
2. 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)
  
3. Economic & Community Development
  - a. Building & Neighborhood Services (General Fund)
  - b. Planning & Sustainability (General Fund)
  - c. Streets (General, Stormwater, and Street Aid 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.

The City continues to be committed to the compensation plan adopted during the 2007-08 budget process. The proposed budget includes a 2% cost-of-living increase for all employees effective January 1, 2012 (mid-year of the fiscal year). The goal of the City is to avoid possible layoffs by keeping the salaries of the employees the same as the 2010-11 fiscal year for the first six (6) months of 2011-12.

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, 2011, total authorized employment for the municipal government's General and Special Funds is 612 full-time employees. In addition, the Water & Wastewater Fund (included in a separate budget document) has 83 full 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	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Administration	17	18	10	11	9	9	9	5	5	6
Building & Neighborhood Services	17	18	20	23	25	27	27	28	28	28
Capital Investment Planning	*	*	*	*	*	*	*	2	2	2
Communications	*	*	1	1	1	1	1	3	3	3
Court	3	3	3	3	3	3	3	3	2	2
Engineering	7	7	8	6	9	11	9	8	8	8
Finance	10	11	11	11	11	11	11	11	11	9
Fire	119	131	138	142	156	158	158	158	158	158
HR	5	5	5	6	6	6	8	8	9	10
Law	*	*	*	*	3	3	3	3	4	4
MIT	9	9	9	10	14	17	17	17	17	17
Parks	11	14	15	18	20	25	29	29	30	31
Planning & Sustainability	9	9	9	11	12	13	17	18	18	18
Police	136	141	151	160	169	176	176	176	175	175
Project and Facilities Management	*	*	5	5	5	5	5	7	6	6
Purchasing	*	*	*	*	2	2	2	2	2	3
Revenue Management	*	*	7	7	11	14	14	14	13	14
Solid Waste	42	46	49	51	53	56	59	51	51	52
Stormwater	5	5	9	9	11	11	11	11	11	16
Streets	34	35	37	37	41	41	43	52	52	47
TOC	*	*	*	3	3	3	3	3	3	3
Water & Wastewater	75	75	74	83	79	81	80	81	82	83
<b>TOTAL</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>690</b>	<b>695</b>

Note 1: Forty-three (43) vacant full-time positions above are not funded in fiscal year 2012.

Administration	1
Building & Neighborhood Services	1
Fire	5
Law	1
MIT	3
Parks	5
Planning	1
Police	21
Solid Waste	4
Streets	1
<b>Total Not Funded</b>	<b>43</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 four (4) additional authorized full-time positions in the new fiscal year. (The Water and Wastewater fund has one (1) new full-time position). In 2012, forty-three (43) full-time positions, as well as two (2) part-time positions, will not be funded.

<u>DEPARTMENT</u>	<u>TITLE</u>	<u>PAY GRADE</u>
<b>ADMINISTRATION</b>	<b>Administrative Assistant – Not funded Administrative Secretary – Transfer from Human Resources</b>	<b>Pay Grade 12 Pay Grade 10</b>
<b>BUILDING &amp; NEIGHBORHOOD SERVICES</b>	<b>Residential &amp; Energy Plans Examiner – Not funded Building Inspector – Reclassification from Building Inspector – Preservation Specialist (no pay grade change)</b>	<b>TBD Pay Grade 16</b>
<b>CAPITAL INVESTMENT PLANNING</b>	<b>Engineering Associate (part-time) – Eliminated</b>	<b>Pay Grade 16</b>
<b>COMMUNICATIONS</b>	<b>One (1) Intern – Eliminated</b>	<b>N/A</b>
<b>FINANCE</b>	<b>Two (2) Financial Technicians – Eliminated</b>	<b>Pay Grade 12</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>HUMAN RESOURCES</b>	<b>Administrative Secretary – Transfer to Administration Benefits Analyst – Added (reclassification from Human Resources Technician. HR Technician position will remain) Human Resources Technician - Added</b>	<b>Pay Grade 10 TBD Pay Grade 12</b>
<b>LAW</b>	<b>Assistant City Attorney – Not funded</b>	<b>Pay Grade 23</b>
<b>MIT</b>	<b>Database Manager – Not funded Enterprise Applications Manager – Not funded Financial Applications Manager – Not funded</b>	<b>Pay Grade 21 Pay Grade 20 Pay Grade 20</b>
<b>PARKS</b>	<b>Athletics Crew Chief – Added (hire February 2012) Facilities Inventory Clerk – Reclassification from Parks Facilities Worker 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</b>	<b>Pay Grade 13 Pay Grade 16  Pay Grade 11 Pay Grade 9 Pay Grade 9 Pay Grade 9 Pay Grade 9</b>
<b>PLANNING &amp; SUSTAINABILITY</b>	<b>Staff Engineer II – Not funded Preservation Planner (part-time) – Eliminated Sureties Coordinator – Reclassification from Planning Associate</b>	<b>Pay Grade 21 Pay Grade 21 TBD</b>



City of Franklin

Change in Authorized Personnel Positions (continued)

<u>DEPARTMENT</u>	<u>TITLE</u>	<u>PAY GRADE</u>
<b>POLICE</b>	<p>Two (2) Detectives – Not funded                      Two (2) Sergeants – Not funded                      Thirteen (13) Police Officers – Not funded                      Three (3) Communications Officers – Not funded                      One (1) Records Clerk – Not funded                      Administrative Assistant – Reclassification from Administrative Secretary                      Evidence Technician (part-time) – Eliminated</p>	<p>Pay Grade 15                      Pay Grade 17                      Pay Grade 13                      Pay Grade 11                      Pay Grade 9                      Pay Grade 12                      Pay Grade 12</p>
<b>PURCHASING</b>	Purchasing Analyst – Added	TBD
<b>REVENUE MANAGEMENT</b>	Accounting Officer – Added	TBD
<b>SOLID WASTE</b>		
<b>Administration</b>	<p>Assistant Director – Not funded                      Building Maintenance Worker – Transfer from Disposal</p>	<p>Pay Grade 22                      Pay Grade 10</p>
<b>Collection</b>	<p>Solid Waste Crew Foreman – Reorganization from Disposal                      Drop-off Site Attendant - Added                      One (1) Solid Waste Truck Driver/Operator – Not funded                      One (1) Solid Waste Driver – Not funded                      One (1) Solid Waste Driver (part-time) – Transfer to Recycling</p>	<p>Pay Grade 14                      TBD                      Pay Grade 11                      Pay Grade 10                      Pay Grade 10</p>
<b>Disposal</b>	<p>One (1) Tractor Trailer Driver – Not funded                      Building Maintenance Worker – Transfer to Solid Waste Administration</p>	<p>Pay Grade 12                      Pay Grade 10</p>
<b>Recycling</b>	<p>One (1) Solid Waste Driver (part-time) – Transfer from Collection</p>	<p>Pay Grade 10</p>
<b>STREETS</b>		
<b>Maintenance</b>	<p>Four (4) Sr Equipment Operators – Transfer to Stormwater                      One (1) Equipment Operator – Transfer to Stormwater                      One (1) Heavy Equipment Operator – Transfer from Stormwater                      Landscape Maintenance Worker (part-time) – Added                      One (1) Street Crew Worker - Eliminated</p>	<p>Pay Grade 11                      Pay Grade 9                      Pay Grade 12                      Pay Grade 9                      Pay Grade 8</p>
<b>Fleet</b>	<p>One (1) Sr. Fleet Maintenance Technician – Not funded                      Administrative Assistant (part-time) – Added</p>	<p>Pay Grade 14                      Pay Grade 12</p>
<b>Stormwater</b>	<p>Four (4) Sr. Equipment Operators – Transfer from Maintenance                      One (1) Equipment Operator – Transfer from Maintenance                      One (1) Heavy Equipment Operator – Transfer to Maintenance                      One (1) Water Quality Specialist - Added</p>	<p>Pay Grade 11                      Pay Grade 9                      Pay Grade 12                      TBD</p>



## 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 C.

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 2011-12, this reserve would be \$17,446,277, based on budgeted expenditures of \$52,867,506.

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.	\$24,521,838	(\$568,856)	\$23,952,982	-2.3%	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.	\$19,338	\$200	\$19,538	1.0%	Increase due to interest earnings on fund balance.
<b>Debt Service</b>	Used to account for resources used for debt service and the actual principal and interest payments made.	\$756,071	\$5,000	\$761,071	0.7%	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	\$306,228	(\$234,361)	\$71,867	-76.5%	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.	(\$1,239,217)	\$1,856,270	\$617,053	149.8%	Anticipate change from deficit to surplus due to no new expenditures budgeted for 2011-12. 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.	\$1,614,924	(\$655,569)	\$959,355	-40.6%	Reduction due primarily to increase in debt service and direct expenditures 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.	(\$949,726)	\$1,194,168	\$244,442	125.7%	Increase due primarily to anticipated development during 2012.
<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.	\$6,273,203	(\$2,353,206)	\$3,919,997	-37.5%	Increase due primarily to several budgeted drainage projects and additional positions.
<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	Budgeted street paving expenditures are equal to anticipated gasoline tax revenue with no transfer from the General Fund.
<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.	\$0	\$0	\$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance.
Totals		\$31,302,659	(\$756,354)	\$30,546,305	-2.4%	

## City of Franklin

### Economic Outlook

#### *The National Economy*

Since June of 2009, the U.S. economy has been on the road to recovery. The marginal improvement in the first half of 2010 was the prelude to more robust growth in the second half of the year. Inflation-adjusted gross domestic product grew by 3.2 percent in 2010. This came in spite of a mid-year relapse caused by a fall in consumer confidence. Total consumption expenditures grew only by 1.8 percent for the year. Spending on durable goods was strong throughout 2010, with overall growth of 7.7 percent. Spending on nondurables stood at 2.8 percent, in line with its long-term pattern. Spending on services was unusually weak with a growth rate of only 0.5 percent.

Nonresidential fixed investment grew at a 5.2 percent rate, an improvement from the 17.1 percent decline the previous year. Growth in this sector was buoyed by a solid recovery in the equipment and software category, up by 14.8%, but was held down by continued fall in commercial building. Residential housing declined by 3.2 percent, due to the inventory surplus driven by slow employment growth and a low rate of household formation. Compared to last year's drop of 22.9 percent, the slower rate of decline is a hopeful sign that the housing sector may stabilize. Government spending increased by only 1.2 percent, largely due to the fall in state and local expenditures. A weakening dollar and growth in major trading partners boosted export growth. Exports grew by 11.9% in 2010.

Total nonfarm employment fell by only 0.5 percent in 2010, as employment data improved from 2009 but worsened slightly in the second half of the year. Insufficient growth in employment translated into a higher unemployment rate, jumping to 9.8 percent by November 2010. Inflation based on consumer price index has been erratic due to the fluctuations in energy and food prices. However, core CPI inflation, which excludes food and energy, has stayed at low levels for an extended period of time and, until recently, has demonstrated a downward trend. Events in Africa and the Middle East have boosted oil prices, decreasing some previous concerns about the risk of further disinflation or deflation in prices. Given high unemployment and low "core" inflation, there does not appear to be an immediate threat of rapid inflation.

Economic growth is forecast at 3.2 percent in 2011. All major components of GDP are expected to produce positive growth. Consumer spending is projected to increase by 3.2 percent. Spending on durables and nondurables will continue to grow at similar magnitudes as in 2010, while spending on services is expected to improve to 2.4 percent. Nonresidential fixed investment will grow 8.6 percent, while investment in commercial real estate is expected to fall further by 7.6 percent. Relative to 2010, the decline in business structure investments is slowing down as the prospects of economic recovery improve. Headline CPI inflation is projected at 1.6 percent, while core CPI inflation (excluding food and energy) will stabilize at 1.2 percent in 2011. At these low rates, inflation should not be the main concern in 2011. Growth in exports will ease to 8.7 percent as global growth slows down in 2011. Government spending will flatten out as some overseas contingency operations wind down in 2011. Federal government spending is expected to increase by a mere 0.5 percent, while state and local spending will be flat with only 0.1 a percent increase. Despite improvements in employment prospects and the overall economic outlook, unemployment

will remain high at 9.3 percent in 2011. Because unemployment typically lags other indicators, it is projected to remain high for several years into the economic expansion.

### ***The Tennessee Economy***

Last year was a bit of roller coaster ride, with decent growth in the first quarter followed by more sluggish growth that raised concerns of a double-dip recession. The double-dip never materialized and the state economy enjoyed its strongest showing since the onset of the recession. Growth was admittedly sluggish compared to previous post-recession expansions, but there was something positive to talk about for a change. The third quarter of the year produced the first year-over-year gain in employment and the unemployment rate fell to 9.4 percent by the close of 2010. To put the gains in perspective, at the close of 2009 there were mounting concerns that the state unemployment rate would climb above 11 percent. An unemployment rate of that magnitude is now highly unlikely, given the emerging momentum of the state and national economies.

Despite improved economic conditions, the Tennessee economy nonetheless saw jobs fall 0.5 percent in 2010. That was a welcomed improvement from the 5.6 percent pace of job losses in the prior year. The state's manufacturing sector experienced another 1.8 percent loss in employment in 2010 on the heels of a 14.2 percent contraction in 2009. Like the overall nonfarm sector, manufacturing witnessed year-over-year employment gains in the third quarter of 2010. Inflation-adjusted personal income, which fell 1.7 percent in 2009, rebounded with 2.3 percent growth.

As the economy has displayed signs of renewed strength, so too have sales tax collections with advances in the first eight months of the current fiscal year and thirteen consecutive months overall. However, most measures of economic activity remain well below their pre-recession peaks. For some sectors of the economy, like residential housing, pre-recession levels of activity were artificially inflated. The state and national economies have embarked upon a fundamental restructuring that will take many years to full resolve. Taxable sales and employment are unlikely to rebound fully until at least fiscal year 2014, and the unemployment rate will remain elevated above its pre-recession low through the decade.

The November election brought widespread attention to fiscal austerity, and pledges by candidates to reduce spending may further limit public sector job growth. But economic growth is underway and should be sustained into 2013.

The forecast for Tennessee calls for nonfarm employment to grow 1.3 percent in 2011, with manufacturing jobs expected to rise 1.4 percent. The state unemployment rate will drift downward, yielding an annual average of 9.1 percent in 2011 and falling to 8.8 percent in 2012. Nominal personal income will advance 4.5 percent for the year with inflation-adjusted personal income coming in at 3.3 percent, with the difference reflecting expectations of modest inflation through the near-term horizon. Taxable sales should see 4.3 percent growth in fiscal year 2011 and 4.7 percent growth in fiscal year 2012.

A combination of excessive drought in some areas of Tennessee and torrential rains in others provided a challenge for farmers in 2010. As a result, the Tennessee production of corn and soybeans were below 2009 levels while cotton production increased. Agriculture-related activities account for over 10 percent of Tennessee's economy. Because of high crop prices in 2009, crop production accounted for 60 percent of Tennessee agricultural receipts while livestock accounted

for 40 percent. Usually crops and livestock each account for 50 percent of farm receipts. With a change in agricultural policy in 1996 intended to make agriculture more market-oriented, Tennessee net farm income has become more dependent upon federal farm program payments. Over the ten year period, 2000-2009, direct government payments accounted for 50.2 percent of net farm income in Tennessee compared to 19.5 percent for the previous decade.

If the high crop prices seen in late 2010 continue through 2011, it could be another good year for Tennessee crop farmers which would boost personal income and taxable sales. But there will be additional pressure on the livestock sector, as higher crop prices increase input costs for producers. Tennessee's investment in biofuel research continues to hold out promise for agriculture's future and put Tennessee at the forefront of the production of renewable energy. Tobacco production continues to be affected by lower smoking rates and is not as profitable as it once was. It is expected that Congress will begin work on the 2012 Farm bill later this year. More than in the past years, federal budget constraints will be a major driver in the process.

### *The Local Economy*

As is normally the case, prospects for the mid-state and Williamson County economy are brighter than that of the state as a whole. The gloomy economic picture in 2009 did not invoke a lot of damage to the local housing and employment conditions. While the unemployment rate in the Williamson County doubled between 2007 and 2009, it remained several percentage points below the state and national averages. That rate has fallen recently to the seven percent range and is likely to drop further as a result of almost 1,500 new jobs in the Franklin area.

Foreclosures and real estate auctions, a rarity in Williamson County before the recession, have occurred with some regularity in 2010; the number of distressed properties has been low as a percentage of the total. However, there have been price reductions in residential real estate related to financing concerns and the inventory of high-end single family residences. Indications from the financial and real estate sectors show improved activity across the spectrum of residential pricing. At the time of this report, the 2011 county-wide reappraisal shows that, despite the economic difficulties of the housing industry over the last three years, Williamson County properties are up approximately ten percent since the 2006. The City of Franklin taxable property base apparently has increased by roughly fifteen percent over that five year span. It is somewhat surprising to see such an increase in light of the terrible flooding that occurred in May, 2010. Numerous properties in several subdivisions were impaired by fifty percent of their value; some were rendered uninhabitable or beyond repair, yet the overall assessed valuation rose during the year.

Despite the adverse lending conditions, commercial endeavors continue to move forward. Economic development efforts continue to bring jobs to the area, including the new regional headquarters for Jackson National Life Insurance that will employ over 750, and the announcement of an Internal Revenue Service Center that will employ a similar amount. Large projects that were planned for 2007 and 2008 and delayed by economic uncertainty appear to be back on track. A 400 room Drury Inns and Suites project is under construction and set to open in early 2012. A second and larger Whole Foods Market is nearing completion. Adjacent to Whole Foods, McEwen Towne Center is showing signs of interest again with a popular local restaurant under construction. Projects in the 200 acre Goose Creek development are nearing the building permit stage. Crescent Center property, near their existing Class A office buildings, and the Vanderbilt Medical Center land along the new section of Carothers Parkway, are receiving much attention. A

454 unit apartment complex near the Nissan Headquarters has completed construction of streets and infrastructure, and many smaller projects are once again finding their way to the Planning Commission agenda. Commercial and industrial recruiting efforts continue to be active and there are signs of possible employment announcements for existing businesses.

Williamson County, with an economy based on a diversified mix of auto, healthcare, entertainment, finance, insurance, retail, government and service jobs, has been less affected by the national trends than most Tennessee counties . While no area has been immune to economic and financial setbacks during the “Great Recession,” the mid-state region has fared far better than most.

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

The biggest local concern is with the new range of shopping opportunities afforded to area residents and the effect of those competing retailers, combined with higher gasoline prices, will have on regional shopping. 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, that predicts a baseline growth rate in sales revenues of roughly five percent annually from local residents.

The second largest challenge is the price of oil. Gasoline prices are below their summer 2008 level. However, recent increases in fuel costs will affect discretionary spending and act as a drag on the local economy. This will also impact municipalities that need fuel for police patrols, street maintenance workers, emergency services, solid waste collection and disposal, transit operations, and a wide variety of public services. School systems are affected in their transportation efforts. 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 the dramatic cuts in FY2009, FY2010 and FY2011 have placed a larger emphasis on the effect of fuel costs.

Another challenge for the City is funding the large number of capital projects that will be required to serve the growing population. 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 widening of a “ring” road or “bypass”, will also require major funding from the City and the State. Reserves for retirement continue to absorb a large percentage of the general fund budget, and reserves for retiree medical liability will need to be addressed.

A major factor in the stability of the area is extremely low property tax rates 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 the 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 11 cents per hundred. Unless there is a substantial rebound in the sales tax collections, an upward adjustment in the property tax will be required.

A consistent pattern regarding the economic well being of counties is that those places with a better educated populace enjoy higher levels of per capita income and lower unemployment rates. There is a positive correlation between educational attainment and per capita income. Educational attainment levels are rising in Tennessee; however 84 Tennessee counties have educational attainment levels that lagged the 2009 statewide figure. Twenty-six counties report that 10 percent or less of the adult population has a bachelor's or more advanced degree. Williamson County is blessed with the highest level of college graduates of any county in the State.

Overall, the City of Franklin is in an enviable position: financially strong, growing in ways that are thoughtful, sustainable, 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 Outlook***

The near-term outlook for the state and the region is largely positive, with expectations of modest rates of expansion. Encouraging are upward revisions to third quarter U.S. gross domestic product data and a strong fourth quarter showing for the national economy. Nonfarm employment in Tennessee is expected to advance 1.3 percent in 2011, the first annual gain since 2007 when jobs were up at an anemic 0.5 % pace. The only sectors expected to see employment losses in 2011 are information, financial activities and government. After averaging 10% in 2010, the unemployment rate will slip to 9.1% in 2011 and fall further to 8.8% in 2012. The state's performance will generally mirror the pattern expected for the national economy in the year ahead.

The worst appears to be over for the state's construction sector, but a deep hole remains to be filled. Building permits for the state and nation continue to contract but the rate of decline has slowed for the U.S. and reversed itself in Tennessee. The cumulative setbacks since the trends moved into the red are quite pronounced, with more than three years in a row of contraction in Tennessee. Loans in foreclosure also appear to have turned the corner for both the U.S. and Tennessee. Foreclosures ultimately lead to more houses on the market, depressing construction activity and prices. This means less construction sector employment, fewer building material purchases and downward pressure on taxable sales and sales tax collections. But the situation does appear to be improving from the depths of the recession.

Although improvement housing and construction is welcome, sustained housing growth is facing a number of issues going forward. The Federal Reserve has signaled that it will end programs intended to keep mortgage rates low. The Federal Housing Administration has tightened its lending requirements in order to forestall anticipated future loan losses. This will mean that some borrowers may no longer qualify for an FHA-backed loan. These factors will make it more difficult for new families to purchase a new home, particularly in areas like Franklin where home values are above average and tend to grow steadily.

INDICATOR	ONE YEAR AGO	LAST MONTH	THIS MONTH	% THIS MONTH	% THIS YEAR
Single-family permits	475	276	360	30.4	-24.2
Total permits	541	327	368	12.5	-32.0
Sales tax collections (thousand \$)	127,351	131,063	139,258	6.3	9.3
Nonfarm employment	728,600	742,600	740,100	-0.3	1.6
Labor force	811,664	833,205	833,604	0.0	2.7
Total employment	738,821	762,924	766,642	0.5	3.8
Unemployment	72,843	70,281	66,962	-4.7	-8.1

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

The U.S. and Tennessee are beginning to rebound from the most severe recession in the last half century. The length and depth of the current cycle has been unprecedented. Economic expansion is now taking hold, though unemployment is high and many sectors of the economy remain fragile. Factors causing persistent effects of the recession that ended in June of 2009 are vastly different from typical recessions. These factors will have long-term and lingering effects on the economy.

The economy is nonetheless poised to grow over the next decade. Looking forward, nonfarm jobs within Tennessee are projected to grow at a 1.3 percent annual growth rate from 2010 to 2020. The unemployment rate is projected to decline to 5.3 percent in Tennessee and 5.2 percent for the U.S. by 2020. U.S. inflation-adjusted gross domestic product (GDP) is expected to grow 2.9 percent while state GDP is expected to grow 2.8 between 2010 and 2020. These growth rates are below historical trend values.

The Great Recession has proven to be dramatically different from previous economic downturns. The unprecedented loss of wealth by individuals resulted in loss of confidence and massive job setbacks; consumer spending, investment, and residential construction all declined. Firms responded by slashing production, causing a fall in GDP and rising unemployment. The result is the “new normal,” signified by restructuring in the labor markets and the financial world. Many of the jobs in greatest demand today simply did not exist 10 years ago. The Great Recession led to an expedited rate of job loss that will never be fully replaced. Many baby boomers have delayed retirement. By holding on to their jobs, new entrants to the labor market will find it difficult to secure employment. Sectors which are expected to grow the fastest are professional and business services, natural resources, mining and construction, and education and health services.

While the outlook to 2020 is positive, the slow recovery means a long period of adjustment and transformation before the economy does in fact return to its trend pattern of growth. Some measures of economic activity, like the unemployment rate, will take years to recover, while others such as housing starts may not fully rebound even by the end of the decade. Many of the short term impacts will ripple well beyond 2013, affecting the state and national economies through much of the decade.

One bright spot on the horizon is the economic development strategy of Governor Bill Haslam, whose focus on “new economy” jobs and expansion of existing industry is promising. ECD



Commissioner Bill Hagerty has stated “We need to find those sectors that have the greatest likelihood of having a competitive advantage and figure out how to leverage that advantage so that we get the greatest return on our investment,” Hagerty’s staff has identified a half- dozen key industries to target for job growth. All six have shown above average income and job growth in Tennessee. Those categories are: automotive; advanced manufacturing and energy technologies; transportation; chemicals & plastics; business services; health care. Three other targeted growth businesses — farming, music and tourism — through the state’s Department of Tourism, the Tennessee Film, Entertainment and Music Commission and the Department of Tourism, are particularly strong in the Nashville metropolitan area.

*Sources: UT Center for Business Research; MTSU Business & Economic Research Center; State Funding Board; Atlanta Federal Reserve, The Chattanooga Times Free Press; and TN Dept of Labor & Workforce Development*

## 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 continues to improve 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. Last budget year we projected that the second half of FY 2010 would see a rebound and that FY 2011. That has come to pass and we anticipate continued growth in most of the revenue sources in FY 2012 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 occurred in starting in 2008 thru the first half of 2010 due to the national economic situation, increased gas prices and increased competition from alternative shopping options in surrounding cities. However, we started seeing a rebound midway thru FY 2010 and have now seen 1 ½ years of revenues that have exceeded the previous year's level. This continuous steady improvement has been most heartening.

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 2012 reflecting the completion of commercial buildings and construction of residences since 2009. The property tax rate has not been increased for twenty two consecutive years and we expect to continue that for another year.

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 2012 budget.

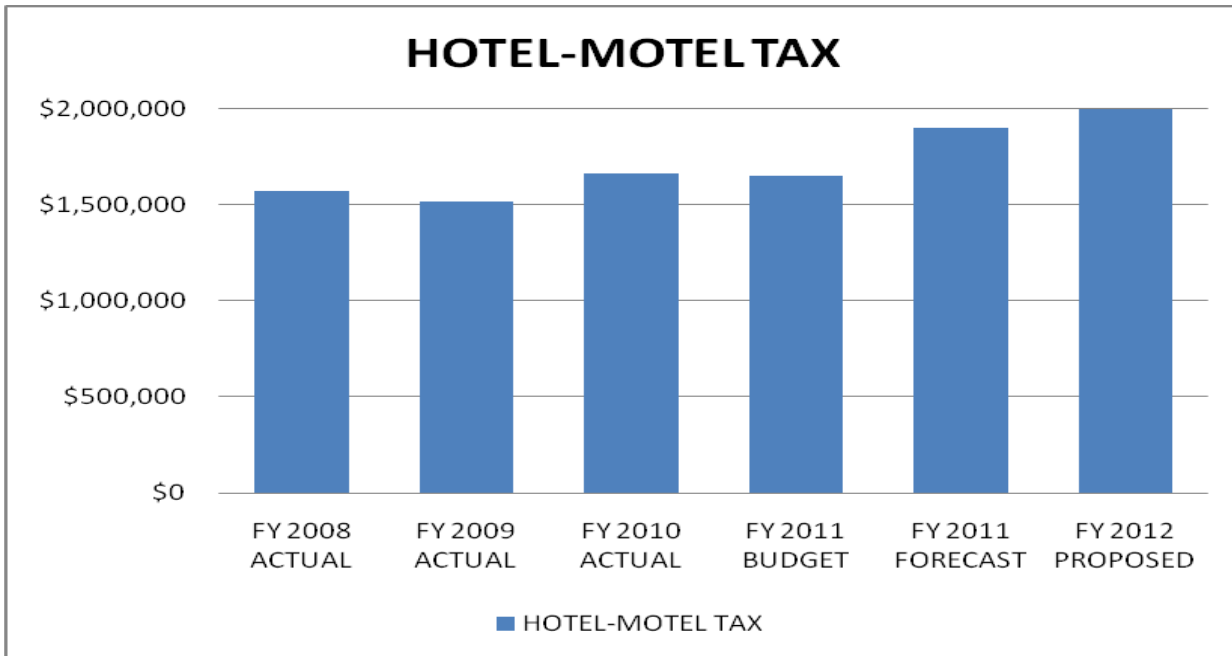
**Special Revenue funds**

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

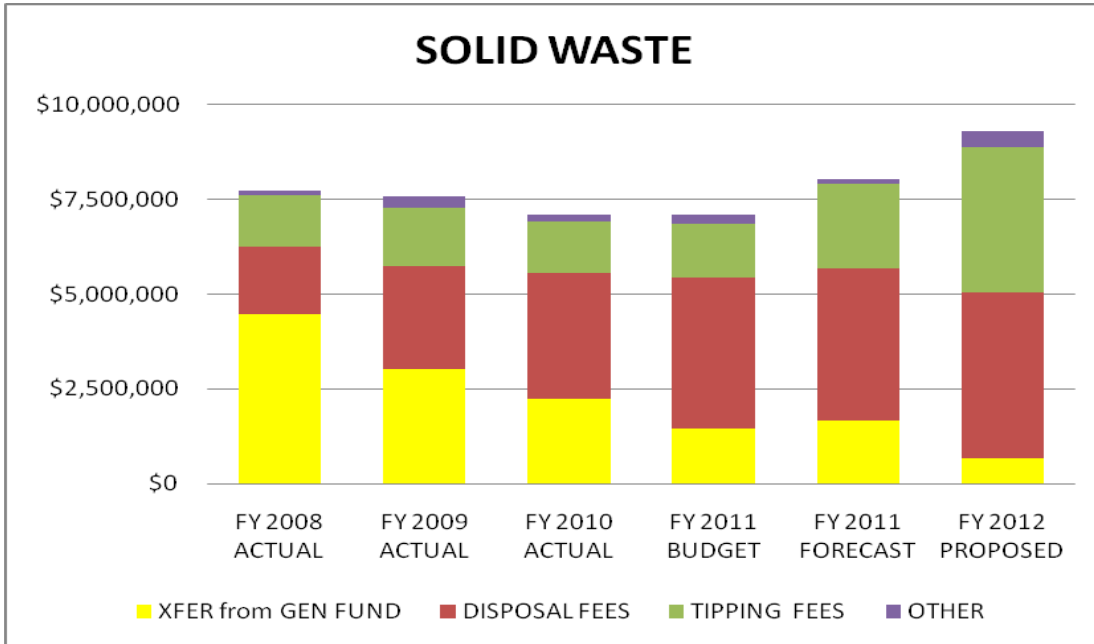
**Hotel/Motel Tax** funds debt payments on the Conference Center and park expansions (Harlinsdale and Eastern Flank). This revenue is a tax on the gross receipts of hotels. Revenue growth has been strong as Franklin has benefited greatly from convention trade, business travelers and visitors but has 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. As indicated last year, the additional rooms have allowed total revenues to remain grow. We projected revenue to rebound the middle of 2010 and that occurred.

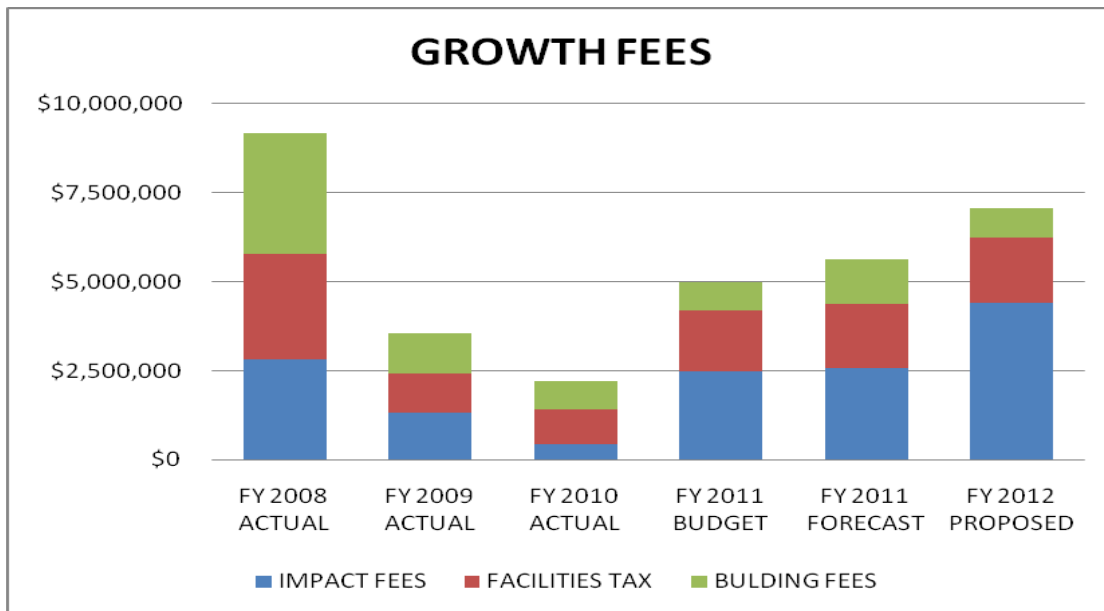
This tax is currently 4% and has legislative authority to be raised to 5%. In FY 2005 the rate was increased from 2% to 4% in order to fund the park and open space projects.



**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 2012, the subsidy from the General Fund drops considerably and is projected to be approximately \$0.7 million.



**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 D.

## City of Franklin Debt Service

In 2010, the City created a fund for accumulation of resources and the payment of debt service. A portion of the total property tax rate is 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					2012 DEBT SERVICE			DEBT SERVICE PAID BY				Total	
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2012 Principal	2012 Interest	Total 2012 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	\$1,055,000	\$515,000	\$35,244	\$550,244				\$550,244	\$550,244
2	2002 TN Municipal Bond Fund	Used to construct the Century Court Public Works facilities	2017	\$5,000,000	\$2,429,000	\$372,000	\$16,000	\$388,000		\$388,000			\$388,000
3	2003 TN Municipal Bond Fund	Used to construct Century Court	2018	\$2,000,000	\$1,108,000	\$144,000	\$8,000	\$152,000		\$152,000			\$152,000
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	\$3,175,000	\$885,000	\$91,675	\$976,675	\$439,504		\$537,171		\$976,675
5	2004 New Bonds	Used to purchase Harlinsdale Farm property (most refunded in 2010)	2012	\$8,000,000	\$355,000	\$355,000	\$259,569	\$614,569				\$614,569	\$614,569
6	2005 TN Bond Fund	Used for W-FI communications project	2017	\$4,500,000	\$2,900,000	\$410,000	\$20,000	\$430,000	\$430,000				\$430,000
7	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	\$3,275,000	\$275,000	\$116,518	\$391,518			\$176,183	\$215,335	\$391,518
8	2007 Franklin Building Authority	Used for several projects including public safety building, parks, and road projects	2037	\$20,000,000	\$20,000,000	\$0	\$798,000	\$798,000	\$454,860		\$343,140		\$798,000
9	2009 TMBF	Used for several projects including public safety building, parks, and road projects	2029	\$25,000,000	\$23,370,000	\$870,000	\$160,000	\$1,030,000	\$422,300		\$525,300	\$82,400	\$1,030,000
10	2009A&B	Used for several projects including public safety building, parks, and road projects	2029	\$44,000,000	\$42,425,000	\$1,845,000	\$1,808,800	\$3,653,800	\$2,374,970		\$1,264,215	\$14,615	\$3,653,800
11	2010 New Bonds	To be used for Hillsboro Rd (arterial), 3rd Ave N Ext (collector), and Columbia Ave Streetscape (hotel/motel portion)	2030	\$15,725,000	\$15,725,000	\$0	\$810,422	\$810,422	\$202,606		\$324,169	\$283,648	\$810,422
12	2010 New Bonds	Used to refund 2005 TN Loans and Harlinsdale bonds	2024	\$16,590,000	\$16,000,000	\$690,000	\$490,862	\$1,180,862	\$743,943			\$436,919	\$1,180,862
<b>Government Funds Totals</b>				<b>\$157,635,000</b>	<b>\$131,817,000</b>	<b>\$6,361,000</b>	<b>\$4,615,090</b>	<b>\$10,976,090</b>	<b>\$5,068,183</b>	<b>\$540,000</b>	<b>\$3,170,178</b>	<b>\$2,197,730</b>	<b>\$10,976,090</b>
<b>Plus Debt Fees</b>								\$156,000	\$100,000	\$15,000	\$40,000	\$1,000	\$156,000
								<b>\$11,132,090</b>	<b>\$5,168,183</b>	<b>\$555,000</b>	<b>\$3,210,178</b>	<b>\$2,198,730</b>	<b>\$11,132,090</b>



HISTORIC  
**FRANKLIN**  
TENNESSEE

# **General Fund Budget**



# General Fund Revenue

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
31100 Property Taxes	10,604,359	8,062,817	6,617,531	6,364,111	6,692,517
31110 City Tax Relief	(5,767)	(6,875)	0	(6,750)	(6,750)
31120 Interest & Penalty Collected	40,882	45,858	40,000	45,000	45,000
31130 Collection Cost-Property Tax	(2,645)	0	0	0	0
31200 In Lieu of Tax (Local)	148,520	388,180	351,000	343,720	347,000
31300 Local Sales Tax	21,152,554	20,969,821	22,383,900	22,568,466	23,353,466
31400 Beer Tax	1,315,666	1,339,821	1,326,000	1,362,000	1,412,000
31410 Beer Privilege Tax	17,149	18,427	18,500	23,800	23,800
31420 Wholesale Liquor Tax	753,282	810,970	826,200	885,500	910,500
31430 Liquor Privelege Tax	63,480	65,005	66,300	70,000	72,000
31440 Mixed Drink Tax	424,471	449,269	453,900	475,000	487,500
31500 Business Taxes	2,939,829	2,619,428	5,000	10,000	10,000
31600 Facilities Taxes	0	1,011,027	0	0	0
<b>TOTAL LOCAL TAXES</b>	<b>37,451,780</b>	<b>35,773,748</b>	<b>32,138,331</b>	<b>32,140,847</b>	<b>33,347,033</b>
32100 Mechanical Licenses	6,736	6,800	7,200	6,000	6,000
32110 Mechanical Permits	117,989	74,420	76,500	102,000	102,000
32120 Building Permits	559,112	430,901	408,000	730,000	730,000
32140 Plumbing License	5,307	4,950	6,216	4,700	4,700
32150 Plumbing Permits	70,866	56,842	56,100	91,600	91,600
32160 Electrical Inspections	187,423	136,129	138,700	180,000	180,000
32170 Plans Review Fees	107,222	42,809	39,500	67,000	67,000
32171 Consultant Fees	14,557	3,513	3,600	9,000	9,000
32172 Reinspection Fees	700	2,300	2,500	3,800	3,800
32173 Sign Permits	4,098	7,364	8,000	9,300	9,300
32174 Cafe Fees	300	795	900	0	0
32175 Grass Cutting	0	1,000	1,500	0	0
32180 Tree Cutting Permits	125	50	50	100	100
32190 Grading Permits	2,900	2,300	5,000	2,600	2,600
32200 Rezoning Fees	2,800	2,050	1,500	2,800	2,800
32210 Site Plan Fees	28,212	18,260	20,400	39,300	39,300
32220 Plat Submittal Fees	11,975	9,980	11,300	16,000	16,000
32230 Misc Planning Fees	9,437	11,122	12,300	20,200	20,200
32300 Beer Permits	11,950	14,250	14,300	12,500	15,000
32400 Yard Sale Permits	9,810	9,755	9,200	6,200	6,200
32450 Business License (local license)	0	0	250,000	250,000	260,000
32500 Alarm Permits	19,440	22,460	20,400	20,400	21,000
32600 Miscellaneous Permits	3,300	4,600	5,100	5,000	5,000
32700 Franchise Fees	2,164,494	2,074,033	2,100,000	2,133,000	2,295,000
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>3,338,753</b>	<b>2,936,932</b>	<b>3,198,641</b>	<b>3,711,500</b>	<b>3,886,600</b>
33100 Admin Services to Water/Sewer	1,194,180	1,373,311	1,512,063	1,512,063	1,823,176
33102 Admin Services to Stormwater	0	145,000	252,010	252,010	150,144
33103 Admin Services to Solid Waste	0	0	252,010	252,010	171,593
33200 Income Tax (State)	1,102,450	559,388	1,200,000	1,200,000	1,200,000
33210 Sales Tax (State)	3,687,950	3,600,721	3,765,000	3,765,000	3,900,000
33230 Beer Tax (State)	29,324	27,860	30,600	28,000	30,000
33240 Bank Excise Tax (State)	155,745	55,176	55,000	55,000	55,000
33250 TVA in lieu of (State)	539,262	618,580	650,000	632,820	660,000
33255 Increase in State Shared Taxes	0	0	0	0	250,000
33270 Business Tax (from State)	0	0	2,450,000	2,450,000	2,485,000
33350 FEMA/TEMA Grants	0	0	0	185,918	500,000
33360 Emergency Shelter Grants	32,096	25,944	0	22,600	34,033
33400 Police Equipment Grants (Federal)	0	0	0	11,271	0
33410 Ballistic Vests (Federal)	4,985	0	0	4,400	0
33440 K-9 Program Grant	6,500	0	0	0	0

## General Fund Revenue (continued)

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
33450 Governor's Highway Safety Grant	26,399	18,971	0	0	0
33540 Traffic Operations Center Grants	7,600	412,424	528,000	26,550	1,680,000
33650 Special Event Grant Recoveries	0	0	0	0	40,000
33710 Battlefield Acquisition Grants	0	0	0	101,000	0
33800 Parks Grants	0	0	0	0	45,000
33810 Jim Warren Tree Grant	13,019	0	0	0	0
33820 Tree Commission Lecture Grant	1,500	1,500	0	0	0
33900 Big Read Grant	49,400	0	0	0	0
33910 TN Historical Commission Grant	4,000	0	0	0	0
33920 TN Dept of Agriculture Grant	0	16,376	0	0	0
33952 Federal ARRA # 2 - Dept of Energy	0	22,062	40,000	248,700	31,570
33955 Federal ARRA - TOC	0	123,000	1,104,300	12,000	200,000
<b>TOTAL INTERGOVERNMENTAL</b>	<b>6,854,410</b>	<b>7,000,313</b>	<b>11,838,983</b>	<b>10,759,342</b>	<b>13,255,516</b>
34105 Regional Fire Training	950	300	300	0	0
34110 Maps Sold	1,759	2,170	2,000	1,000	1,000
34120 Plans Sold	5,932	0	0	0	0
34130 Records Sold	216	0	0	0	0
34200 Accident Reports	36,854	33,526	40,000	40,000	40,000
34210 Fingerprinting Fees	1,070	895	1,500	1,500	1,500
34220 Offender Registry	1,575	1,635	1,500	1,500	1,500
34230 License Seizure Fees	1,360	0	2,000	1,000	1,000
34235 Citizens Police Academy	0	1,625	2,000	1,000	1,000
34240 Background Checks	0	0	0	1,000	1,000
34250 3rd Party Billable Overtime	0	10,005	15,000	0	0
<b>TOTAL CHARGES FOR SERVICES</b>	<b>49,716</b>	<b>50,156</b>	<b>64,300</b>	<b>47,000</b>	<b>47,000</b>
35120 City Court Fines	969,187	986,017	900,000	730,850	895,000
35125 Delinquent Court Fees & Fines	0	0	50,000	25,000	25,000
35130 General Sessions Fines	52,187	65,833	79,000	65,000	65,000
35140 Parking Fines	46,659	48,728	51,500	20,000	25,000
35200 Confiscated Goods (Federal)	(639)	0	0	0	0
35300 Beer Board Violations	250	0	1,500	0	0
35400 Business Tax Recording Fees	24,837	18,812	0	2,500	2,500
35600 Tree Bank Fees	30,359	50,302	0	0	0
<b>TOTAL FINES &amp; FEES</b>	<b>1,122,840</b>	<b>1,169,692</b>	<b>1,082,000</b>	<b>843,350</b>	<b>1,012,500</b>
36100 Interest Income	1,002,920	511,380	772,500	400,000	500,000
36400 Rebates on Purchases	27,112	25,511	25,000	25,000	25,000
36500 Rent - City Hall & Others	18,001	21,001	20,000	1	1
36600 Park Concessions	23,857	26,081	24,000	25,000	25,000
36800 Sale of Surplus Assets	76,197	21,389	100,000	100,000	100,000
<b>TOTAL USE OF MONEY &amp; PROPERTY</b>	<b>1,148,087</b>	<b>605,363</b>	<b>941,500</b>	<b>550,001</b>	<b>650,001</b>
37300 Insurance Reimbursements	0	75,000	0	0	0
37900 Miscellaneous Other Revenue	96,334	89,314	100,000	100,000	100,000
<b>TOTAL OTHER REVENUE</b>	<b>96,334</b>	<b>164,314</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>TOTAL CURRENT YEAR REVENUE</b>	<b>50,061,921</b>	<b>47,700,517</b>	<b>49,363,755</b>	<b>48,152,040</b>	<b>52,298,650</b>
Capital Allocation from Fund Balance	2,000,989	2,848,420	1,985,341	1,392,535	568,856
<b>TOTAL GENERAL FUND REVENUE</b>	<b>52,062,910</b>	<b>50,548,937</b>	<b>51,349,096</b>	<b>49,544,575</b>	<b>52,867,506</b>

## General Fund Major Revenue Sources

These are the major sources of revenue in the General Fund. (Note: Starting in FY 2010, a portion of the 43.4 cent property tax described below is allocated to the debt service fund and is reflected in the NET in the amounts for those years below).

ITEM	DESCRIPTION	ANNUAL CHANGE (FY 01 – FY 08)	ANNUAL CHANGE (FY 08 Actual to FY 11 PROJECTED)	FY 2009	FY 2010	FY 2011		FY 2012
				ACTUAL	ACTUAL	BUDGET	PROJECTED	PROPOSED
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%	\$21,152,554	\$20,969,821	\$22,383,900	\$22,568,466	\$23,353,466
PROPERTY TAX	<b>GROSS</b> - Approved locally at \$0.434 per \$100 of assessed value. Includes PILOT receipts. Starting in FY 2010, a portion of this revenue is dedicated to debt service fund.	6.7%	5.2%	\$10,636,829	\$11,944,774	\$12,307,212	\$12,351,106	\$13,145,950
	<b>NET</b> ; This is the portion of property tax that is available for the General Fund. Funds are reserved to retire debt.	NA	NA	\$0	\$8,489,980	\$7,008,531	\$6,746,081	\$7,077,767
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%	\$8,454,560	\$7,481,153	\$8,150,600	\$8,130,820	\$8,580,000
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%	\$2,722,568	\$2,683,492	\$2,690,900	\$2,816,300	\$2,905,800
FRANCHISE FEES	These are fees that are paid to the City for the privilege of operating the business in the City. It is based on gross revenues or sales and percent established by contract. Includes ATMOS, Comcast, AT&T and Piedmont.	19.6%	18.0%	\$2,164,494	\$2,074,032	\$2,100,000	\$2,133,000	\$2,295,000
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	\$1,518,311	\$2,066,083	\$2,016,083	\$2,144,913
FEDERAL GRANTS - TOC	Grant funds, primarily for the enhancement of the City's Traffic Operations Center	12.9%	102.0%	\$145,499	\$618,777	\$1,672,300	\$612,439	\$2,490,603
LICENSES & PERMITS (Other than Franchise Fees)	Fees paid as established by Ordinance for construction of structures inside the City.	3.4%	-22.2%	\$1,223,975	\$1,873,927	\$1,103,641	\$1,588,500	\$1,601,600
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%	\$1,122,840	\$1,119,390	\$1,082,000	\$843,350	\$1,012,500
USE OF MONEY and OTHER	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%	\$1,244,423	\$871,628	\$1,105,800	\$697,001	\$837,001
<b>TOTAL</b>	<b>EXCLUDES FUND BALANCE TRANSFERS</b>	<b>5.3%</b>	<b>-3.3%</b>	<b>\$50,061,922</b>	<b>\$47,700,511</b>	<b>\$49,363,755</b>	<b>\$48,152,040</b>	<b>\$52,298,650</b>

City of Franklin  
General Fund

**Revenue by Source**  
**Fiscal Year 2011-2012**

FINES & FORFEITURES	1.9%	USE OF MONEY & PROPERTY	1.2%	OTHER REVENUE	0.2%	Capital Allocation from Fund Balance	1.1%
CHARGES FOR SERVICES	0.1%						
INTERGOVERN MENTAL	25.1%					LOCAL TAXES	63.1%
LICENSES & PERMITS	7.4%						

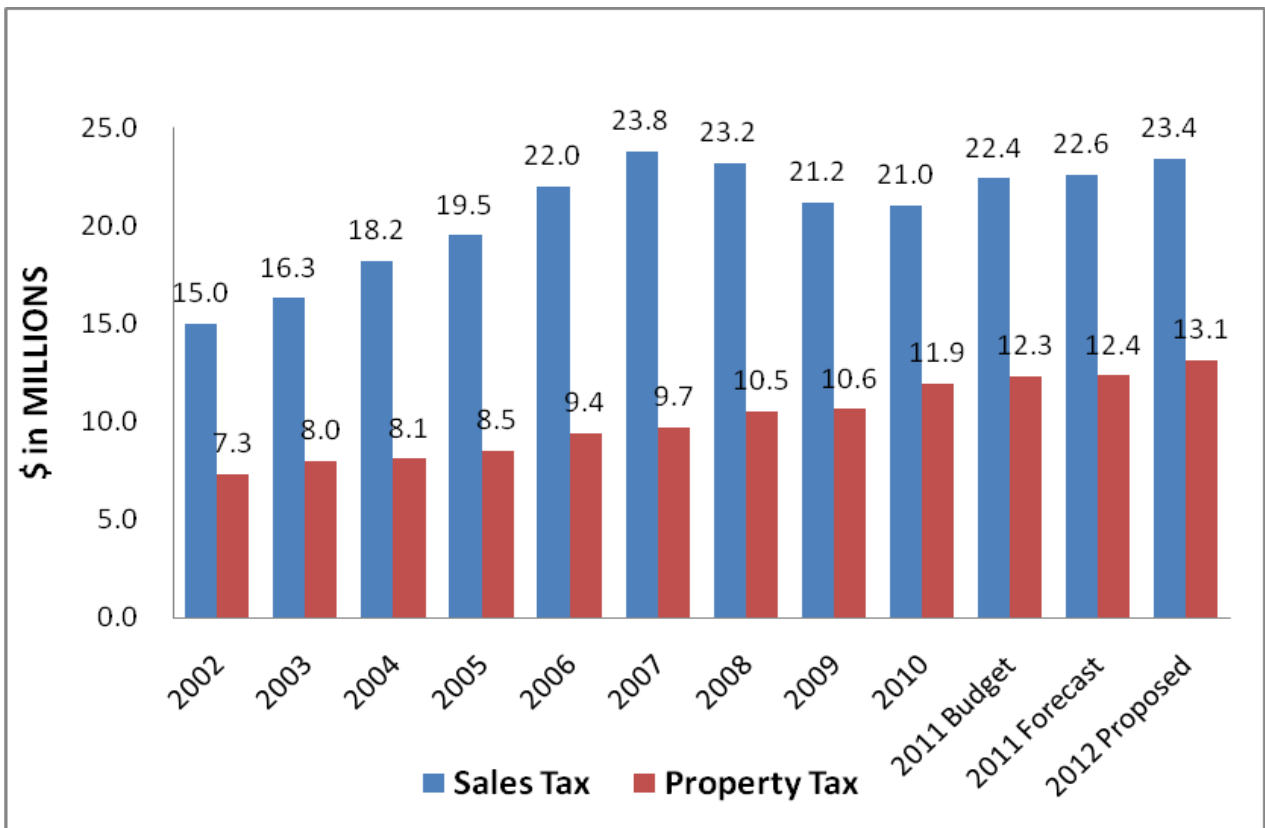
## City of Franklin

# 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 2012, the \$13.1 million is split \$6.7 million in the General Fund, \$5.2 million in the Debt Service Fund, 900,000 due to the Industrial Development Board, and \$347,000 in lieu of tax).

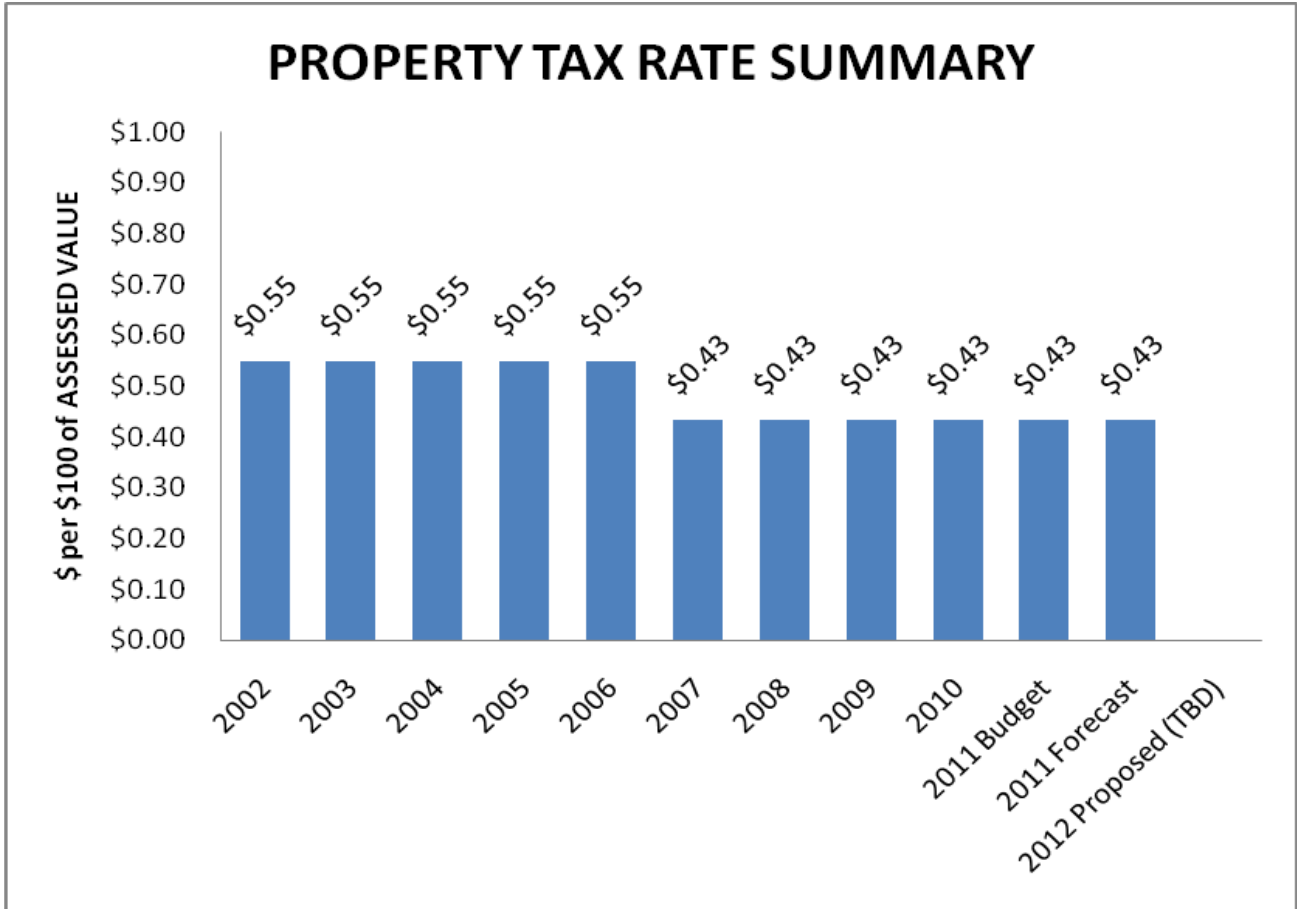
**Local Sales Tax** is the most significant revenue source for the City. The local sales tax rate is 2.25%. The City receives half of the tax amount if the sale occurs inside the City (with the County receiving the other half). Local sales tax applies only to the first \$1,600 of a single article purchase 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 occur every five years with the next one being reflected in the bills issued in October 2011.



City of Franklin

Property Tax Rate Summary



For 2007 - 2011, the property tax rate was approved at 43.4 cents per \$100 of assessed value. As required every five (5) years, Williamson County has just completed a reappraisal of property tax values. The certified tax rate law requires local governments to reexamine property tax rates after a reappraisal to make sure higher taxable values do not automatically result in a tax increase. The law requires local governments to conduct public hearings before adopting a property tax rate that generates more taxes overall in a reappraisal year than were billed the year before at the previous year's lower values.

This budget has been formulated upon the assumption the certified tax rate will be the adopted property tax rate for 2011-12. At this point, the rate is To Be Determined (TBD).

City of Franklin

**General Fund Expenditures by Department**

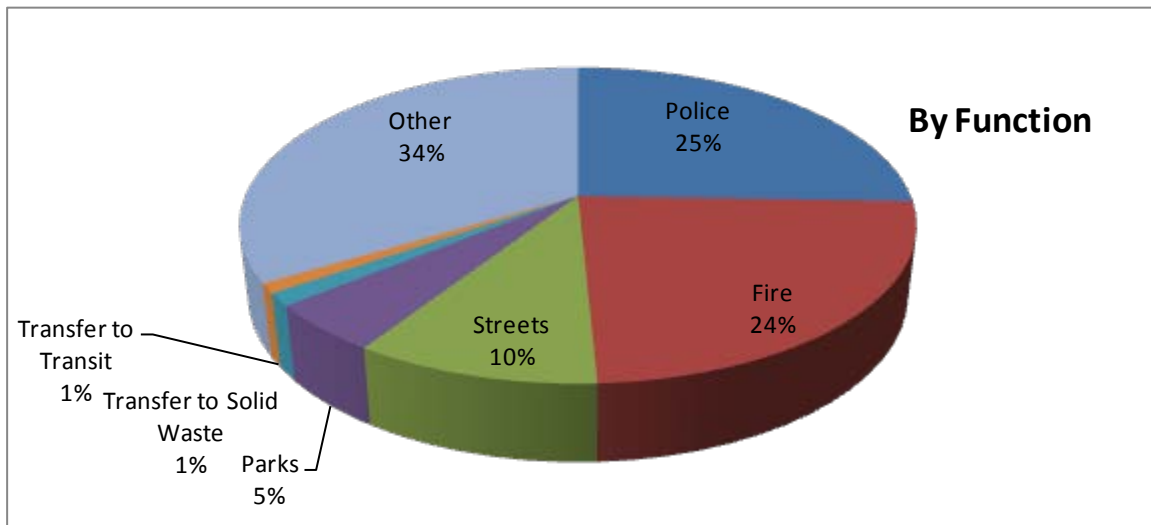
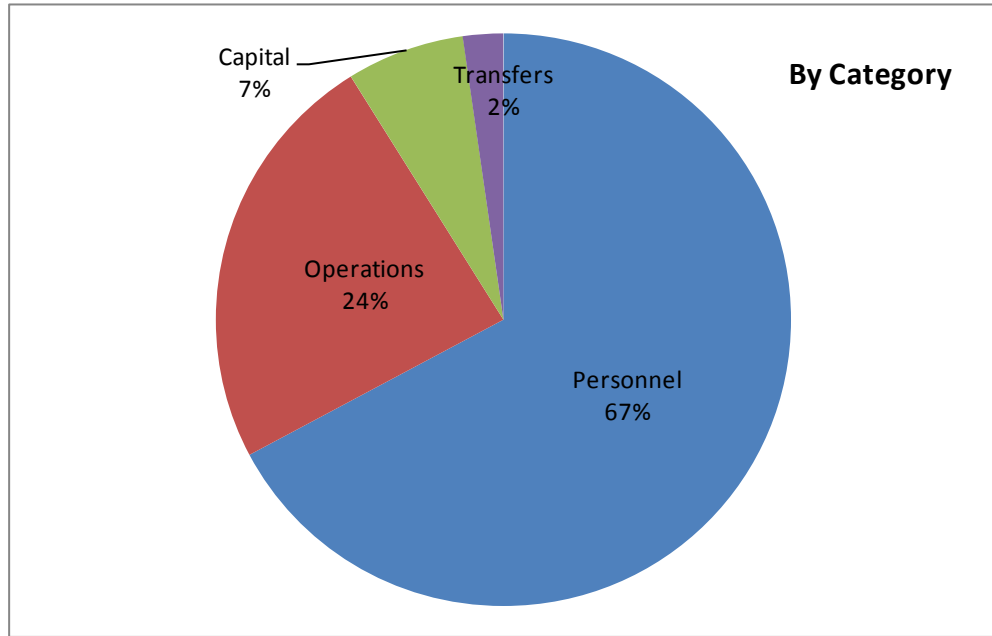
**Fiscal Year 2011 – 2012**

Department	Personnel	Operations	Capital	Transfers	Total
Elected Officials	133,944	77,300	0	0	211,244
Administration	439,125	123,131	0	0	562,256
Capital Investment Planning	197,809	28,605	0	0	226,414
Project & Facilities Management	360,580	363,459	98,600	0	822,639
Human Resources	699,864	333,003	100,000	0	1,132,867
Law	254,810	130,732	0	0	385,542
Communications	270,527	49,661	0	0	320,188
Parks	1,782,978	716,317	108,500	0	2,607,795
Police	10,236,835	3,266,037	0	0	13,502,872
Fire	10,726,239	1,697,315	100,800	0	12,524,354
Finance	677,372	111,156	0	0	788,528
MIT	1,238,059	1,328,571	84,500	0	2,651,130
Purchasing	178,699	33,159	0	0	211,858
Revenue Management	906,899	448,111	0	0	1,355,010
Court	181,818	89,915	0	0	271,733
Building & Neighborhood Services	1,704,334	204,450	0	0	1,908,784
Planning & Sustainability	1,212,806	160,354	0	0	1,373,160
Engineering	575,750	68,140	0	0	643,890
Traffic Operations Center	223,447	1,251,763	2,525,000	0	4,000,210
Streets-Maintenance	2,001,260	1,397,356	289,500	0	3,688,116
Streets - Traffic	518,343	359,365	151,000	0	1,028,708
Streets - Fleet Maintenance	435,837	53,246	12,500	0	501,583
General Expense	573,509	-160,234	40,000	0	453,275
Appropriations	0	413,680	0	0	413,680
Economic Development	0	92,314	0	0	92,314
Transfer to Solid Waste	0	0	0	672,256	672,256
Transfer to Transit	0	0	0	517,100	517,100
<b>TOTAL</b>	<b>35,530,844</b>	<b>12,636,906</b>	<b>3,510,400</b>	<b>1,189,356</b>	<b>52,867,506</b>

City of Franklin

General Fund Expenditures

By Category and Function  
Fiscal Year 2011-12





# City of Franklin

## General Fund Summary

GENERAL FUND SUMMARY					
	Actual 2009	Actual 2010	Budget 2011	Estd Actual 2010	Budget 2012
<b>Beginning Fund Balance</b>	30,763,782	28,762,793	25,914,373	25,914,373	24,521,838
<b>Total General Fund Revenue</b>	50,061,922	47,700,511	49,363,755	48,152,040	52,298,650
<b>Total General Fund Expenditures</b>	52,062,911	50,548,931	51,349,096	49,544,575	52,867,506
<b>Ending Fund Balance</b>	<b>28,762,793</b>	<b>25,914,373</b>	<b>23,929,032</b>	<b>24,521,838</b>	<b>23,952,982</b>
*** Percent of Total Annual Revenues	57%	54%	48%	51%	46%
*** Percent of Total Annual Expenditures	55%	51%	47%	49%	45%

As proposed, fund balance equal to approximately 45% of annual expenditures is maintained at fiscal year-end 2011-12. This is compliance with the Board's adopted reserve policy, which establishes a benchmark of 33%.

The general fund budget has total estimated revenue available of \$52,298,650. In comparison to 2010-11 budgeted, estimated annual revenues for fiscal year 2011-12 are up 5.9%, and up 8.6% overall compared to the estimated actual revenue for the current fiscal year 2010-11. The local option sales tax continues to be the single largest source of revenue for the City, at 44.2% of the general fund total. For FY 2012, we project a growth rate over estimated FY 2011 of 3.5% for this revenue.

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 16.2% of estimated revenues.

Property tax is the next largest source of revenue representing 12.7% of the general fund total continues to grow at a healthy rate.

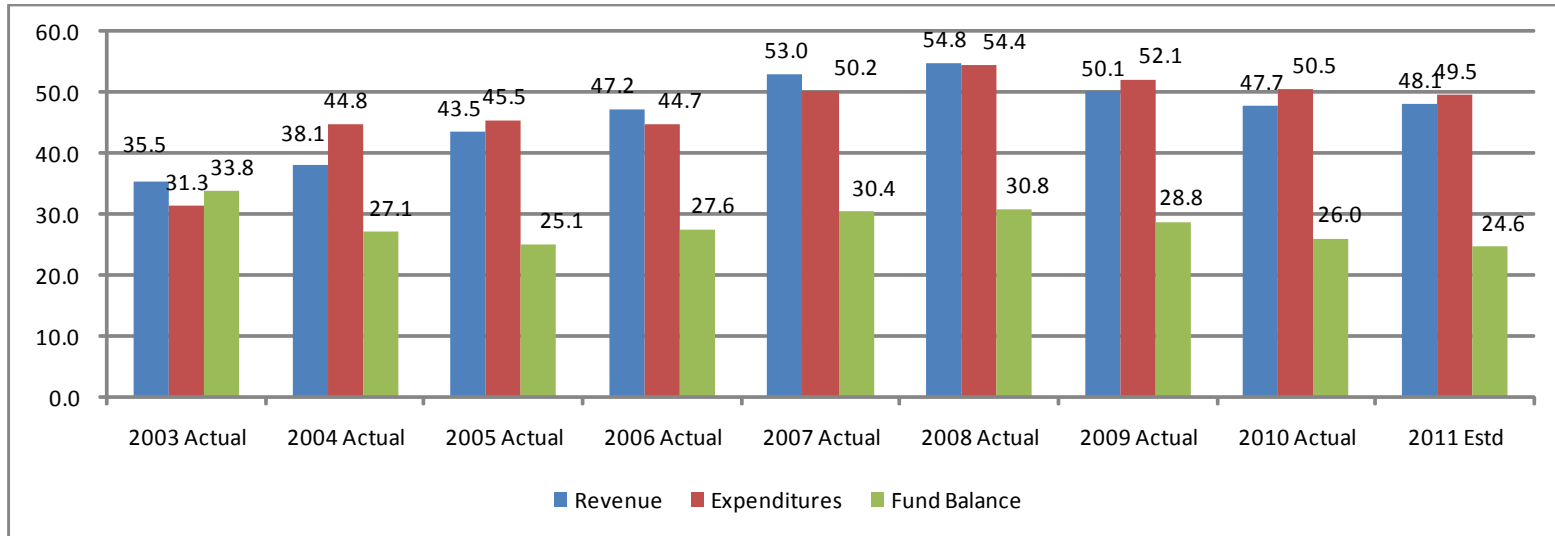
With the balance of revenues from all other sources, the City needs to continue to focus on opportunities and options for further diversification of our sources and types of revenue within the general fund. The dependence on one revenue source, the local sales tax, at a level of greater than 40% is a 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 \$52,867,506. Compared to fiscal year 2010-11, total expenditures for fiscal year 2011-12 are up approximately 6.7% compared to the estimated actual and up 3.0% compared to 2011's budget. Within the proposed budget, 67.2% is dedicated to employee wages and benefits, 23.9% to operational costs, 6.6% to capital equipment, and 2.3% to transfers to other funds (including solid waste operations and transit).

City of Franklin

Financial Performance - General Fund

Fiscal Year 2011-2012



	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estd	2012 Budget
Revenue	35.5	38.1	43.5	47.2	53.0	54.8	50.1	47.7	48.1	52.3
Expenditures	31.3	44.8	45.5	44.7	50.2	54.4	52.1	50.5	49.5	52.9
Fund Balance	33.8	27.1	25.1	27.6	30.4	30.8	28.8	26.0	24.6	24.0

Note: Amounts above are in millions of dollars.



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# 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*)



**2009 Distinctive  
Destination**  

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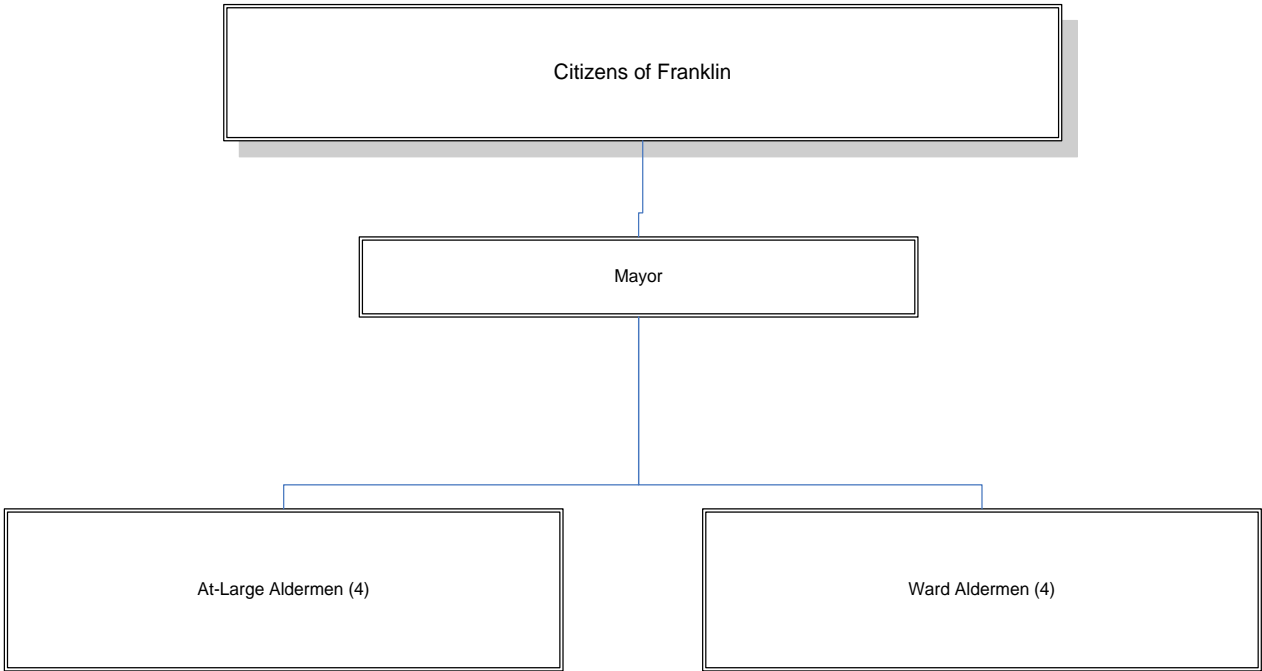
## Elected Officials

*Dr. Ken Moore, 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  
2011-2012 Fiscal Year Budget  
General Fund - Elected Officials  
Personnel by Position**

<b>Position</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b>Mayor</b>	1	1
<b>Alderman</b>	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 2012 to cover the Board's current monthly meeting schedule of one regular board meeting, at least one scheduled special meeting, and committee meetings. Estimated actual for 2011 has been less than budget due to a vacancy created when Dr. Ken Moore became mayor from vice-mayor. (Franklin's former mayor was selected by the governor to serve as a state department commissioner). The vacancy is anticipated to be filled as a result of the October 2011 city election.

#### **Operations:**

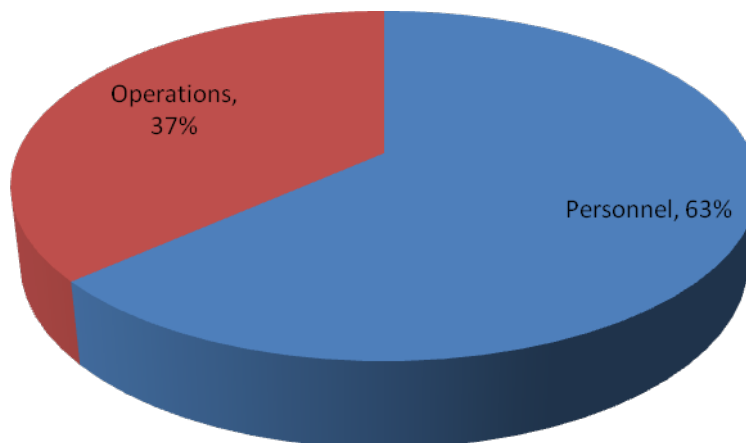
Operating costs are increased by \$51,328 in 2012. This is primarily due to \$50,000 budgeted for the October 2011 city election.

#### **Capital:**

There are no capital costs budgeted in 2012.

# General Fund Elected Officials

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81200 Officials Fees	56,991	57,492	53,000	54,781	58,317
81400 Employee Benefits	87,774	76,696	74,737	66,105	75,627
<b>TOTAL PERSONNEL</b>	<b>144,765</b>	<b>134,188</b>	<b>127,737</b>	<b>120,886</b>	<b>133,944</b>
<b>OPERATIONS</b>					
82100 Transportation Services	0	19	200	0	200
82200 Operating Services	51	396	600	161	600
82300 Notices Subscriptions Publications	5,765	53,633	7,272	9,180	57,272
82400 Utilities	1,111	1,221	1,200	1,200	1,200
82800 Professional Development/Travel	7,158	935	10,000	324	10,000
83100 Office Supplies	2,288	3,084	5,000	4,030	6,328
83200 Operating Supplies	30	25	0	0	0
83300 Fuel & Mileage	30	0	0	0	0
83500 Machinery & Equipment (<\$25,000)	60	0	1,500	0	1,500
85100 Property & Liability Costs	151	139	200	200	200
85200 Rentals	115	0	0	0	0
<b>TOTAL OPERATIONS</b>	<b>16,760</b>	<b>59,452</b>	<b>25,972</b>	<b>15,095</b>	<b>77,300</b>
<b>TOTAL EXPENDITURES</b>	<b>161,525</b>	<b>193,640</b>	<b>153,709</b>	<b>135,981</b>	<b>211,244</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>FY09</b>	<b>FY10</b>	<b>FY11 (7/1/10 thru 4/1511)</b>
Number of Agenda Packets reviewed	51	46	53
Number of Sets of Minutes Produced	105	114	88
Number of Resolutions Passed	40	69	48
Number of Ordinances Passed	54	69	46
Number of documents scanned into OnBase:			
Resolutions	42	69	46
Ordinances	56	69	53
Sets of Minutes	105	69	77
<b>Goal: Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.</b>			
Percentage of time target met	55%	70%	85%
Percent of BOMA Meetings with Perfect Attendance	42%	64%	50%



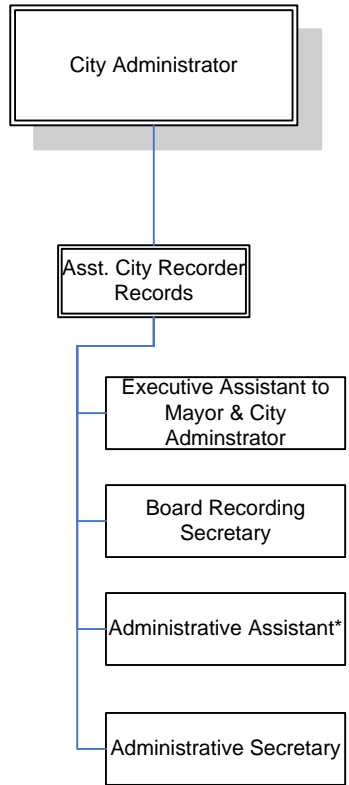
## Sustainable Franklin

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  
 2011-2012 Fiscal Year Budget  
 General Fund - Administration  
 Personnel by Position

Position	Pay	FY 2011		Not Funded	FY 2012		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
Administrative Secretary (from HR)	10	0	0	0	1	0	0
<b>TOTALS</b>		<b>5</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>1</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)
Administrative Assistant - Not funded					
Administrative Secretary - Added (Transfer from Human Resources)					

## Budget Notes/Objectives

### *Administration*

#### **Personnel:**

In 2012, the Administration Department will not fund in a vacant administrative assistant position. An administrative secretary position will be transferred from Human Resources to Administration.

#### **Operations:**

Operating costs are reduced by \$51,826, or 30%, in 2012. This is partly due to the budgeting of costs for public relations & education and promotions & special events under Communications in 2011.

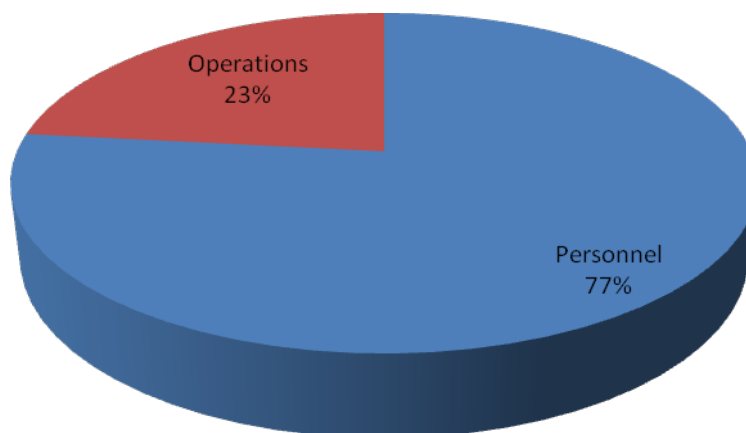
#### **Capital:**

There are no budgeted capital costs in 2012.



# General Fund Administration

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	533,664	283,174	282,051	286,920	322,383
81200	Officials Fees	0	60	0	0	0
81400	Employee Benefits	184,870	114,076	105,337	103,800	116,741
<b>TOTAL PERSONNEL</b>		<b>718,534</b>	<b>397,310</b>	<b>387,388</b>	<b>390,720</b>	<b>439,125</b>
<b>OPERATIONS</b>						
82100	Transportation Services	3,060	1,156	5,273	763	273
82200	Operating Services	5,236	6,746	16,000	14,160	21,000
82300	Notices Subscriptions Publications	53,054	15,055	37,932	6,567	9,055
82400	Utilities	17,136	10,827	45,049	8,140	15,028
82500	Contractual Services	36,681	3,488	2,500	7,360	5,000
82600	Repair & Maintenance Services	2,675	3,115	10,134	3,570	7,600
82700	Employee Programs	0	5,184	11,000	12,643	6,800
82800	Professional Development/Travel	6,068	6,395	15,199	4,090	12,798
83100	Office Supplies	15,348	13,118	19,625	9,654	13,730
83200	Operating Supplies	511	1,573	3,288	975	3,277
83300	Fuel & Mileage	393	721	452	670	1,052
83500	Machinery & Equipment (<\$25,000)	8,831	5,868	17,018	18,646	17,031
83600	Repair & Maintenance Supplies	1,575	535	1,400	197	1,400
85100	Property & Liability Costs	678	13,131	4,472	4,400	4,472
85200	Rentals	50	0	0	0	0
85300	Permits	0	0	4,615	50	4,615
85500	Financial Fees	1	0	0	0	0
85900	Other Business Expenses	500	0	(19,000)	0	0
<b>TOTAL OPERATIONS</b>		<b>151,795</b>	<b>86,911</b>	<b>174,957</b>	<b>91,885</b>	<b>123,131</b>
<b>TOTAL EXPENDITURES</b>		<b>870,329</b>	<b>484,220</b>	<b>562,345</b>	<b>482,605</b>	<b>562,256</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, managing the safety and wellness of employees, procuring and administering all liability insurance as well as managing liability exposure, and managing employee benefits.

<b>Measurement/Goal</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11 (Projected)</b>	<b>FY12 (Goal)</b>
Number of Budgeted Positions Full-Time (Part-Time)	679(44)	689(52)	687(65)	NA
Human Resources Staff per 100 Employees (not including Risk)	.81	.80	.80	.80
Employee Turnover for Full-Time Positions (Not Including Retirees)	3.8%	4.3%	3.4%	5%
Number of Vacancies Advertised Externally	20	24	23 (27)	20
Number of External Applications Processed	4,200	2,849	1,967 (2,500)	2,500
Average Number of Applications per Advertised External Vacancy	210	119	84	100
Average Number of Days to Fill a Position Advertised Externally	NA	125	125	100
Wellness Program Participants*	574	662	729	825
Annual Wellness Cost per FTE	\$20.79	\$27.26	\$29.66	\$27.88
Total benefits as a percent of total wages	40.7%	NA	NA	42%
Retirement Contributions as a percent of total payroll	21.23%	19.25%	NA	NA

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

Measurement/Goal	FY09	FY10	FY11 (Jan – Apr 2011)
Number of TOSHA Recordable Injuries	38	58	29
TOSHA Recordable Injuries as a Percentage of Workforce	5.7%	9.2%	3.16%
Average Number of Work Days Lost per Injury	5.1	4	2.18
Total Loss of Payroll	\$26,526	\$37,968	\$4,495.51

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



## Sustainable Franklin

We are proud to accomplish two of our FY 2011 goals that substantially contribute to the economic sustainability of the City of Franklin:

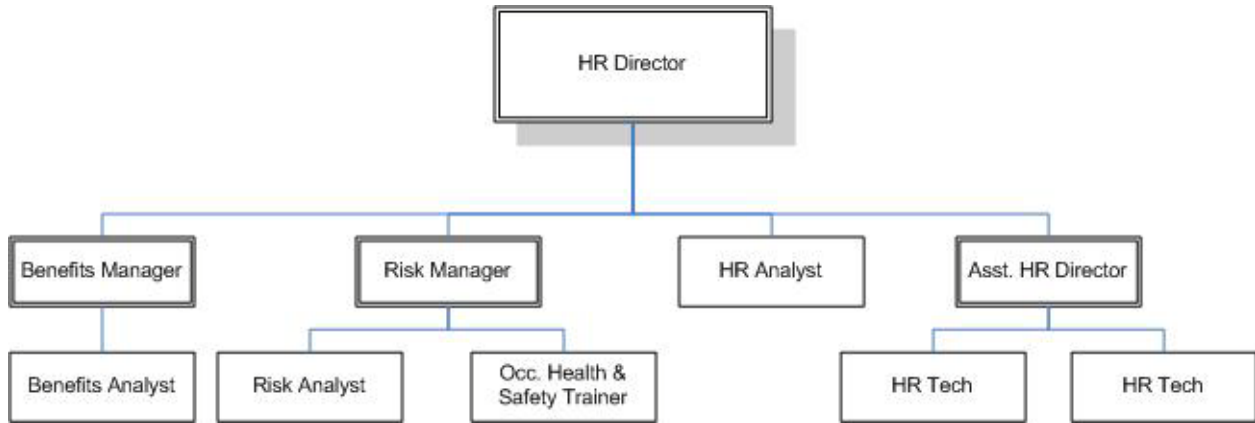
- Development and Implementation of a new retirement plan that is more economically sustainable but will continue to aid in the recruitment of quality employees for the City.
- Moving from a fully insured workers’ compensation program to self insured retention program that has realized savings of \$301,482 (72%) for the first three quarters of FY 2011 compared to the first three quarters of FY 2010.

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 began sending email notifications rather than letters to applicants, added additional insurance information online and added our Human Resources Manual on the intranet and internet. In FY 2011, we implemented online forms for all Workers’ Compensation, Accidents, Employee Incidents, and Employee Requisitions. Furthermore, we added a comprehensive online safety training program and added the Exposure Control Plan to the intranet. We created a health and wellness site on Inside the City that offers health and wellness resources/links, including walking maps, to employees.

Human Resources believes that health and wellness is an important component of maintain sustainable communities. We offer a wellness program to all full-time employees. This year, with the help of the wellness team, we offered a new fitness center for all employees, a picnic area that included tables made of recycled materials, walking program, health screenings, flu shots, a health fair, smoking cessation, and physicals. In partnership with Williamson Medical Center we are implementing a new weight loss program, “A Countdown to a New You.”



# Organizational Chart



## Staffing by Position

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

Position	Pay Grade	FY 2011		FY 2012	
		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
Occupational Health/Safety Trainer	19	1	0	1	0
Risk Analyst	17	1	0	1	0
Benefits Analyst	TBD	0	0	1	0
Human Resources Technician	12	1	0	2	0
Administrative Secretary	10	1	0	0	0
	<b>TOTALS</b>	<b>9</b>	<b>0</b>	<b>10</b>	<b>0</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)
Administrative Secretary - Transfer to Administration					
Benefits Analyst - Added (reclassification from HR Technician)			HR Tech	Ben. Analyst	TBD
One (1) Human Resources Technician - Added					

## Budget Notes/Objectives

### *Human Resources*

- Salaries & Wages – A minimal increase is expected in this line item due to the reclassification of one HR Technician to Benefits Analyst. The department is currently operating at less than the 25<sup>th</sup> percentile for HR personnel to total FTEs.
- Employee Programs – An increase of \$60,000 will be implemented due to the return of the revised Employee Tuition Assistance Program.
- Outside Training – In FY11 a budget amendment was approved to allow for Franklin Leadership University. \$35,000 has been budgeted in FY12 to implement a Management Academy for supervisors within the City.
- Consultant Services – Additional money has been budgeted in this line item to provide for benefits consulting services (\$30,000), liability insurance consulting services (\$10,000), a comprehensive pay plan study (\$40,000).
- Capital – Money has been budgeted for a much needed HRIS and Applicant Tracking software that will benefit all City Departments and improve the efficiency, effectiveness, sustainability, and public service of our hiring practices. This program will reduce our liability and exposure in our hiring process, employee tracking, benefits, discipline, and compensation.



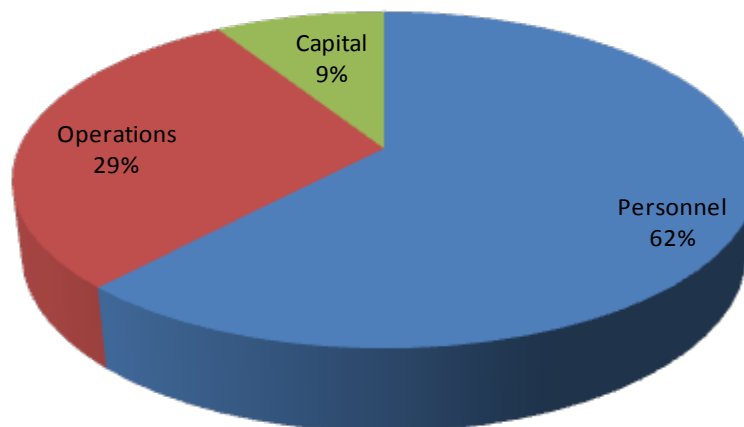
# General Fund Human Resources

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	429,299	449,275	472,450	474,586	532,068
81400 Employee Benefits	139,707	158,596	155,494	158,870	167,796
<b>TOTAL PERSONNEL</b>	<b>569,006</b>	<b>607,871</b>	<b>627,944</b>	<b>633,456</b>	<b>699,864</b>

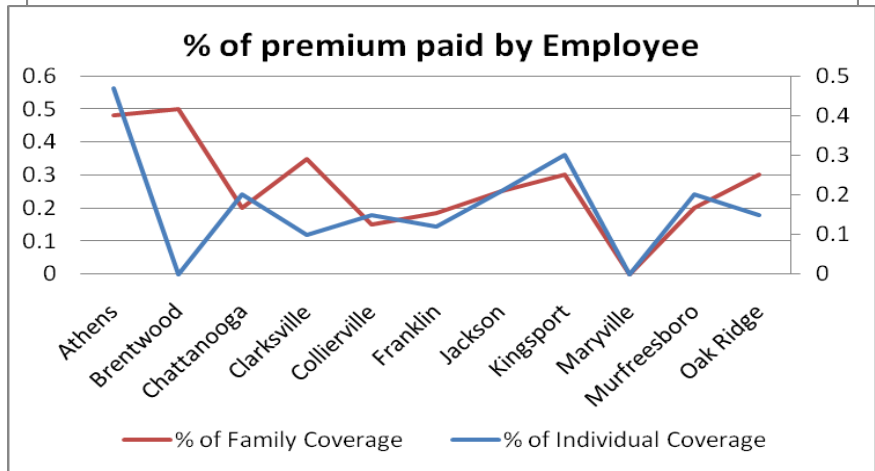
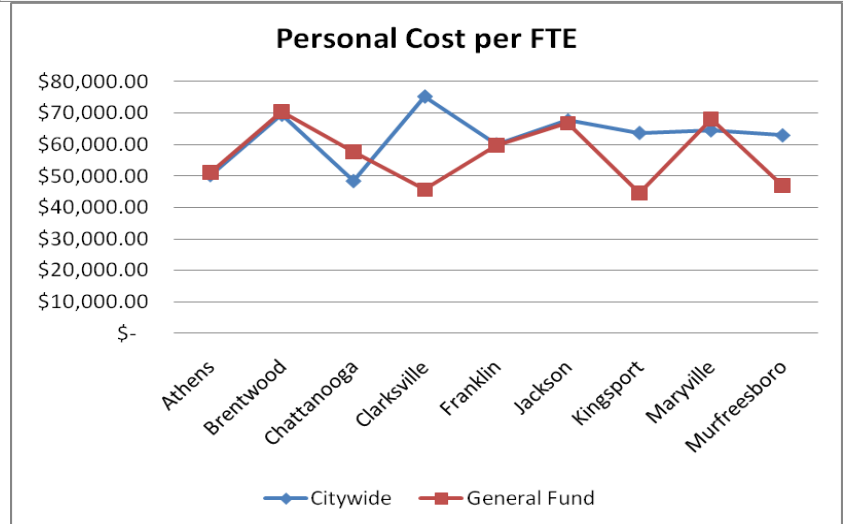
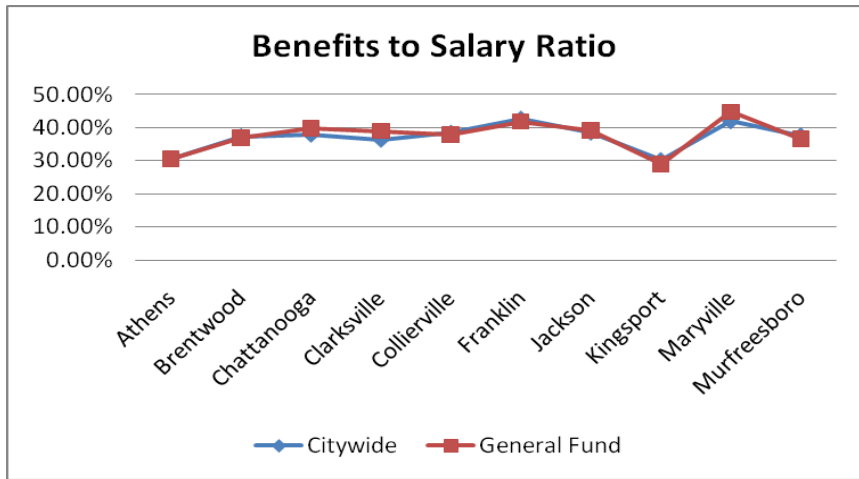
<b>OPERATIONS</b>					
82100 Transportation Services	2,649	2,985	5,000	3,000	5,000
82200 Operating Services	2,694	4,793	5,000	5,000	5,000
82300 Notices Subscriptions Publications	6,860	5,585	7,500	13,210	10,900
82400 Utilities	4,841	3,480	4,820	3,810	4,320
82500 Contractual Services	18,733	22,557	40,000	40,553	81,000
82600 Repair & Maintenance Services	4,148	4,478	4,500	3,900	4,000
82700 Employee Programs	160,422	134,800	73,000	94,915	157,000
82800 Professional Development/Travel	16,905	21,970	25,100	25,540	25,800
83100 Office Supplies	6,841	7,434	9,050	9,050	9,050
83200 Operating Supplies	6,059	8,867	12,500	12,165	12,500
83300 Fuel & Mileage	1,365	1,618	2,150	2,000	3,150
83500 Machinery & Equipment (<\$25,000)	4,399	6,415	12,700	11,910	12,700
83600 Repair & Maintenance Supplies	38	30	0	80	0
85100 Property & Liability Costs	2,239	1,498	2,083	2,090	2,083
85900 Other Business Expenses	0	0	(11,750)	500	500
<b>TOTAL OPERATIONS</b>	<b>238,193</b>	<b>226,509</b>	<b>191,653</b>	<b>227,723</b>	<b>333,003</b>

<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	0	0	0	0	100,000
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

<b>TOTAL EXPENDITURES</b>	<b>807,198</b>	<b>834,380</b>	<b>819,597</b>	<b>861,179</b>	<b>1,132,867</b>
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# MTAS Benchmarking Program



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



HISTORIC  
**FRANKLIN**  
TENNESSEE

## Law

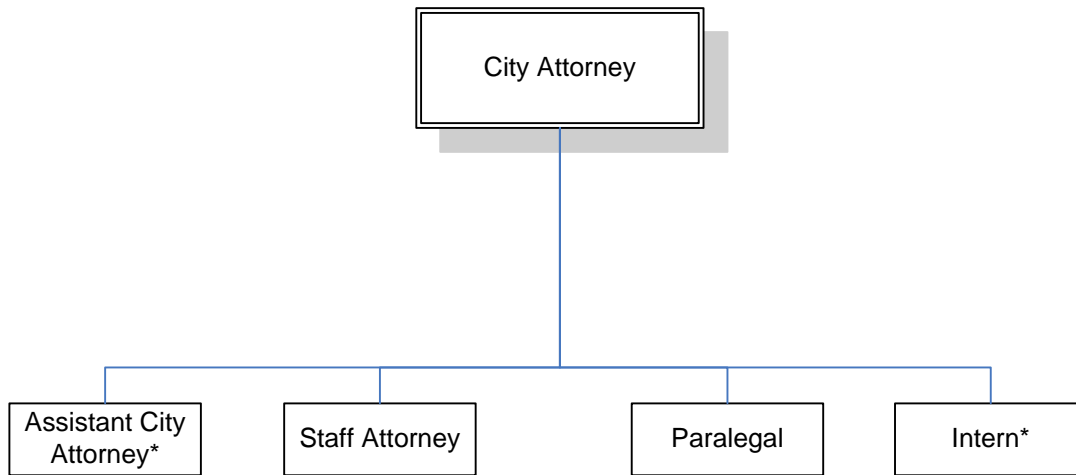
*Shauna R. Billingsley, City Attorney*

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>FY10</b> <i>(as of 4/30/2010)</i>	<b>FY11</b> <i>(as of 4/15/11)</i>	<b>FY 12</b> <i>(Goals)</i>
Number of Ordinances/Resolutions Drafted or Reviewed	99	89	all
Number of Contracts Drafted and/or Reviewed	124	139	all
Legal Opinions Distributed (Goal: Distribute one every month)	9	9 <i>*3 more will go out this FY</i>	12
Complete Case and Research Review Timely	N/A	N/A	90%

# Organizational Chart



\* = Unfunded

# Staffing by Position

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

Position	Pay Grade	FY 2011			FY 2012		
		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	1	1	0	1
Staff Attorney	22	1	0	0	1	0	0
Paralegal	16	1	0	0	1	0	0
<b>TOTALS</b>		<b>4</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Anticipated Pay Grade (if reclassification creates new job title)
Asst City Attorney - Not funded					



# Budget Notes/Objectives

## *Law*

- Salaries & Wages – The part-time administrative assistant was 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

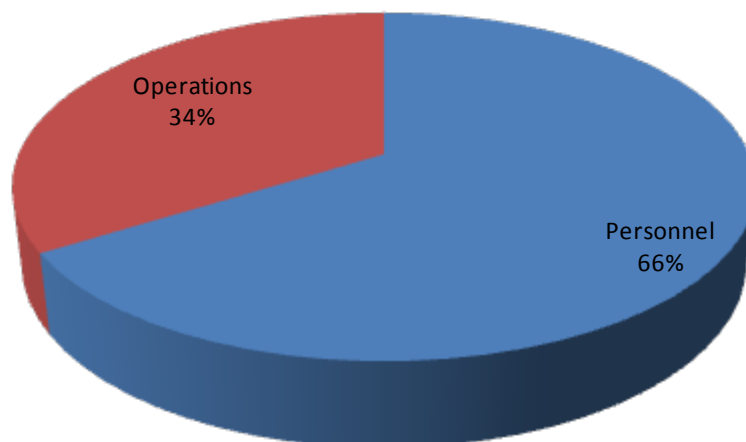


# General Fund Law

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	138,430	149,901	171,907	193,300	188,818
81400 Employee Benefits	55,683	63,643	72,314	70,945	65,992
<b>TOTAL PERSONNEL</b>	<b>194,113</b>	<b>213,544</b>	<b>244,221</b>	<b>264,245</b>	<b>254,810</b>

<b>OPERATIONS</b>					
82100 Transportation Services	284	778	1,300	594	1,300
82200 Operating Services	1,069	2,461	5,240	4,743	6,240
82300 Notices Subscriptions Publications	11,973	15,322	17,495	12,643	19,750
82400 Utilities	1,334	1,783	3,240	1,414	3,240
82500 Contractual Services	0	51,945	62,400	28,040	62,400
82700 Employee Programs	146	3,249	5,200	137	5,200
82800 Professional Development/Travel	5,566	7,116	14,800	5,839	14,800
83100 Office Supplies	2,005	3,759	4,150	817	4,150
83200 Operating Supplies	0	120	500	6	500
83300 Fuel & Mileage	24	0	400	0	400
83500 Machinery & Equipment (<\$25,000)	0	2,103	5,500	2,450	6,000
83600 Repair & Maintenance Supplies	153	0	0	0	0
85100 Property & Liability Costs	986	905	1,302	1,310	1,302
85300 Permits	871	1,280	5,450	4,204	5,450
<b>TOTAL OPERATIONS</b>	<b>24,410</b>	<b>90,821</b>	<b>126,977</b>	<b>62,197</b>	<b>130,732</b>

<b>TOTAL EXPENDITURES</b>	<b>218,523</b>	<b>304,365</b>	<b>371,198</b>	<b>326,442</b>	<b>385,542</b>
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# Communications

Milissa Reiersen, 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
<b>Goal: Provide proactive and timely information</b>			
Number of Press Releases (not including Police & Fire)	NA	76	74
Number of News Stories Generated from Media releases	NA	245	326
<b>SOCIAL MEDIA</b>			
Facebook (number of followers)	NA	NA	2,766
Facebook (average monthly post views)	NA	NA	140,729
Twitter (number of followers)	NA	NA	1,195
Youtube (upload views)	NA	NA	6,006
<b>Goal: Produce informative programming for Franklin TV</b>			
Local programming produced for Franklin TV (not including meetings)	NA	15	18
Average visits to City's website	NA	NA	67,776
Average Pageviews to City website	NA	NA	196,890
Special Events Processed by City	33	41	43

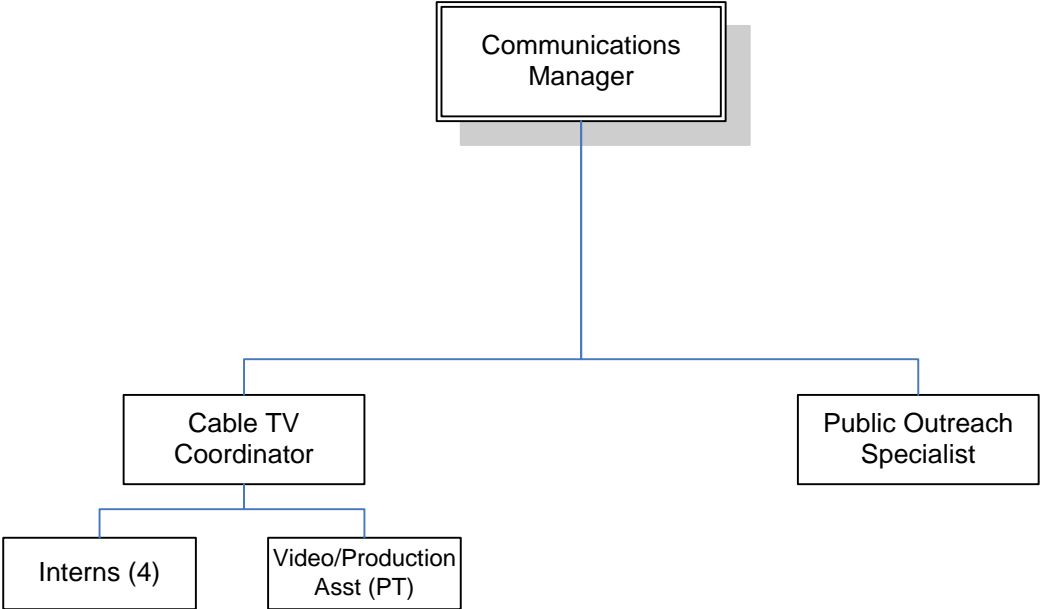


## Sustainable Franklin

The Communications Office assisted with the launch and promotion of the residential curbside blue bag recycling program. We developed a communications plan for the launch working with retailers, neighborhood associations, local schools and the media to assure the blue bags were in stock at the time of the launch and guarantee success. The first few weeks, retailers ran

out of the blue bags due to overwhelming demand. Current estimates tell us close to 40 percent of Franklin households are participating in the program.

## Organizational Chart



## Staffing by Position

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

Position	Pay Grade	FY 2011		FY 2012	
		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	4	0	3
<b>TOTALS</b>		<b>3</b>	<b>5</b>	<b>3</b>	<b>4</b>

Note: Total budgeted hours for part-time positions are 1,000 for 2012.

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
One (1) Intern - Eliminated					

## Budget Notes/Objectives

### *Communications*

#### **Personnel:**

Employee benefits budgeted in 2012 have increased slightly compared to estimated actual in 2011.

#### **Operations:**

Operating costs decreased by \$31 in 2012. The Communications division is keeping costs low, while producing more television programming, social media, communications with citizens and employees, and special events.

#### **Capital:**

There are no budgeted capital costs in 2012.

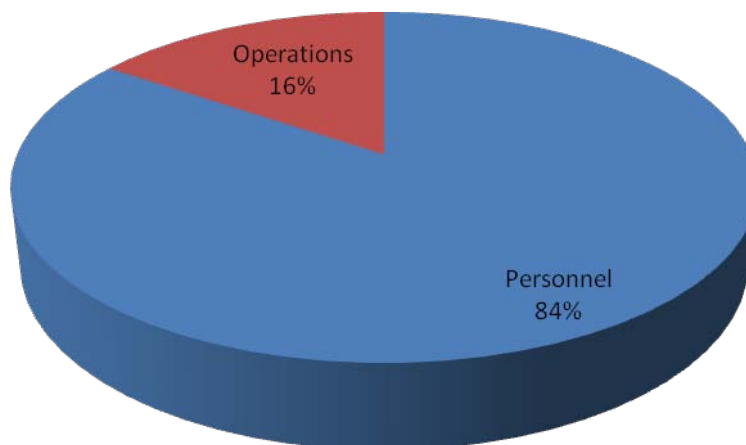


# General Fund Communications

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	68,458	200,051	194,479	200,500	199,576
81400 Employee Benefits	24,715	71,758	70,563	69,860	70,951
<b>TOTAL PERSONNEL</b>	<b>93,173</b>	<b>271,810</b>	<b>265,042</b>	<b>270,360</b>	<b>270,527</b>

<b>OPERATIONS</b>					
82100 Transportation Services	251	271	600	9	400
82200 Operating Services	37	80	200	37	200
82300 Notices Subscriptions Publications	642	4,041	21,900	17,662	18,900
82400 Utilities	593	2,056	2,300	1,940	2,300
82600 Repair & Maintenance Services	2,359	567	1,500	0	1,500
82700 Employee Programs	0	0	0	130	0
82800 Professional Development/Travel	1,130	754	4,436	4,703	9,410
83100 Office Supplies	394	1,331	1,250	1,110	1,250
83200 Operating Supplies	9,904	10,258	10,510	10,740	10,700
83300 Fuel & Mileage	151	330	300	240	300
83500 Machinery & Equipment (<\$25,000)	10,441	4,459	6,000	6,237	4,005
85100 Property & Liability Costs	527	484	696	700	696
85900 Other Business Expenses	1,350	0	0	0	0
<b>TOTAL OPERATIONS</b>	<b>27,778</b>	<b>24,631</b>	<b>49,692</b>	<b>43,508</b>	<b>49,661</b>

<b>TOTAL EXPENDITURES</b>	<b>120,951</b>	<b>296,441</b>	<b>314,734</b>	<b>313,868</b>	<b>320,188</b>
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# 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.

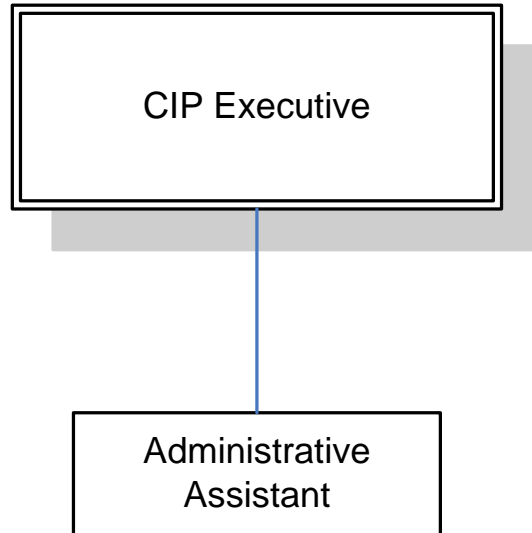
## 2011-2012 Outlook

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  
 2011-2012 Fiscal Year Budget  
 General Fund-Capital Investment Planning  
 Personnel by Position

Position	Pay Grade	FY 2011		FY 2012	
		Full-Time	Part-Time	Full-Time	Part-Time
CIP Executive	26	1	0	1	0
Engineering Associate	16	0	1	0	0
Administrative Assistant	12	1	0	1	0
	<b>TOTALS</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</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)
Engineering Associate (part-time) - Eliminated					



## Budget Notes/Objectives

### *Capital Investment Planning*

The total CIP Division FY 2011-2012 proposed budget is \$11,007 less than the FY 2010-2011 budget which is a reduction of 4.6%.

#### **Personnel:**

Personnel cost have been reduced by \$11,280 due to the elimination of the Part-time Engineering Associate Position. There is a proposed increase in Overtime Pay due to the CIP Division Administrative Assistant being assigned as the secretary of the newly created Building and Street Standards Board of Appeals.

#### **Operations:**

There is a 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. This is the fund that was used to pay for the services provided by CDM for assistance in the mitigation of the May 2010 Flood.

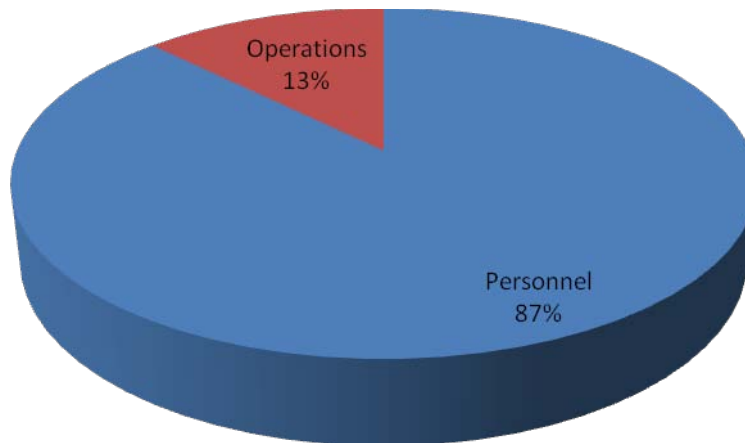
#### **Capital:**

No capital costs are shown for the new budget year.



# General Fund Capital Investment Planning

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	0	171,244	161,096	168,500	152,078
81400 Employee Benefits	0	47,843	47,993	46,010	45,731
<b>TOTAL PERSONNEL</b>	<b>0</b>	<b>219,088</b>	<b>209,089</b>	<b>214,510</b>	<b>197,809</b>
<b>OPERATIONS</b>					
82100 Transportation Services	0	129	400	110	210
82200 Operating Services	0	59	50	160	300
82300 Notices Subscriptions Publications	0	892	2,435	7,242	2,518
82400 Utilities	0	770	2,820	1,212	2,800
82500 Contractual Services	0	2,000	10,000	1,500	10,000
82600 Repair & Maintenance Services	0	25	250	744	250
82800 Professional Development/Travel	0	2,915	6,500	3,130	7,200
83100 Office Supplies	0	2,223	1,100	863	1,100
83200 Operating Supplies	0	225	300	200	300
83300 Fuel & Mileage	0	79	700	780	800
83500 Machinery & Equipment (<\$25,000)	0	3,813	1,900	0	1,250
85100 Property & Liability Costs	0	814	1,077	1,033	1,077
85300 Permits	0	451	800	640	800
<b>TOTAL OPERATIONS</b>	<b>0</b>	<b>14,395</b>	<b>28,332</b>	<b>17,614</b>	<b>28,605</b>
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>233,483</b>	<b>237,421</b>	<b>232,124</b>	<b>226,414</b>



# Project and Facilities Management

*Brad Wilson, Project Manager*

The Project and Facilities work unit is responsible for the development, programming, design, planning, scheduling, and management of city facilities and 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

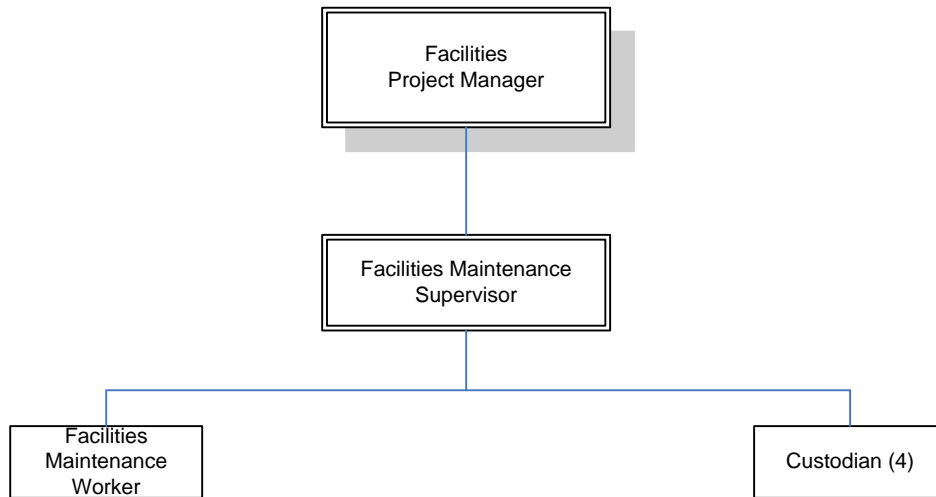
Project Facilities Management promotes recycling of all paper products, plastic bottles, aluminum cans and toner cartridges. The group is charged with monitoring and developing better ways for usage and conservation of energy and making facilities eco-friendly for the City's employees and citizens.

## 2011-2012 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 community, contractors, consultants, and others and continue to develop project management processes and skills.



## Organizational Chart



## Staffing by Position

**City of Franklin  
2011-2012 Fiscal Year Budget  
General Fund - Project & Facilities Management  
Personnel by Position**

Position	Pay	FY 2011		FY 2012	
	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	3	1	3	1
	<b>TOTALS</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</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)

## Budget Notes/Objectives

### *Project & Facilities Management*

#### **Personnel:**

There are no changes in approved positions in 2011-12.

#### **Operations:**

Operating costs for facilities are increased approximately 10.0% from the budget of 2011. This is due to \$52,551 dollars added to the facilities budget that is related to materials and labor being used at the City of Franklin Police Headquarters. Making up this number are such items as emergency generator fuel and maintenance contract cost, consumables such as hvac filters, cartridges for waste systems, green roof maintenance contract, reuse water maintenance contract, light bulbs, additional permits and such with some additional IT/AV connectivity between the EOC, community room and Channel 10. Of the increase, it can be contributed to (1) the bringing of all the city generators under this department that will control the maintenance contract and fuel cost, (2) the elevator maintenance contracts at the two parking garages and Five Points building, (3) estimated HVAC repairs thru the year, (4) pest control, (5) two department computers that may be replaced but still have some longevity left, (6) personnel uniforms, (7) document shredding, and (8) other essentials.

#### **Capital:**

Building improvements were halved (\$80,000 to \$40,000) in 2011 as part of the department's cost containment measures. For 2012 the budget is increased back to \$80,000 for City Hall and parking garage improvements, including security equipment. There is also \$18,600 for equipment needed at the police headquarters.

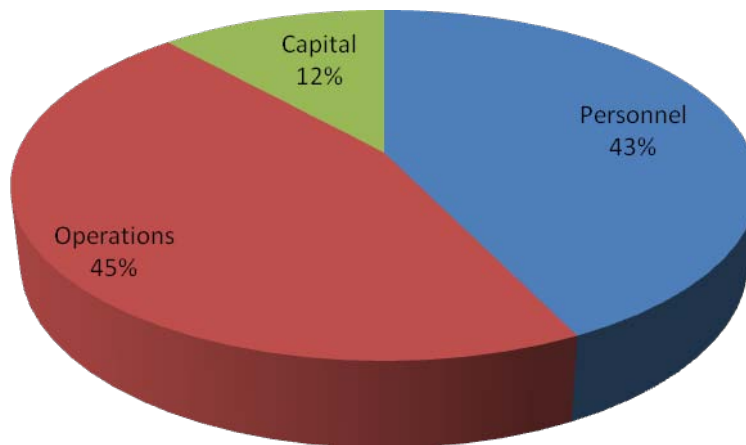
# General Fund Project & Facilities Management

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	159,772	231,516	233,419	235,330	245,355
81400 Employee Benefits	93,423	135,723	121,452	120,040	115,225
<b>TOTAL PERSONNEL</b>	<b>253,196</b>	<b>367,239</b>	<b>354,871</b>	<b>355,370</b>	<b>360,580</b>

<b>OPERATIONS</b>					
82100 Transportation Services	20	101	20	40	40
82200 Operating Services	278	0	60	472	2,400
82300 Notices Subscriptions Publications	42	1,393	500	1,033	315
82400 Utilities	197,526	180,424	194,724	178,060	184,217
82500 Contractual Services	800	0	0	0	14,800
82600 Repair & Maintenance Services	66,014	33,436	50,750	56,450	60,700
82700 Employee Programs	0	30	0	0	0
82800 Professional Development/Travel	0	54	0	0	0
83100 Office Supplies	118	469	401	490	400
83200 Operating Supplies	825	2,181	1,290	2,219	2,300
83300 Fuel & Mileage	459	505	500	1,220	13,300
83500 Machinery & Equipment (<\$25,000)	1,328	1,780	2,300	2,363	3,420
83600 Repair & Maintenance Supplies	33,104	35,894	40,870	38,770	50,070
85100 Property & Liability Costs	22,528	22,144	30,547	30,844	30,547
85200 Rentals	6,391	1,335	7,826	1,339	250
85300 Permits	50	0	0	30	600
85900 Other Business Expenses	0	0	750	182	100
<b>TOTAL OPERATIONS</b>	<b>329,484</b>	<b>279,745</b>	<b>330,538</b>	<b>313,512</b>	<b>363,459</b>

<b>CAPITAL</b>					
89200 Buildings	0	0	40,000	34,000	80,000
89500 Machinery & Equipment (>\$25,000)	10,597	0	10,000	0	18,600
<b>TOTAL CAPITAL</b>	<b>10,597</b>	<b>0</b>	<b>50,000</b>	<b>34,000</b>	<b>98,600</b>

<b>TOTAL EXPENDITURES</b>	<b>593,277</b>	<b>646,984</b>	<b>735,409</b>	<b>702,882</b>	<b>822,639</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



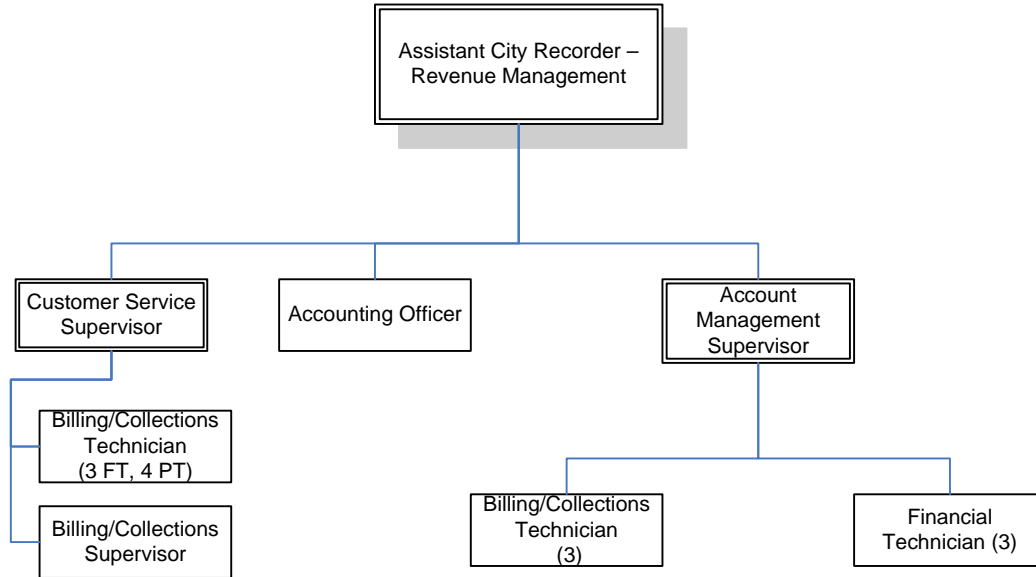
## Sustainable Franklin

- 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

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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  
 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:**

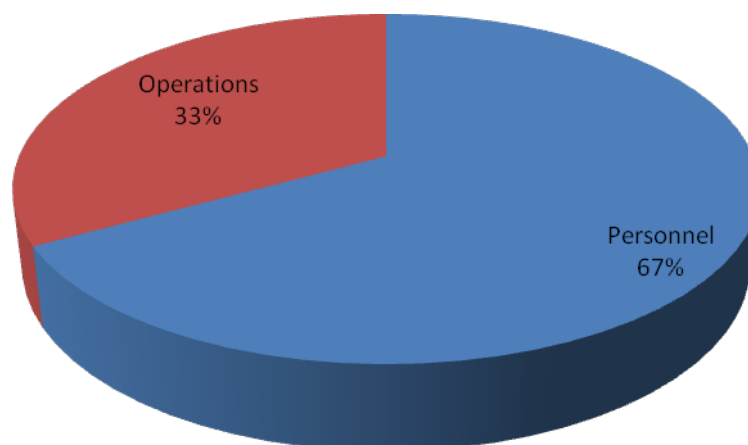
Operating costs are increased by \$5,454, or 1%, in 2012. This is primarily due to increased utility district fees paid to a third party agent resulting from solid waste fee increases, anticipated sewer rate increases and customer base growth.

**Capital:**

There are no capital costs budgeted in 2012.

# General Fund Revenue Management

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	542,595	539,386	531,184	595,537	630,789
81400 Employee Benefits	232,629	250,013	222,931	261,108	276,110
<b>TOTAL PERSONNEL</b>	<b>775,224</b>	<b>789,399</b>	<b>754,115</b>	<b>856,645</b>	<b>906,899</b>
<b>OPERATIONS</b>					
82100 Transportation Services	29,362	12,244	20,000	10,000	20,000
82200 Operating Services	131	1,307	3,700	3,771	3,900
82300 Notices Subscriptions Publications	1,056	1,229	2,160	2,000	2,175
82400 Utilities	2,148	2,286	2,340	2,230	2,500
82500 Contractual Services	11,534	6,243	7,900	7,380	8,630
82600 Repair & Maintenance Services	503	1,380	1,000	1,000	1,000
82700 Employee Programs	0	50	200	100	200
82800 Professional Development/Travel	25	130	300	250	2,900
83100 Office Supplies	18,001	14,769	18,700	18,074	18,000
83200 Operating Supplies	0	841	1,000	1,144	1,100
83300 Fuel & Mileage	79	0	0	0	0
83500 Machinery & Equipment (<\$25,000)	252	0	6,400	3,700	14,200
85100 Property & Liability Costs	4,844	0	4,506	4,532	4,506
85300 Permits	153,397	70,295	106,500	107,000	117,000
85500 Financial Fees	170,739	186,094	267,951	236,000	252,000
85900 Other Business Expenses	0	(300)	0	0	0
<b>TOTAL OPERATIONS</b>	<b>392,071</b>	<b>296,568</b>	<b>442,657</b>	<b>397,181</b>	<b>448,111</b>
<b>TOTAL EXPENDITURES</b>	<b>1,167,296</b>	<b>1,085,967</b>	<b>1,196,772</b>	<b>1,253,826</b>	<b>1,355,010</b>





HISTORIC  
**FRANKLIN**  
TENNESSEE



## **PUBLIC SAFETY**

Public Safety comprises the Police and Fire departments.



# Police

*David Rahinsky, Interim 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 and continues to maintain one of the lowest crime rates per capita in Tennessee. As the City continues to grow, the Department has evolved in order to continue to exceed the needs and expectation of the community we serve.

Members of the Department are committed to delivering professional, progressive, and responsive law enforcement services to a diverse and growing community. The Department is responsible for protecting the citizens from crime; investigating and apprehending those suspected of violating federal, state or local laws within the City; enforcing City ordinances and traffic laws; providing traffic control on the streets and city schools zones; providing public information and education to the schools, citizen groups, and to the public at large regarding crime prevention, self-protection and the illegal use of narcotics.

In 2011:

The Department instituted a crime mapping program that allows both the public and the police personnel to identify and address emerging crime trends in their infancy. This program allows residents and the community to play an active role in keeping our city safe.

The Department commenced a Criminal Investigations Shadowing program in which uniformed personnel are assigned to the Investigations Division. This program enhances the relationship between the Divisions while mentoring future detectives.

The Department began a FLEX Team that is designed to address neighborhood-level and area-specific problems, utilizing non-traditional methods to fight crime and criminals. The Unit's success, thus far, has been monumental in interrupting and arresting criminals committing in-progress crimes.

The Department pursued and was awarded a \$5,000 grant from the Governor's Highway Safety Office to pay overtime for officers conducting DUI saturation patrols and sobriety checkpoints.

The Department's Traffic Unit was recognized by the Governor's Highway Safety Office and the International Association of Chiefs of Police as having the best child passenger safety program in



the United States. Also awarded to the FPD was The Director’s Cup, in recognition of the fact that our agency was the best represented in the State in traffic safety, education, and enforcement programs. The Department’s traffic safety program also won second place, overall, in the U.S. for agencies with 101-200 sworn officers.

In addition to individual officers being honored in 2010, the Department was recognized by the National Association of Government Communicators with an Award for Excellence for a Media Event. The award came as a result of the Department’s use of the media in its rollout of our anonymous text tip program, a first in Tennessee.

After a redesign of the City’s logo, our agency incorporated the new look on two of our most visible trademarks: our cars and our uniforms. The City’s new insignia is now proudly featured on our recently updated black and white patrol cars, distinguishing our units from the standard white cars currently used by most every other police agency in the County. The fresh look is also reflected in a new patch proudly displayed on the uniforms of Franklin Police Officers.

The FPD organized and took part in several community outreach events in 2010, including car seat safety checkups; Rape Aggression Defense classes, Youth Safety and Education Symposiums, and a National Drug Take back Initiative.

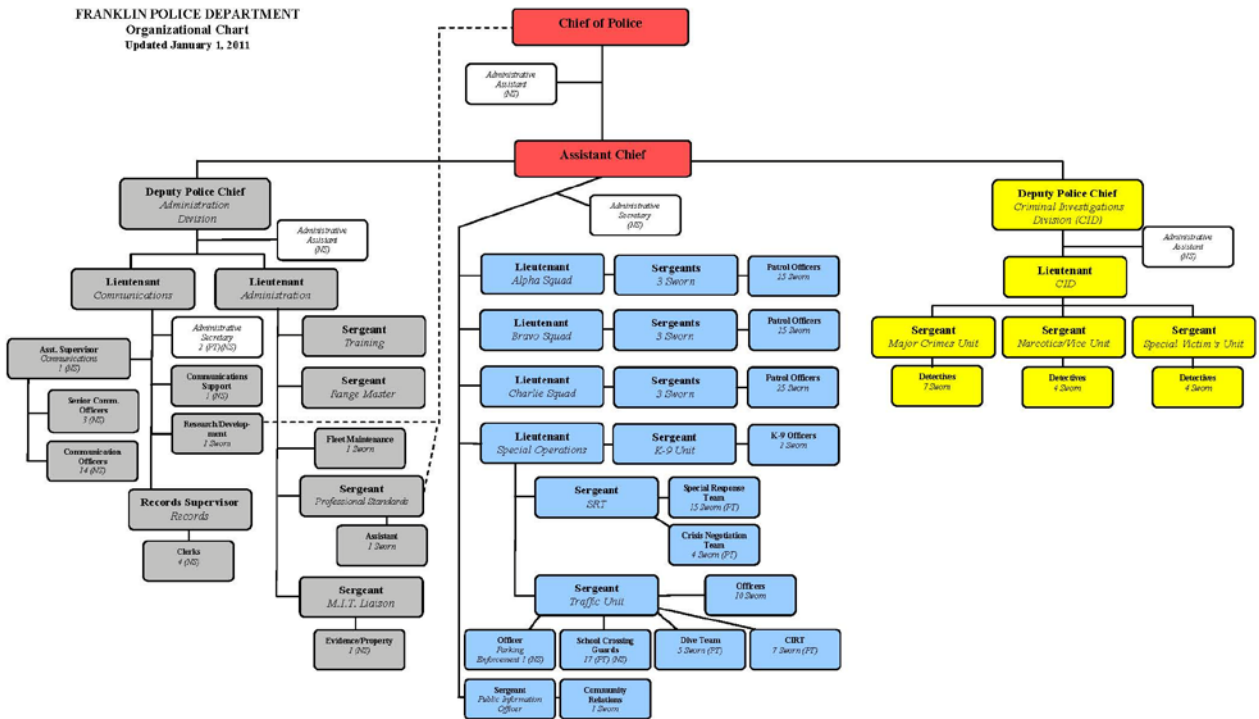
In an effort to quantify and measure our performance in a manner that allows us to compare ourselves with other law enforcement agencies, the following performance measures are closely monitored:

<b>Measurement/Goal</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>
Number of Offenses	2,429	2,380	2,643	2,751
Clearance Rate	44.71	44.79	48.51	50.96
Group A Crimes per 100,000	4,347	4,147	4,519	4,537
Number of Arrest	1,384	1,687	1,991	2,022
Total number of crashes	2,311	2,188	2,040	2,227

# 2011-2012 Outlook

In an effort to be fiscally responsible during this economic downturn, the Department will leave unfunded twenty one currently authorized positions. These positions consist of thirteen uniformed officers, two detectives, two sergeants, three communications officers, and one records clerk.

# Organizational Chart



FPD FORM # 42, Revised 1/11

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

Position	Pay	FY 2011			FY 2012		
	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	23	0	0	23	0	2
Police Officers	13	92	0	13	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	0	0
Sr. Communications Officer	12	3	0	3	3	0	3
Administrative Assistant	12	3	0	0	4	0	0
Comm Center Support Coord	12	1	0	0	1	0	0
Communications Officer	11	14	0	0	14	0	0
Administrative Secretary	10	1	2	0	0	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>175</b>	<b>20</b>	<b>19</b>	<b>175</b>	<b>19</b>	<b>21</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)
Administrative Assistant - Reclassification from Administrative Secretary					
Two (2) Detectives - Not funded					
Two (2) Sergeants - Not funded					
Thirteen (13) Police Officers - Not funded					
Three (3) Communications Officers - Not funded					
One (1) Records Clerk - Not funded					
Elimination of Evidence Technician (PT)					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Police Chief	25			
Police Deputy Chief	23			
Police Lieutenant	19			
Police Sergeant	17			
Police Officer	13			



## Budget Notes/Objectives

### *Police*

#### **Personnel:**

In its efforts to assist in cost containment needed for the 2012 budget, twenty-one full-time positions have not been funded. Total personnel cost are 10,236,835.

#### **Operations:**

Operating costs are 3,266,037.

#### **Capital:**

There will be no capital request in 2012.



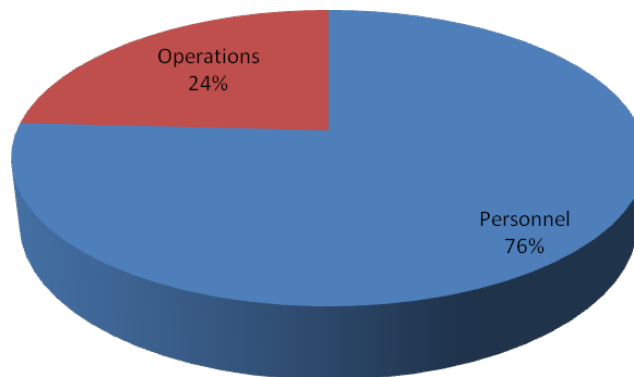
# General Fund Police

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	7,650,680	7,640,114	7,243,712	7,441,610	7,327,484
81200 Officials Fees	0	0	3,200	3,200	3,200
81400 Employee Benefits	3,273,350	3,654,962	3,342,457	3,391,023	2,906,151
<b>TOTAL PERSONNEL</b>	<b>10,924,030</b>	<b>11,295,076</b>	<b>10,589,369</b>	<b>10,835,833</b>	<b>10,236,835</b>

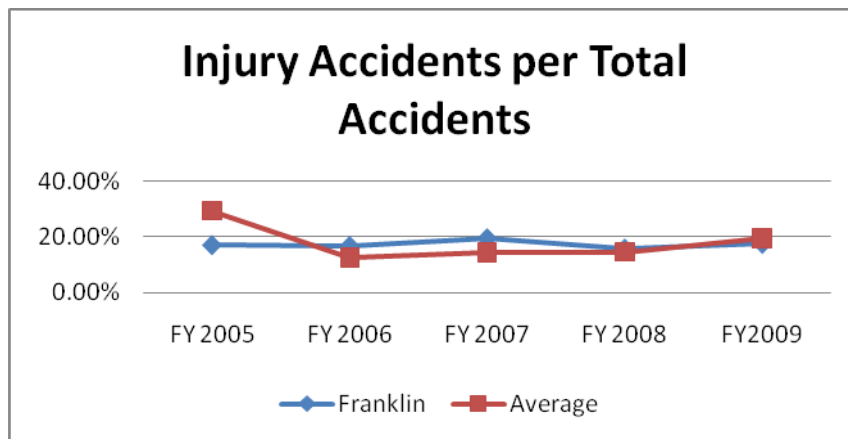
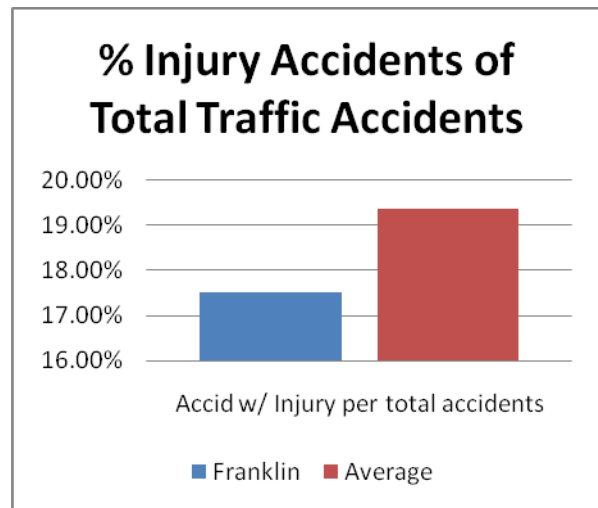
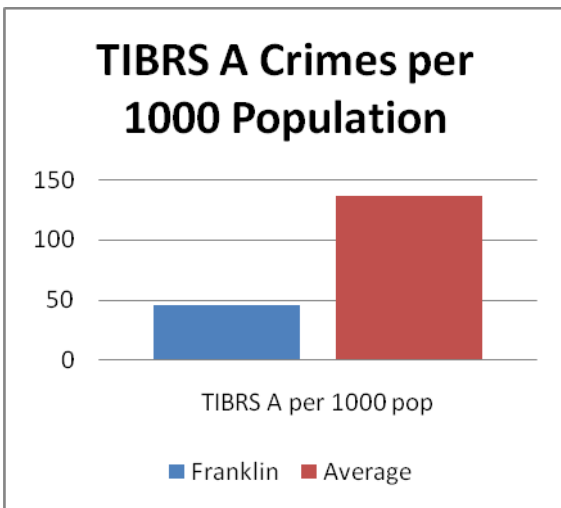
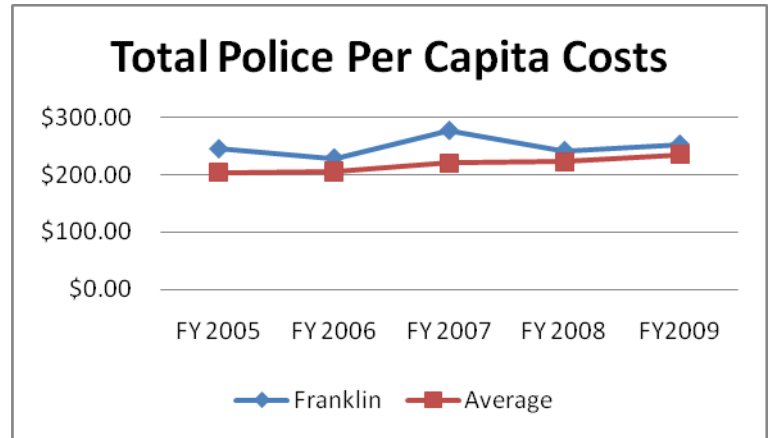
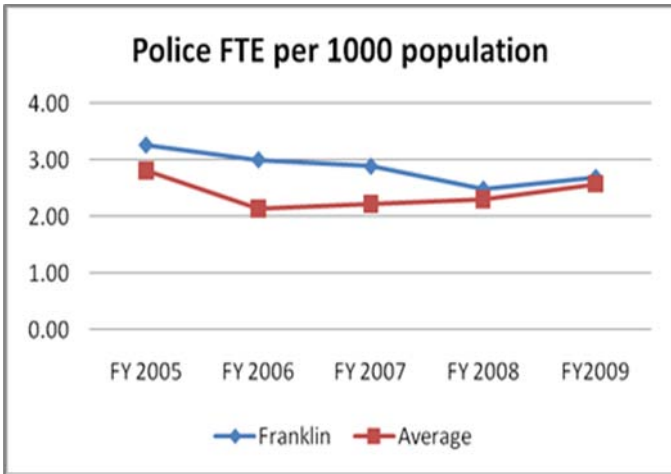
<b>OPERATIONS</b>					
82100 Transportation Services	13,983	13,849	21,100	13,520	11,000
82200 Operating Services	67,382	63,804	93,000	42,102	62,000
82300 Notices Subscriptions Publications	51,283	69,350	72,650	51,081	32,700
82400 Utilities	222,437	246,725	432,400	384,370	408,100
82500 Contractual Services	78,250	126,818	149,000	173,329	0
82600 Repair & Maintenance Services	173,000	230,108	225,000	215,967	207,500
82700 Employee Programs	196,798	199,370	256,000	148,852	162,700
82800 Professional Development/Travel	23,820	7,338	9,000	4,310	8,000
83100 Office Supplies	39,013	41,691	46,500	44,980	46,400
83200 Operating Supplies	260,585	228,692	307,500	244,024	270,500
83300 Fuel & Mileage	278,508	284,846	281,500	299,520	300,500
83500 Machinery & Equipment (<\$25,000)	106,693	190,923	288,586	235,553	295,580
83600 Repair & Maintenance Supplies	2,562	8,501	12,500	6,850	9,700
84000 Operational Units	254,111	167,811	145,000	175,186	92,650
85100 Property & Liability Costs	132,542	167,982	227,878	233,693	227,878
85200 Rentals	2,440	6,172	581,477	5,820	582,877
85300 Permits	29	62	0	0	0
85500 Financial Fees	51	50	0	(50)	0
85900 Other Business Expenses	27,863	10,670	12,000	2,940	7,500
86000 Debt Service and Lease Payments	0	0	0	427,485	540,452
<b>TOTAL OPERATIONS</b>	<b>1,931,350</b>	<b>2,064,763</b>	<b>3,161,091</b>	<b>2,709,532</b>	<b>3,266,037</b>

<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	824,785	220,549	406,510	375,054	0
<b>TOTAL CAPITAL</b>	<b>824,785</b>	<b>220,549</b>	<b>406,510</b>	<b>375,054</b>	<b>0</b>

<b>TOTAL EXPENDITURES</b>	<b>13,680,164</b>	<b>13,580,387</b>	<b>14,156,970</b>	<b>13,920,419</b>	<b>13,502,872</b>
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## MTAS Benchmarking Program



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

## Drug Fund

For 2012, this fund anticipates new revenues approximate to estimated 2011. An operating amount of \$186,900 and \$149,961 of capital has been budgeted for drug investigations.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	257,521	335,343	253,229	253,229	306,228
35110 DRUG FINES RECEIVED	71,160	67,735	60,000	52,000	60,000
35200 CONFISCATED GOODS (FEDERAL)	46,412	25,292	40,000	62,000	40,000
35210 CONFISCATED GOODS (STATE)	3,275	1,226	2,000	2,000	2,000
36100 INTEREST INCOME	12,789	236	500	3,000	500
<b>Total Available Funds</b>	<b>391,157</b>	<b>429,832</b>	<b>355,729</b>	<b>372,229</b>	<b>408,728</b>
<b>OPERATIONS</b>					
82100 Transportation Services	0	0	1,760	0	6,000
82300 Notices Subscriptions Publications	0	0	11,000	0	42,000
82400 Utilities	0	0	7,200	0	0
82700 Employee Programs	0	0	20,000	0	20,000
83500 Machinery & Equipment (<\$25,000)	0	4,969	22,000	42,251	22,000
84000 Operational Units	55,813	25,935	46,500	22,560	49,500
85900 Other Business Expenses	0	27,278	0	1,190	47,400
<b>TOTAL OPERATIONS</b>	<b>55,813</b>	<b>58,182</b>	<b>108,460</b>	<b>66,001</b>	<b>186,900</b>
<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	0	118,421	70,000	0	149,961
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>118,421</b>	<b>70,000</b>	<b>0</b>	<b>149,961</b>
<b>TOTAL EXPENDITURES</b>	<b>55,813</b>	<b>176,603</b>	<b>178,460</b>	<b>66,001</b>	<b>336,861</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>335,343</b>	<b>253,229</b>	<b>177,269</b>	<b>306,228</b>	<b>71,867</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 4:53 minutes or less (on average). We also provide mutual aid to surrounding communities when needs arise.

Measurement/Goal	FY09	FY10	FY11 <i>(Projected)</i>	FY12 <i>(Goal)</i>
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	4:29 minutes	4:21 minutes	4:25 minutes	4:00 minutes
Goal - To confine the fire to the room of origin for 90% of all interior structure fire incidents				
	81%	82%	90%	90%
Goal - To deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.				
	100%	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 100% 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.				
	2	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. This year we have increased our usage of this system to include EMS training, as well as, HR training. The department continues to increase 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.

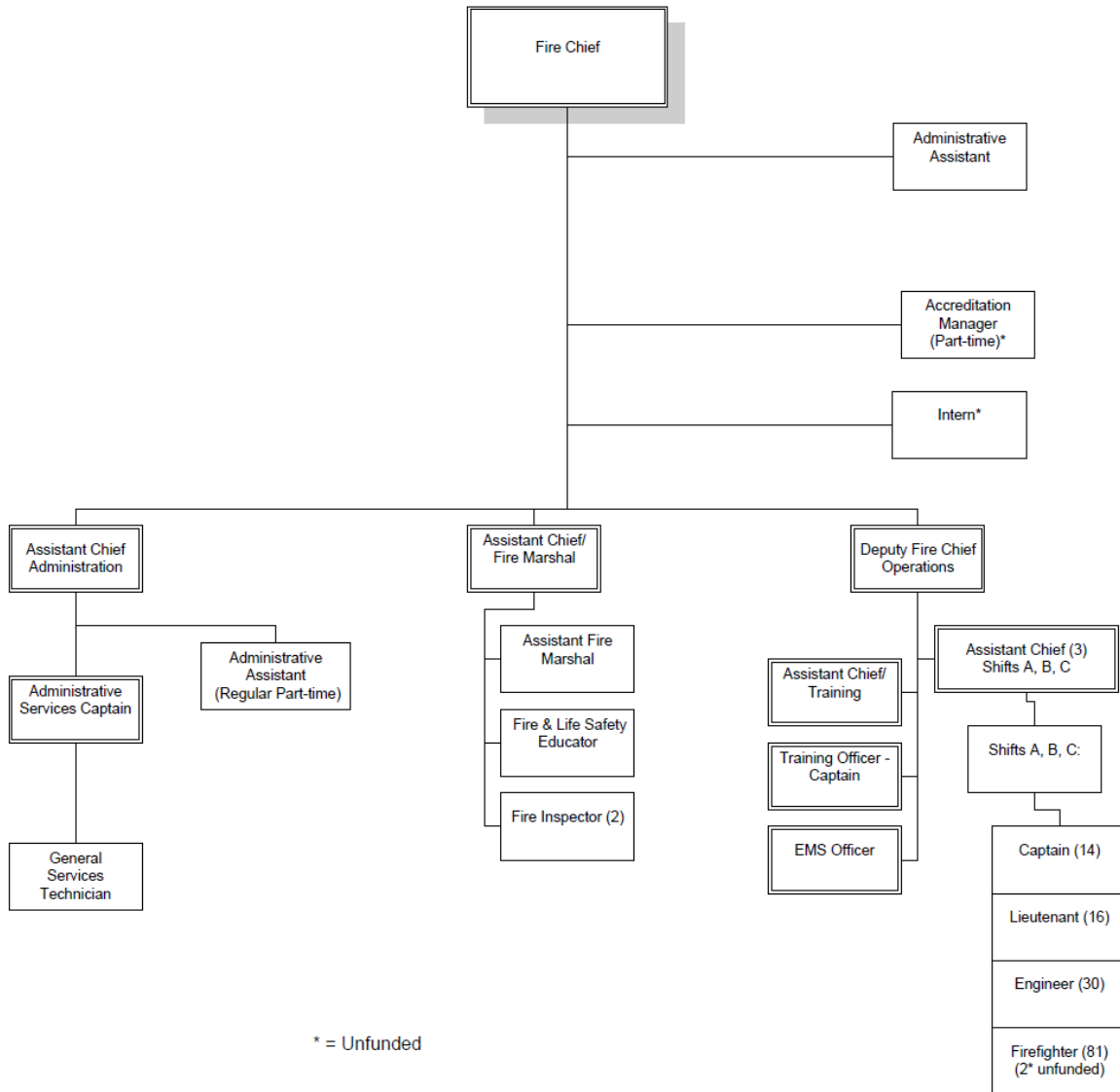
## 2011-2012 Outlook

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  
 2011-2012 Fiscal Year Budget  
 General Fund - Fire  
 Personnel by Position

Position	HR	Pay	FY 2011		Not Funded	FY 2012		Not Funded
	Code	Grade	Full-Time	Part-Time		Full-Time	Part-Time	
Fire Chief	1406	25	1	0	0	1	0	0
Fire Deputy Chief	1415	23	1	0	0	1	0	0
Assistant Chief/Administration	1401	21	1	0	0	1	0	0
Assistant Chief/ Shift Commander	1401	21	3	0	0	3	0	0
Assistant Chief/Training	TBD	21	0	0	0	0	0	0
Assistant Chief/ Fire Marshal	1420	21	1	0	0	1	0	0
EMS Officer	1419	20	1	0	0	1	0	0
Administrative Services Officer	1417	20	1	0	0	1	0	0
Training Officer (Captain)	1411	19	2	0	0	2	0	0
Fire Captain	1404	19	14	0	0	14	0	0
Fire Lieutenant	1409	17	16	0	0	16	0	0
Assistant Fire Marshal (Lt.)	1412	17	1	0	0	1	0	0
Fire & Life Safety Educator	1421	17	1	0	0	1	0	0
Fire Inspector	1418	16	2	0	0	2	0	0
Fire Engineer	1405	15	30	0	0	30	0	0
Firefighter	1407	13	81	0	5	81	0	5
Administrative Assistant	0016	12	1	0	0	1	0	0
Administrative Assistant (Part-Time)	0016P	12	0	1	0	0	1	0
General Services Technician	1416	9	1	0	0	1	0	0
Intern	0014	---	0	1	1	0	1	1
Accreditation Manager	TBD	---	0	1	1	0	1	1
		<b>TOTALS</b>	<b>158</b>	<b>3</b>	<b>7</b>	<b>158</b>	<b>3</b>	<b>7</b>





## Budget Notes/Objectives

### *Fire*

Our personnel submittal reflects a 1% decrease. We continue to defund five (5) vacant firefighter positions and continue to eliminate funding for an Accreditation Manager (part-time) and an intern. Although we had an increase as a result of the mid-year 2% raise, we have seen an offset in lower retirement contributions. Included is incentive pay funding in the amount of \$14,850 to compensate personnel who will be achieving Paramedic or EMT certification. There is an additional \$30,000 estimated to compensate for step up pay as outlined in an HR rule change.

Operational requests have increased by 35% (\$441,672). This increase accounts for Capital items that now fall under Operations and necessary adjustments and purchases for both operational and Capital equipment that has been eliminated for two consecutive budget years, including one (1) staff vehicle replacement and the leasing of three (3) rescue chassis replacements.

Capital requests are increased by \$50,800. This includes a 10% down payment (\$70,000) on a replacement Ladder truck and a replacement vehicle for the Battalion Chief.

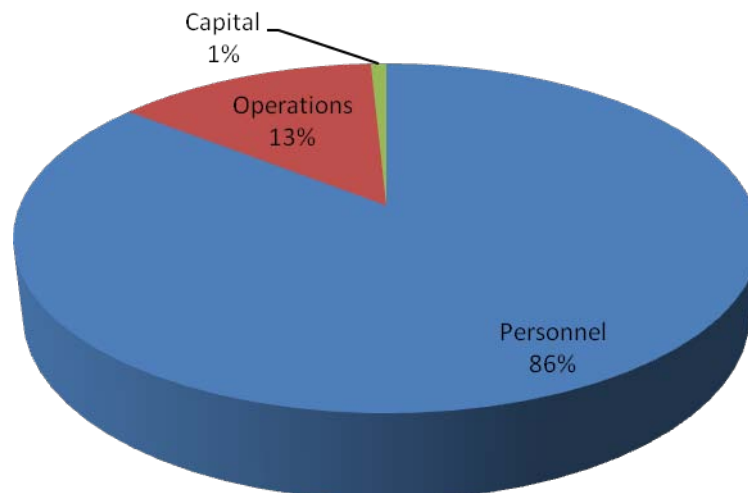
# General Fund Fire

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	7,632,373	7,523,394	7,348,785	7,566,710	7,319,341
81400	Employee Benefits	3,445,437	3,701,675	3,642,007	3,476,391	3,406,898
<b>TOTAL PERSONNEL</b>		<b>11,077,810</b>	<b>11,225,069</b>	<b>10,990,792</b>	<b>11,043,101</b>	<b>10,726,239</b>

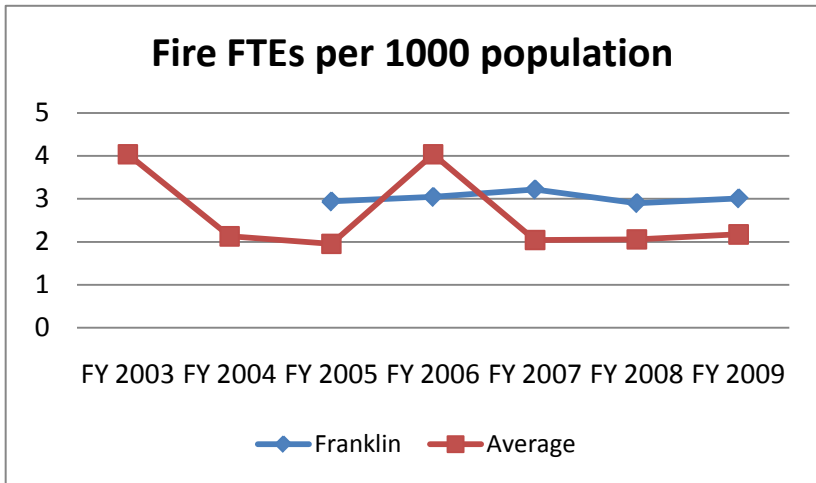
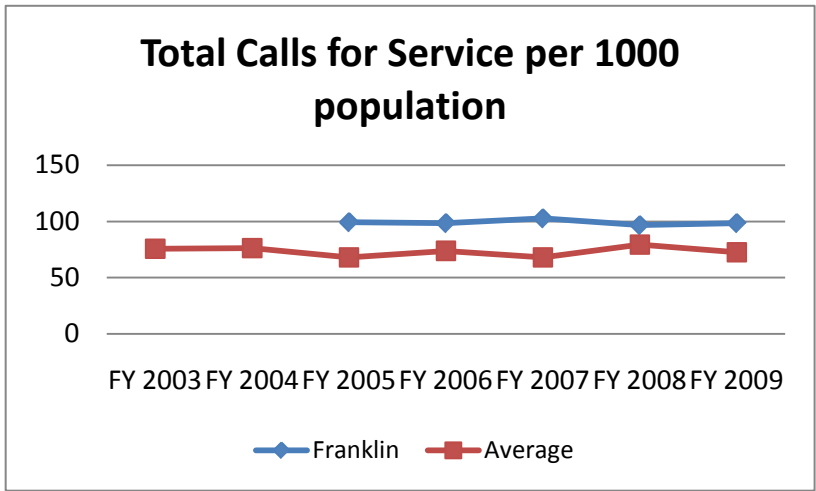
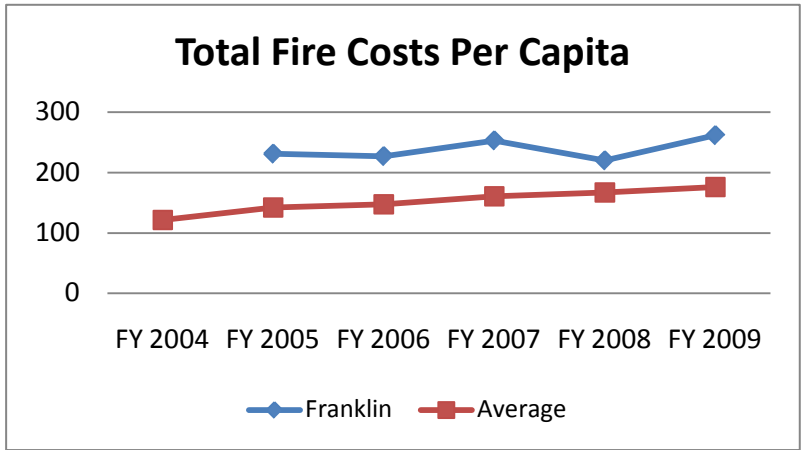
<b>OPERATIONS</b>						
82100	Transportation Services	1,546	1,482	2,700	1,974	2,800
82200	Operating Services	67,748	73,172	105,350	88,290	99,410
82300	Notices Subscriptions Publications	14,726	19,792	39,868	28,157	44,595
82400	Utilities	245,680	195,138	205,950	206,685	214,400
82500	Contractual Services	0	5,484	41,000	41,000	27,700
82600	Repair & Maintenance Services	278,303	241,759	299,000	221,540	405,700
82700	Employee Programs	48,900	25,958	42,950	44,950	45,130
82800	Professional Development/Travel	19,577	20,211	24,355	25,000	27,065
83100	Office Supplies	12,425	10,798	13,300	9,990	13,850
83200	Operating Supplies	117,741	70,742	89,250	76,850	166,365
83300	Fuel & Mileage	72,475	66,841	65,840	75,000	85,000
83500	Machinery & Equipment (<\$25,000)	72,896	58,266	136,025	107,585	291,875
83600	Repair & Maintenance Supplies	57,210	47,411	58,000	50,193	57,950
84000	Operational Units	481	0	5,000	3,000	8,000
85100	Property & Liability Costs	129,378	91,641	127,055	174,553	127,055
85200	Rentals	(230)	0	0	500	500
85300	Permits	260	1,891	0	740	4,920
85900	Other Business Expenses	0	(100)	0	(60)	0
86000	Debt Service and Lease Payments	0	0	0	0	75,000
<b>TOTAL OPERATIONS</b>		<b>1,139,116</b>	<b>930,486</b>	<b>1,255,643</b>	<b>1,155,947</b>	<b>1,697,315</b>

<b>CAPITAL</b>						
89200	Buildings	0	0	50,000	50,000	0
89500	Machinery & Equipment (>\$25,000)	764,183	41,666	0	0	100,800
<b>TOTAL CAPITAL</b>		<b>764,183</b>	<b>41,666</b>	<b>50,000</b>	<b>50,000</b>	<b>100,800</b>

<b>TOTAL EXPENDITURES</b>		<b>12,981,110</b>	<b>12,197,221</b>	<b>12,296,435</b>	<b>12,249,048</b>	<b>12,524,354</b>
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# MTAS Benchmarking Program



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



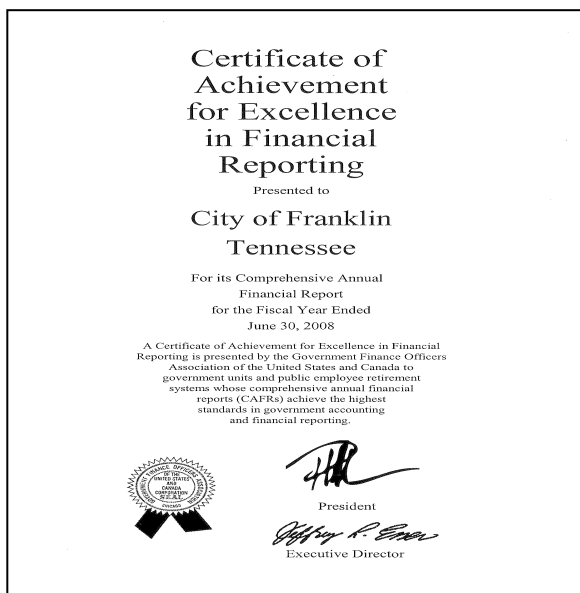
# FINANCE & ADMINISTRATION

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 2009 Comprehensive Annual Financial Report (19<sup>th</sup> year).
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2011 budget document (3<sup>rd</sup> year).
- Established Fuel Hedging initiative with Davidson County. City has saved over \$100,000 in its fuel costs in 2011.



# 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.

FINANCE DEPARTMENT PERFORMANCE MEASURES						
Measurement/Goal	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 (Goal)	FY 2011 (Projected)	FY 2012 (Goal)
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%	1.79% average to LGIP's .22%	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%	2.63% through March 2011 to Treasury's 4.03% (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	Achieved Goal	138 months since attained December 1999
4. To have City's rating affirmed by multiple rating agencies (maximum = 3).	1	1	2	2	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)	Achieved Goal	20th consecutive (for FY 2010)
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)	Achieved Goal	4th award (for FY 2012 budget)
7. To increase use of electronic payments for payroll (number and percent by ACH and check)	not measured	88%	91%	93%	96%	97%
8. To increase use of electronic payments for AP (number and percent by ACH, purchasing card, and check)	not measured	10%	18%	20%	14%	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. We have continued our efforts to encourage employees to use Employee Desk. This continued effort has resulted in an increase of 73 employees who opt to receive their paystubs via electronically which has amounts to 7,358 paper paystubs and 7,358 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.

## 2011-2012 Outlook

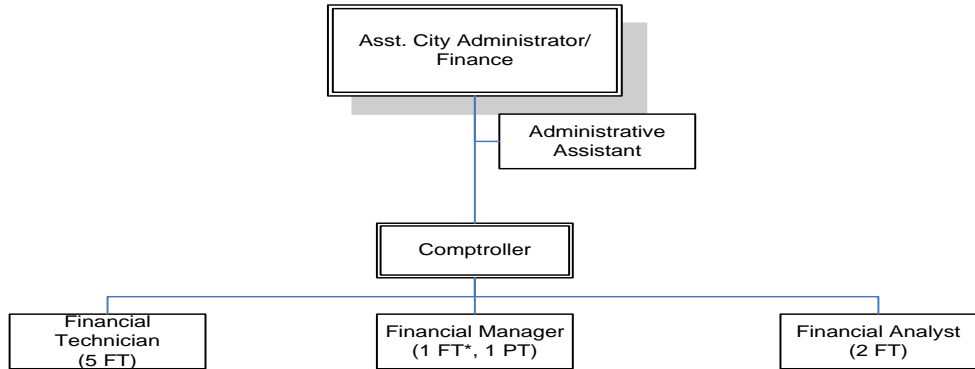
The department is working to control costs such as travel by exploring local training options. Finance is also monitoring office supply requests, delaying software purchases, dedicating a printer to re-using paper printed on only one side and electronic scanning of documents to reduce the number of copies 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 2012, 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  
 2011-2012 Fiscal Year Budget  
 General Fund - Finance  
 Personnel by Position

Position	Pay Grade	FY 2011		Not Funded	FY 2012		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	1	1	1	1	1	0
Financial Analyst	16	2	0	0	2	0	0
Financial Technician 1 / 2 / 3	12/TBD/TBD	5	0	0	3	0	0
Administrative Assistant	12	1	0	0	1	0	0
<b>TOTALS</b>		<b>11</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>0</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)
Two (2) Financial Technicians - Eliminated					
Anticipate potential promotional opportunities for 2 current Technicians to Analyst positions in 2012. (4 staff members are currently pursuing State's Certified Municipal Finance Officer (CMFO) certification). Promotion to levels 2 and 3 of the Technician level are anticipated as they progress through the certification.					



## Budget Notes/Objectives

### *Finance*

#### **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.

#### **Personnel:**

The Finance Department has vacancies in its two (2) Financial Analyst positions. In 2012, the department will leave these positions unfilled for the first half of the fiscal year. Also, the department will fill the previously unfunded Financial Manager position. These personnel changes allow for a 6% decrease in personnel costs.

#### **Operations:**

Operating costs are increased by 33% in 2012 which includes increases in registrations, machinery and equipment and computer software. The increase in registrations is a result of the City having four (4) Finance employees enrolled in MTAS' Certified Municipal Finance Officer training. The rise in machinery and equipment is due to the department's need for a new copier to replace the copier received in 2004 from Administration. Lastly, the increase in computer software is due to a growth in demand for licenses for Great Plains, Forecaster and FRX.

#### **Capital:**

There are no capital costs.

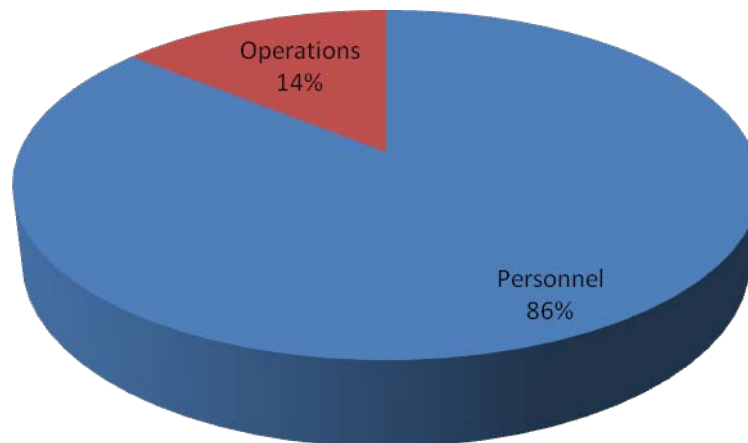
# General Fund Finance

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	617,181	556,340	510,722	518,635	485,400
81400 Employee Benefits	208,878	225,841	213,133	210,112	191,972
<b>TOTAL PERSONNEL</b>	<b>826,058</b>	<b>782,180</b>	<b>723,855</b>	<b>728,747</b>	<b>677,372</b>

<b>OPERATIONS</b>					
82100 Transportation Services	3,121	2,896	3,000	2,000	2,000
82200 Operating Services	1,117	1,316	800	1,495	1,500
82300 Notices Subscriptions Publications	4,191	4,194	4,000	6,194	3,000
82400 Utilities	6,115	3,597	3,222	3,745	3,765
82500 Contractual Services	11,562	8,140	10,000	1,500	5,000
82600 Repair & Maintenance Services	1,603	1,625	0	880	400
82700 Employee Programs	2,409	0	0	2,400	0
82800 Professional Development/Travel	9,357	6,034	5,520	9,320	9,570
83100 Office Supplies	6,393	5,300	3,800	4,250	3,800
83200 Operating Supplies	169	33	0	75	0
83300 Fuel & Mileage	61	0	0	0	0
83500 Machinery & Equipment (<\$25,000)	17,082	1,176	4,500	6,600	30,000
83600 Repair & Maintenance Supplies	0	234	250	100	400
85100 Property & Liability Costs	3,804	2,587	3,721	3,742	3,721
85500 Financial Fees	83,331	81,735	45,000	46,270	48,000
85900 Other Business Expenses	(288)	(24)	0	2	0
<b>TOTAL OPERATIONS</b>	<b>150,028</b>	<b>118,841</b>	<b>83,813</b>	<b>88,573</b>	<b>111,156</b>

<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	9,295	20,000	10,000	0	0
<b>TOTAL CAPITAL</b>	<b>9,295</b>	<b>20,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>

<b>TOTAL EXPENDITURES</b>	<b>985,382</b>	<b>921,021</b>	<b>817,668</b>	<b>817,320</b>	<b>788,528</b>
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## Municipal Information Technology

*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 20,368 parcels within limits (41.51 square miles) plus another 4,141 in the Urban Growth Boundary.

Measurement / Goal	FY10	FY11	FY12
Number of ArcMap Licenses –GIS	63	67	70
Number of 800 MHz Radios (Motorola)	670	688	700
Number of Cell Phones (Verizon Wireless)		277	300
Number of Wireless Lines (Verizon Wireless)		442	475
Number of Active User Extensions –Phone System (Cisco Systems)		489	500
Number of Desktop Computers	380	397	410
Number of Laptops	215	227	240
Number of Servers	68	68 (13) *	68 (13) *
<b>Help Desk / HelpStar Requests by Category:</b>			
800 MHz Radios		74	90
Financial Applications		75	100
FIRE –Computer Technology		201	225
GIS		147	155
Hardware		375	400
Phones		324	360
Police – Computer Technology		431	445
Printers		160	165
Software		934	945
Visions		21	25
Web Related		259	270

\* 68 physical servers of which 13 are virtual

<b>Stats / Zone Summary for 800 MHz System: From January 1, 2010 to January 1, 2011</b>	
Total Active Calls:	752,819
Duration:	2,574:31:52 (hours/minutes/seconds)
Total Push to Talks:	1,740,500
Average Voice Call Duration:	0:00:12 (seconds)



## 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 are scheduled to shut down nightly at 9 pm. They do not come back on unless the user powers them on. The department continues to participate in “server virtualization.” Virtualization is a method of partitioning a single physical server into multiple servers. MIT has reduced five servers to one and plans to continue this process.

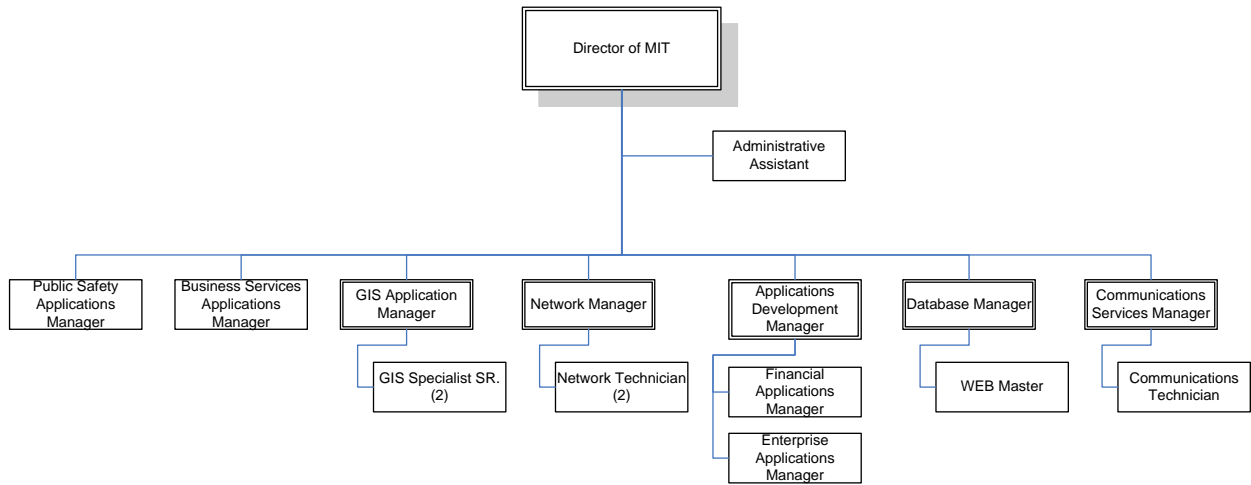
Our department will begin to recycle wireless phones with e-Cycle instead of selling them on GovDeals. This company partners with Verizon Wireless. Retired phones retain sensitive data and they also contain toxic materials. Not only will the City continue to recover financial value from obsolete devices, we will be protecting sensitive data from unintended exposure and also help protect the environment from electronic waste.

### **Department Objectives:**

We strive to provide City employees the hardware and software necessary to perform their duties in an efficient manner by keeping the hardware operational and software updated with the latest changes when possible. Data is backed up daily and maintained at three offsite facilities.

For the citizens and other users, we provide information access (as up to date as possible) via WEB site access and other social media products. Map information is available via the WEB as well as hard copy prints.

# Organizational Chart



# Staffing by Position

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

Position	Pay Grade	FY 2011		Not Funded	FY 2012		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
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	1
Database Adm/Webmaster	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	1
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	1	0
<b>TOTALS</b>		17	2	2	17	1	3

## Budget Notes/Objectives

*MIT*

### **Personnel:**

MIT has three positions unfunded for the 2012 budget year. The Enterprise Application Manager was unfunded in 2011 and will remain the same in 2012. The Database Manager and the Financial Application Manager are unfunded in 2012. Our Application Manager will assume the duties of the Financial Manager while a consultant will assume the duties of the Database position. For half of 2012, we have a Technical Writer creating work flows for our current move from Hansen 7 to Hansen 8. Other systems are being documented as time permits for this position. The cost for these positions is included in our budget tagged to “Temporary Work by Non-City employees”.

### **Operations:**

We have several maintenance increases for 2012. MIT has assumed software maintenance previously listed under Police and Fire departments in past budgets. This represents an increase of \$250,000 for 2012. Our GIS software (ESRI) is based on population. Having attained a population of 60,000 plus, our maintenance has increased \$21,000 from \$35,000 to \$56,000. This software is utilized by all City Departments. Our 800 MHz radio system has surpassed the five year plateau for maintenance cost as defined in our agreement with Motorola. Net effect for year 2012 is an increase of \$35,000 from \$108,000 to \$143,000. This agreement covers software and hardware support as well as twenty-four hour support for our three tower sites. Our last major increase is for phone support for our VOIP (voice over internet protocol) phone system. Having added several more extensions and service for the Police Facility and completing the install of all City locations our maintenance cost increased \$20,000 from \$36,000 to \$56,000. The last time our GIS layers were updated was 2005. We are proposing to update this data in 2012. Our cost is \$40,000 each year for 2012 and 2013. The fly would occur when leaves are off in 2012 with data delivered to us late 2012 or early 2013. Brentwood is participating which has reduced the overall cost for each of us. The City’s Stormwater Department has budgeted \$80,000 for this project since the majority of the data we are updating will benefit them. We utilize a hardware software system (KACE) to update all City computers as well as review problems or potential computer hardware problems. This system also powers off computers (where allowed) after 9:00 PM each night. Most of these systems are not powered on each morning until the users’ initiates such. This enables the systems to last longer as well as save on utility costs. This system represents a saving of one position for MIT. We are asking that this system be updated (currently three years old) to the current version for a hardware and software cost of \$9500. MIT desktop and laptop replacement costs for 2012 are \$12,000.

### **Capital:**

Our budget contains additional disk storage needs for IT (data storage) and PD (in car camera storage.) This cost is \$52,500. \$32,000 is for an Intrusion Protection System (IPS) that will reside outside of our firewall to detect and prevent malicious attacks from entering our network. With the addition of social networking to our environment it is imperative that we keep as many attacks away from our system as possible.

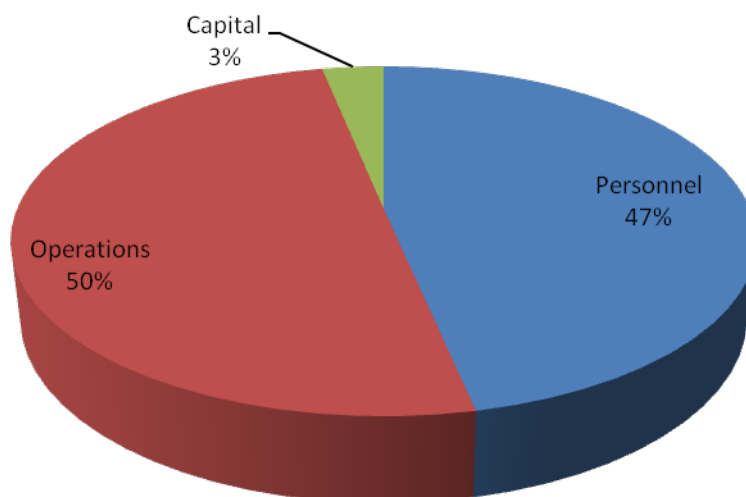
# General Fund MIT

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	772,125	863,375	855,348	804,800	951,386
81400 Employee Benefits	290,861	329,129	312,612	314,790	286,672
<b>TOTAL PERSONNEL</b>	<b>1,062,986</b>	<b>1,192,504</b>	<b>1,167,960</b>	<b>1,119,590</b>	<b>1,238,059</b>

<b>OPERATIONS</b>					
82100 Transportation Services	1,608	3,697	200	1,480	3,500
82200 Operating Services	615	646	700	305	700
82300 Notices Subscriptions Publications	7,239	3,025	2,200	2,949	2,200
82400 Utilities	70,936	66,690	80,100	55,500	83,300
82500 Contractual Services	617,972	477,290	674,281	721,300	965,000
82600 Repair & Maintenance Services	5,357	4,714	1,600	6,980	7,000
82700 Employee Programs	1,613	0	5,000	0	5,000
82800 Professional Development/Travel	26,343	10,005	25,000	15,057	35,000
83100 Office Supplies	5,712	5,310	5,300	4,930	6,000
83200 Operating Supplies	2,497	1,172	1,500	56	1,500
83300 Fuel & Mileage	1,389	1,258	1,000	1,520	1,700
83500 Machinery & Equipment (<\$25,000)	207,236	41,631	22,000	22,696	80,500
83600 Repair & Maintenance Supplies	1,608	7,475	2,000	2,640	1,000
85100 Property & Liability Costs	6,384	7,838	6,631	6,670	6,631
85900 Other Business Expenses	251	534	300	15	1,000
86000 Debt Service and Lease Payments	0	0	0	128,541	128,540
<b>TOTAL OPERATIONS</b>	<b>956,760</b>	<b>631,286</b>	<b>827,812</b>	<b>970,639</b>	<b>1,328,571</b>

<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	82,376	47,500	28,000	32,494	84,500
<b>TOTAL CAPITAL</b>	<b>82,376</b>	<b>47,500</b>	<b>28,000</b>	<b>32,494</b>	<b>84,500</b>

<b>TOTAL EXPENDITURES</b>	<b>2,102,122</b>	<b>1,871,290</b>	<b>2,023,772</b>	<b>2,122,723</b>	<b>2,651,130</b>
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# Purchasing Office

Brian Wilcox, Purchasing Manager

Procurement of goods and services not related to construction that is valued at or above the public advertisement / sealed submittal threshold, \$25,000 effective July 1, 2011, 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 card-specific spending limits, for purchases to be made by departmental staff by means of City-issued credit cards; administers fuel purchasing for the City's vehicle and equipment fleet; and facilitates on an as-needed basis the lawful disposal of surplus property, including both real and personal property of the City, and, at the discretion of the department, any lost or stolen property recovered by or turned over to the City.

Measure		Actual FY2010	Projected FY2011	Proposed FY2012
Number and value per year of formal procurement solicitations <sup>12</sup> processed by the Purchasing Office		39	29 <sup>3</sup>	35
		\$3,313,770	\$1,073,450 <sup>3</sup>	\$2,500,000
Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations <sup>12</sup> processed by the Purchasing Office		80	70 <sup>3</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)		13,720	14,500	14,500
		\$3,106,077	\$3,200,000	\$3,200,000
		\$25,511	\$29,572	\$25,000
Average number of calendar days (from receipt of card request to receipt of delivered card) for...	... purchasing card	5	4	4
	... fleet fuel driver card	6	5	5
	... fleet fuel vehicle card	6	5	5

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

<sup>2</sup> Effective with the fiscal year beginning July 1, 2011, the City's public advertisement / sealed submittal threshold is scheduled to increase from \$10,000 to \$25,000, pursuant to Ordinance No. 2010-72.

<sup>3</sup> Year to date.

Measure	Actual FY2010	Projected FY2011	Proposed FY2012
<b>Number</b> and <b>value</b> of electronic auctions of surplus personal property initiated by the Purchasing Office	51	33 <sup>3</sup>	50
	\$158,558.26	\$87,176.04 <sup>3</sup>	\$100,000
<b>Number</b> and <b>value</b> of items listed in the capital equipment <sup>1</sup> portion of the annual operating budget for all funds, and <b>percent</b> (of number) that are processed by the Purchasing Office if purchased	78	31	To be determined
	\$2,835,198	\$683,300	To be determined
	100%	100%	100%



## Sustainable Franklin

- To promote the responsible stewardship of the City’s financial and environmental resources, the City of Franklin Purchasing Office encourages its client departments of the City to consider the life-cycle cost and environmental implications of their product selections. For example, in addition to purchase price, consider:
  - Operational and maintenance costs
  - Residual value
  - Disposal costs
  - The time value of money
  - Recycled content
  - Energy and/or fuel efficiency
  - Whether it comes with minimal and recyclable packaging
  - Whether it is readily reusable and/or refillable
  - Whether it is readily recyclable
  - Whether it is less or non-toxic both during and after its service life

A focus on such “sustainable purchasing” not only has environmental benefits but also will be of economic value to the City (by yielding better resale values and lower disposal costs, for example).

- For the economical and eco-friendly disposal of used ink cartridges for table-top printers, copiers and fax machines, the Purchasing Office

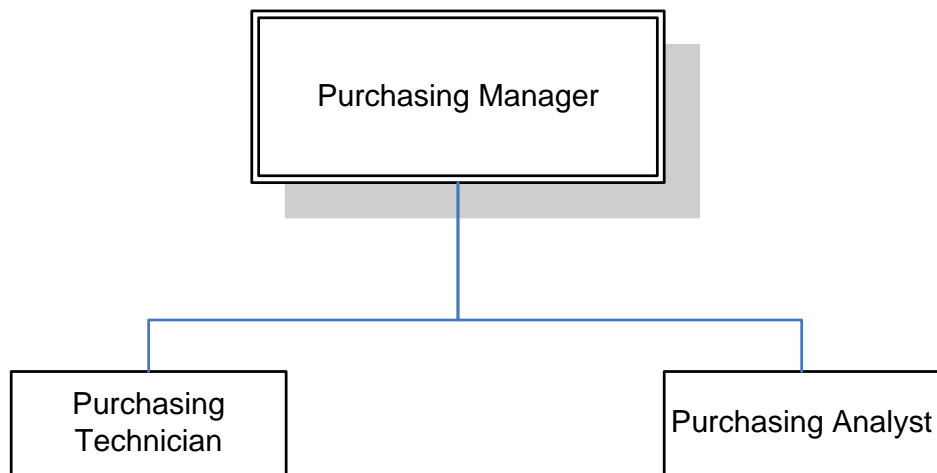
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<sup>1</sup> Includes furniture, fixtures, vehicles, machinery, equipment, computer hardware and computer software, the unit pricing for which exceeds the City’s public advertisement / sealed submittal threshold.

promotes the use of a collection and reuse service offered by one of the City's office supplies vendors.

3. 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.

## Organizational Chart



## Staffing by Position

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

Position	Pay Grade	FY 2011		FY 2012	
		Full-Time	Part-Time	Full-Time	Part-Time
Purchasing Manager	21	1	0	1	0
Purchasing Analyst (proposed)	TBD	0	0	1	0
Purchasing Technician	12	1	0	1	0
	<b>TOTALS</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</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)
Purchasing Analyst - Added	Purchasing Analyst	to be determined			

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Purchasing Manager	21	Yes	5 yrs	CPP0 within 2 yrs if not an MPA
Purchasing Analyst (proposed)	t.b.d	Preferred	3 yrs	CPPB within 4 yrs
Purchasing Technician	12	No	2 yrs	CPPB within 5 yrs

## Budget Notes/Objectives

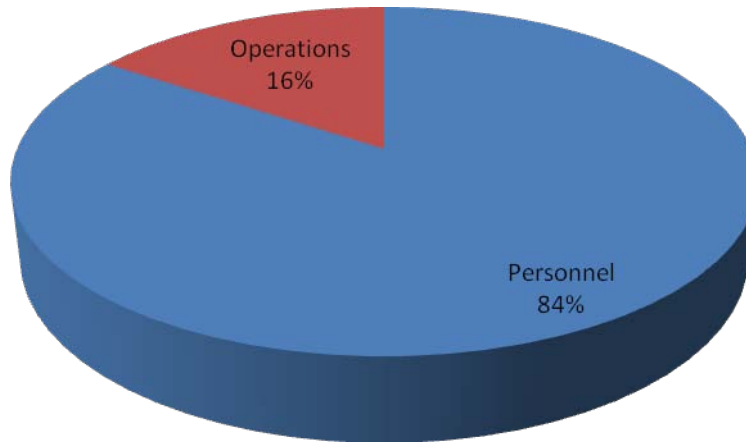
### *Purchasing*

The Purchasing Office budget for FY2012 proposes:

- to increase by one (1), from two (2) to three (3), the number of budgeted positions assigned to Purchasing by adding the new position of purchasing analyst;
- to provide funding for the purchasing manager to attend a national professional development conference; and
- to purchase or acquire a license to use purchasing software.

# General Fund Purchasing

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	76,761	96,930	94,051	83,500	132,351
81400	Employee Benefits	36,925	52,190	44,747	40,145	46,348
<b>TOTAL PERSONNEL</b>		<b>113,686</b>	<b>149,121</b>	<b>138,798</b>	<b>123,645</b>	<b>178,699</b>
<b>OPERATIONS</b>						
82100	Transportation Services	33	3	50	50	50
82200	Operating Services	0	0	0	228	150
82300	Notices Subscriptions Publications	1,970	2,014	1,811	2,111	2,665
82400	Utilities	469	480	550	500	750
82500	Contractual Services	0	0	0	0	20,000
82800	Professional Development/Travel	1,521	1,438	1,925	919	6,150
83100	Office Supplies	1,160	136	250	400	600
83200	Operating Supplies	0	0	0	5	50
83500	Machinery & Equipment (<\$25,000)	1,379	0	1,500	1,250	2,000
85100	Property & Liability Costs	777	517	744	750	744
<b>TOTAL OPERATIONS</b>		<b>7,310</b>	<b>4,589</b>	<b>6,830</b>	<b>6,213</b>	<b>33,159</b>
<b>TOTAL EXPENDITURES</b>		<b>120,996</b>	<b>153,710</b>	<b>145,628</b>	<b>129,858</b>	<b>211,858</b>



# Municipal 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

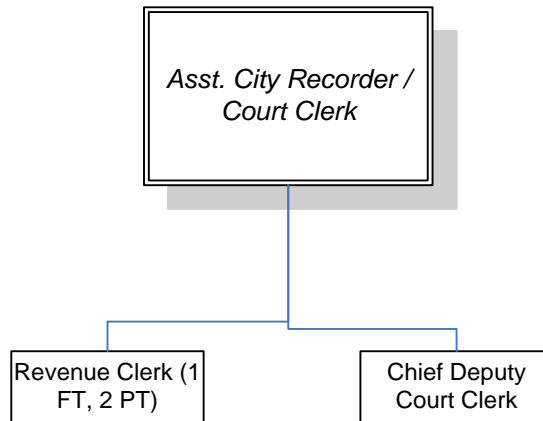
**This measures productivity. The drop in performance is due to the reduction in the number of citations issued.**



## 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

## Organizational Chart



## Staffing by Position

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

### *Municipal 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 2012 budgeted. This is primarily due to a reduction in requirements for contractual services.

**Capital:**

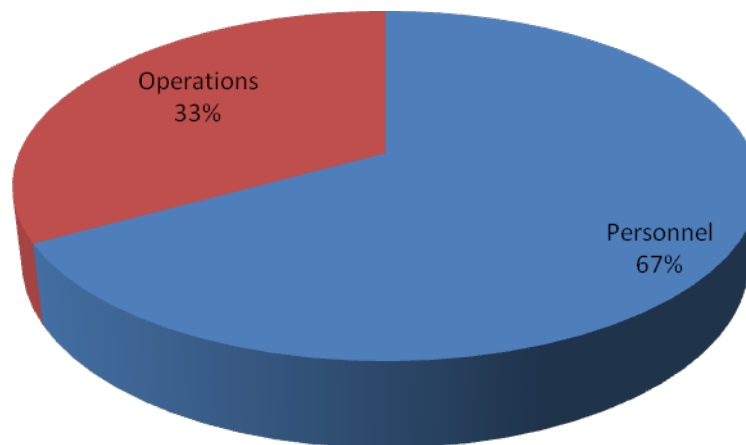
There are no capital costs budgeted in 2011.

# General Fund Court

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	106,361	101,865	101,962	106,083	104,724
81200 Officials Fees	29,360	29,360	26,160	26,160	26,160
81400 Employee Benefits	60,903	65,891	64,574	62,300	50,934
<b>TOTAL PERSONNEL</b>	<b>196,624</b>	<b>197,116</b>	<b>192,696</b>	<b>194,543</b>	<b>181,818</b>

<b>OPERATIONS</b>					
82100 Transportation Services	3,791	14,170	15,096	12,000	12,000
82200 Operating Services	0	55	2,500	2,590	2,500
82300 Notices Subscriptions Publications	0	0	600	925	975
82400 Utilities	580	536	532	450	500
82500 Contractual Services	0	0	11,200	4,000	9,000
82600 Repair & Maintenance Services	337	337	0	400	400
82800 Professional Development/Travel	941	329	815	1,110	1,240
83100 Office Supplies	2,609	5,444	2,500	3,000	3,500
83200 Operating Supplies	0	0	160	160	150
83300 Fuel & Mileage	545	321	0	200	0
83500 Machinery & Equipment (<\$25,000)	200	0	8,700	5,500	9,000
85100 Property & Liability Costs	2,310	1,488	2,140	2,152	2,150
85300 Permits	27,977	41,229	40,000	30,000	40,000
85500 Financial Fees	7,530	7,328	8,500	4,800	8,500
<b>TOTAL OPERATIONS</b>	<b>46,820</b>	<b>71,236</b>	<b>92,743</b>	<b>67,287</b>	<b>89,915</b>

<b>TOTAL EXPENDITURES</b>	<b>243,444</b>	<b>268,352</b>	<b>285,439</b>	<b>261,830</b>	<b>271,733</b>
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# 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 to protect the health and welfare of our community.

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 three (3) other divisions.
- (2) The **Collection Division** collects household and commercial waste generated from residents and businesses within our community.
- (3) The **Disposal Division** processes waste through our transfer station. This team is also responsible for hauling waste to a local contracted landfill.
- (4) The newest division is the **Recycling Division**. The blue bag, curbside recycling program, the first in our City, began July 12, 2010. At the end of March 2011, our average participation was 38.13% with an average 12.19% diversion.

Measurement/Goal	FY08	FY09	FY10	FY11 (projected)
Residential Trash Collected	25,743 tons	22,246 tons	21,401 tons	21,960 tons
Commercial Trash Collected	9,285 tons	7,418 tons	7,269 tons	7,784 tons
Trash from private haulers	48,020 tons	42,667 tons	37,695 tons	35,805 tons
Trash Diverted from Landfill	1,553 tons	1,812 tons	3,047 tons	4,260 tons
Tons collected per 1000 population	446 tons	397 tons	369 tons	354 tons
<b>BOPAЕ Collections (as of March 31, 2011)</b>				
Batteries	NA	NA	7,135 lbs	6,763 lbs
Oil	NA	NA	459 gallons	955 gallons
Paint	NA	NA	33,160 lbs	180,864 lbs
Anti-Freeze	NA	NA	NA	300 gallons
Electronics	NA	NA	76,095 lbs	190,860 lbs



## Sustainable Franklin

- We continue collecting plastic recyclables, in addition to office paper and cardboard, from our City facilities.
- We maintain our service for businesses interested in recycling cardboard.
- We will conduct a waste audit to thoroughly assess other recyclable wastes generated in our City facilities to allow us to create a comprehensive recycling plan for ourselves.
- We are nearing the end of year 1, in the approved 3-year pilot program, of our first curbside recycling service. This service stemmed from our Sustainability Task Force goals and initiatives.
- Our BOPAE (Batteries, Oil, Paint, Anti-freeze and Electronics) drop-off service continues to be a success. Residents throughout Williamson County use our service with the average number of customers at 634 per month.
- Efficient routing continues to be a priority for managing fuel costs.
- We currently have two (2) team members participating in the Keep Williamson Beautiful Environmental Leadership program.
- Recycling brush and white goods collected curbside, in addition to composting brown, biodegradable bags of small yard waste continue as part of our daily operations.
- We plan to conduct an energy audit to assess any building modifications we can make to better manage our utilities expenses, as well as conserve energy.



## 2011-2012 Outlook

### Administration

We will move our Building Maintenance Worker from our Disposal Division, to the *Administration Division* and maintain the Assistant Solid Waste Director position vacant, and unfunded.

### Collection

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 team cleans 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 participating at special events with our public education booth to promote services offered within our community. Additionally, after severe weather events, these team members work directly with the Streets Department to assist in clearing the streets.

We hired a Collection Supervisor in July 2010. Our budget request does include moving one (1) Solid Waste Crew Foreman, from our Disposal Division, to manage our commercial collection accounts and one (1) new Drop-off Site Attendant to provide service at our BOPAE drop-off site. We maintain one (1) Solid Waste Driver/Operator and one (1) Solid Waste Worker position vacant, and unfunded.

Our capital request includes one (1) replacement side loader which is the work horse of our fleet, providing curbside residential waste collection in the most efficient manner. These automated units provide, on average, 70,000 services per month. Additionally, we request replacement of one (1) rear loader to allow us to maintain route efficiency for collecting household waste outside the rollout container and biodegradable brown bags of small yard waste.

We include, in our budget request, \$250,000 for design and construction of a BOPAE/HHW (Household Hazardous Waste) Drop-off facility, to be built at the front of our Municipal Services Complex. This project is offset by a \$250,000 grant from the State of Tennessee. This project is contingent upon receiving the grant from the Tennessee Department of Environment and Conservation (TDEC).

## Disposal

The *Disposal Division* receives municipal waste from our Collection Division as well as refuse from private hauling companies. We want to propose the tip fee at our scale house be increased from \$35.00 per ton to \$42.00 per ton, with an added \$2.00 per ton fuel surcharge to assist in covering operating expenses directly related to increased fuel costs and landfill disposal fees. This fuel surcharge would be reduced or eliminated when the price of diesel fuel reached \$3.00/gallon, at the pump. The minimum charge for smaller loads that cross the scale for disposal would increase to \$12.00 per load, with the added \$2.00/load fuel surcharge.

During the FY2011 budget, we increased the monthly service fee for our residential customers, without an increase for commercial services. We propose our \$75.00 monthly service fee, for one (1) dumpster service weekly, be increased to \$85.00 per month for one (1) weekly dumpster collection service. Each additional weekly service would then increase the monthly fee by \$10.00 incrementally, just as our current pricing model. The primary reason for this increase is to assist in balancing operating expenses associated with the increased price of fuel.

As mentioned in the Administration Division summary, we will move our Building Maintenance Worker from the Disposal Division to the Administration Division. Additionally, one (1) Tractor Trailer Driver position will be vacant and unfunded for the FY2012 budget request.

The capital request for our Disposal Division includes replacement of one (1) road tractor and one (1) transfer trailer.

## Recycling

The *Recycling Division* will complete one (1) year of service just after the new FY2012 budget takes effect. Recycled materials include plastics (#1 through #7), aluminum, steel, cardboard and mixed paper. We will continue leaving glass and foam out of our recycling collection.

Public education remains a top priority to increase participation and diversion in our blue bag, curbside recycling program. A group from Leadership Franklin helped us, earlier this year, by creating a magnet and video, showcasing our program and encouraging participation. Steve Hayslip, from News Channel 5, supported us by participating in the video as our local celebrity. Buddy, our blue bag mascot, continues to be seen around town at special events.



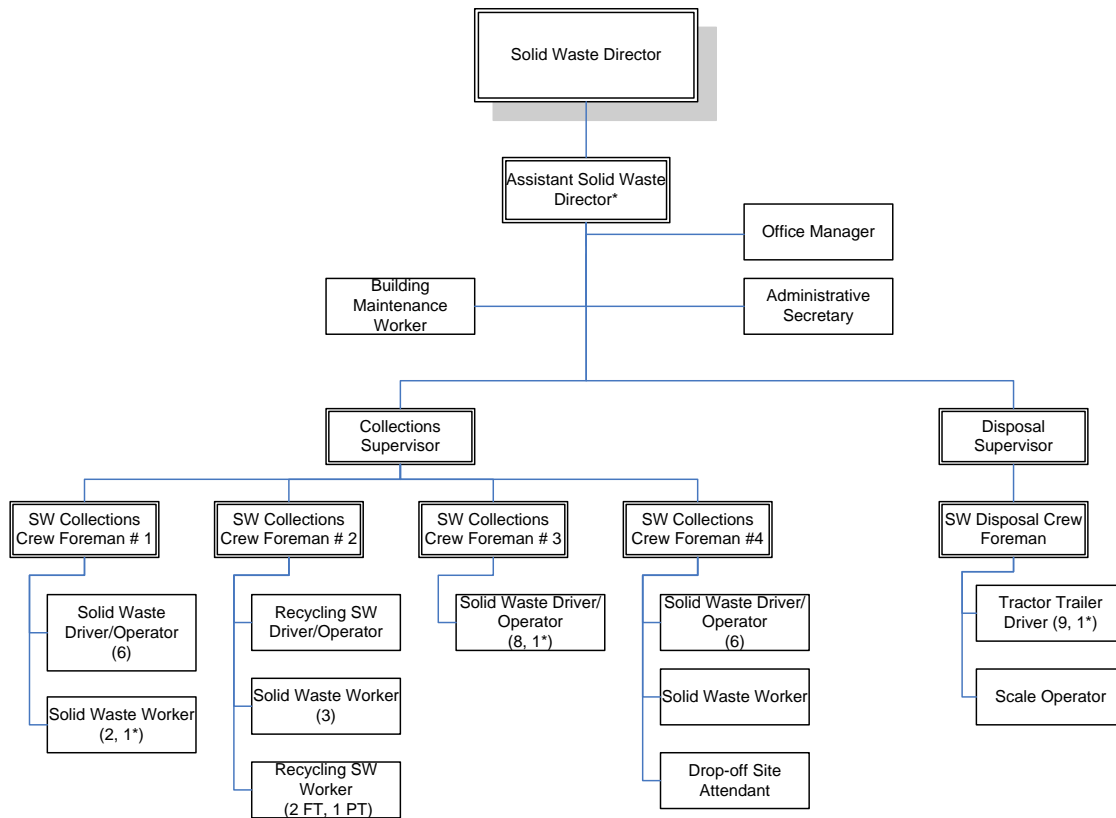
In addition to our curbside recycling service, we continue collecting wastes through our BOPAE drop-off site. As the Performance Measurement table indicates, we have experienced tremendous success in managing these wastes in a responsible manner.

In an effort to reduce overall operating costs, we continue to maintain our portion of the grounds occupied at the Municipal Services Complex, on Century Court. We also continue to manage daily cleaning and maintenance of our buildings. These efforts eliminate the need for contracting or hiring an outside service.



# Organizational Chart

## Solid Waste Department



\* = Unfunded



# Staffing by Position

**City of Franklin  
2011-2012 Fiscal Year Budget  
Special Revenue Fund - Solid Waste  
Personnel by Position**

**Solid Waste-Administration**

Position	Pay	FY 2011		Not Funded	FY 2012		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
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
Building Maintenance Worker	10	0	0	0	1	0	0
<b>Totals</b>		<b>4</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		Pay Grade (if reclassification creates new job title)
	Title	Pay Grade	From Job Title	To Job Title	
Asst Solid Waste Director - Not funded					
Building Maintenance Worker - Added (Transferred from Disposal)					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Office Manager	TBD			
Administrative Assistant	12			
Administrative Secretary	10			

**Solid Waste-Collection**

Position	Pay	FY 2011		Not Funded	FY 2012		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	4	0	0
Solid Waste Truck Driver/Operator	11	19	0	1	20	0	1
Solid Waste Worker	10	7	5	1	6	4	1
Drop-off Site Attendant	TBD	0	0	0	1	0	0
Refuse Collector	6	0	0	0	0	0	0
Administrative Secretary (Dispatch)	10	1	0	0	1	0	0
<b>Totals</b>		<b>31</b>	<b>5</b>	<b>2</b>	<b>33</b>	<b>4</b>	<b>2</b>

Narrative of Personnel Changes	New Position		Reclassification		Pay Grade (if reclassification creates new job title)
	Title	Pay Grade	From Job Title	To Job Title	
One (1) Solid Waste Crew Foreman - Reorganization from Disposal.	Solid Waste Crew Foreman	14			
Drop-off Site Attendant for BOPAE - Added	Drop-off Site Attendant	TBD			
One (1) Solid Waste Truck Driver/Operator - Not funded		11			
One (1) Solid Waste Worker - Not funded		10			
One (1) Solid Waste Worker (part-time) - Transfer to Recycling		10			

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Solid Waste Supervisor	17			
Solid Waste Crew Foreman	14			
Solid Waste Driver/Operator	11			
Solid Waste Worker	10			

## Staffing by Position (continued)

### Solid Waste-Disposal

Position	Pay	FY 2011		Not Funded	FY 2012		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	0	0	0
Tractor-Trailer Driver	12	9	0	1	9	0	1
Building Maintenance Worker	10	1	0	0	0	0	0
Scale Operator	9	1	0	0	1	0	0
<b>Totals</b>		<b>13</b>	<b>0</b>	<b>1</b>	<b>11</b>	<b>0</b>	<b>1</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)
Solid Waste Crew Foreman - Reorganization to Collection.					
One (1) Tractor-Trailer Driver - Not funded					
Building Maintenance Worker - Transfer to SW Administration					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Solid Waste Supervisor	17			
Solid Waste Crew Foreman	14			
Tractor-Trailer Driver	12			

### Solid Waste-Recycling

Position	Pay Grade	FY 2011		Not Funded	FY 2012		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
Solid Waste Driver/Operator	11	1	0	0	1	0	0
Solid Waste Worker	10	2	0	0	2	0	0
Solid Waste Worker (Part-time)	10	0	0	0	0	1	0
<b>Totals</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</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)
One (1) Solid Waste Worker (part-time) - Transfer from Collection					

## Budget Notes/Objectives

### *Solid Waste Fund*

#### **Revenue:**

There will be no increase in residential rates in 2012.

#### **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 Truck Driver/Operator, one (1) Solid Waste Worker, and one (1) Tractor-Trailer Driver positions will be unfunded for the FY 2010-2011 budget year. A new position of Drop-off Site Attendant for BOPAE will be added and a reorganization of Solid Waste Crew Foreman from Disposal to Collection is included.

#### **Operations:**

Operating costs are increased by \$886,321, or 25%, in 2012. 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:**

Capital requests in our Collection division include one (1) replacement side loader which is the work horse of our fleet, providing curbside residential waste collection in the most efficient manner. These automated units provide, on average, 70,000 services per month. Additionally, we request replacement of one (1) rear loader to allow us to maintain route efficiency for collecting household waste outside the rollout container and biodegradable brown bags of small yard waste.

There is \$250,000 for design and construction of a BOPAE/HHW (Household Hazardous Waste) Drop-off facility, to be built at the front of our Municipal Services Complex. This project is offset by a \$250,000 grant from the State of Tennessee. This project is contingent upon receiving the grant from the Tennessee Department of Environment and Conservation (TDEC).

Capital for our Disposal Division includes replacement of one (1) road tractor and one (1) transfer trailer.

# Solid Waste Fund

## Revenue and Summary

*(Divisions are shown on following pages)*

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
33101 REIMB OF FLEET MAINTENANCE	229,410	0	0	0	0
33610 SOLID WASTE GRANT (STATE)	0	0	0	0	250,000
33650 SPECIAL EVENT GRANT RECOVERIES	0	0	0	0	10,000
34410 SOLID WASTE DISPOSAL	2,739,541	3,333,534	3,965,100	4,000,000	4,372,600
34420 TIPPING FEES	1,519,675	1,339,091	1,440,000	2,250,000	2,839,941
34430 CARDBOARD RECYCLING	0	3,835	0	0	5,600
34440 BUCK A BAG PROGRAM	0	3,333	0	2,800	2,800
36100 INTEREST INCOME	0	4,428	0	0	0
36150 LEASE PROCEEDS	0	0	0	34,169	0
36700 SALE OF WASTE CONTAINERS	59,564	70,655	95,000	20,000	50,000
36705 LEASE OF WASTE CONTAINERS	0	0	0	17,000	25,000
36800 SALE OF SURPLUS ASSETS	21,610	108,464	0	39,568	40,000
37100 TRANSFER FROM GENERAL FUND	3,012,034	2,237,689	1,459,008	1,664,883	672,256
37900 MISCELLANEOUS OTHER REVENUE	5,959	3,000	145,000	4,039	35,000
<b>Total Available Funds</b>	<b>7,587,792</b>	<b>7,104,029</b>	<b>7,104,108</b>	<b>8,032,459</b>	<b>8,303,197</b>
<b>Personnel</b>					
81100 Salaries & Wages	2,305,564	1,928,593	1,925,304	1,967,416	2,027,222
81400 Benefits	1,159,849	1,114,445	973,801	1,031,346	957,452
<b>TOTAL PERSONNEL</b>	<b>3,465,413</b>	<b>3,043,038</b>	<b>2,899,105</b>	<b>2,998,762</b>	<b>2,984,673</b>
<b>OPERATIONS</b>					
82100 Transportation Services	9,714	3,263	2,640	1,421	2,160
82200 Operating Services	1,373,168	1,527,588	1,520,200	1,568,150	1,366,350
82300 Notices Subscriptions Publications	14,634	30,716	17,101	10,490	20,295
82400 Utilities	84,362	50,478	51,856	921,095	1,192,477
82500 Contractual Services	12,928	1,236	0	0	0
82600 Repair & Maintenance Services	164,431	368,934	465,000	325,649	329,750
82700 Employee Programs	1,043	0	3,000	20	3,750
82800 Professional Development/Travel	3,013	3,339	2,460	1,929	5,360
83100 Office Supplies	13,403	10,982	10,400	9,926	12,550
83200 Operating Supplies	81,422	105,327	115,125	76,906	101,600
83300 Fuel & Mileage	367,399	362,708	354,133	429,426	421,500
83500 Machinery & Equipment (<\$25,000)	48,609	38,140	22,450	13,334	20,750
83600 Repair & Maintenance Supplies	470,812	33,942	41,300	104,814	40,350
84000 Operational Units	0	0	252,010	252,010	171,593
85100 Property & Liability Costs	47,869	44,451	51,878	55,437	51,878
85200 Rentals	9,864	1,839	3,000	365	750
85300 Permits	1,150	1,150	1,150	3,300	3,500
85500 Financial Fees	8,623	11,515	12,000	7,601	10,500
86000 Debt Service and Lease Payments	549,069	0	0	96,732	95,411
88000 Transfers to Other Funds	0	517,955	593,500	533,000	555,000
<b>TOTAL OPERATIONS</b>	<b>3,261,513</b>	<b>3,113,563</b>	<b>3,519,203</b>	<b>4,411,605</b>	<b>4,405,524</b>
<b>CAPITAL</b>					
89200 Buildings	0	800	0	0	250,000
89500 Machinery & Equipment (>\$25,000)	860,866	946,629	685,800	622,092	663,000
<b>TOTAL CAPITAL</b>	<b>860,866</b>	<b>947,429</b>	<b>685,800</b>	<b>622,092</b>	<b>913,000</b>
<b>TOTAL EXPENDITURES</b>	<b>7,587,792</b>	<b>7,104,030</b>	<b>7,104,108</b>	<b>8,032,459</b>	<b>8,303,197</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>

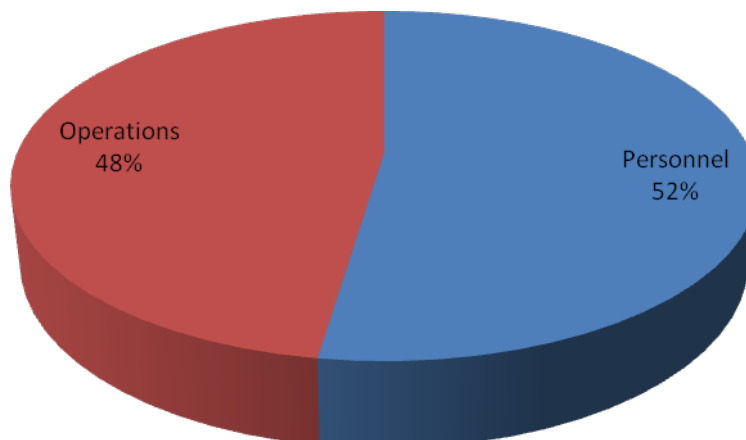
# Solid Waste Fund Solid Waste Administration

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	223,300	163,408	159,884	169,076	203,452
81400	Employee Benefits	111,174	90,735	71,863	86,760	90,970
<b>TOTAL PERSONNEL</b>		<b>334,474</b>	<b>254,143</b>	<b>231,747</b>	<b>255,836</b>	<b>294,422</b>

<b>OPERATIONS</b>						
82100	Transportation Services	478	133	450	94	200
82200	Operating Services	278	110	750	30	500
82300	Notices Subscriptions Publications	11,034	27,417	3,225	2,614	3,430
82400	Utilities	62,233	42,601	44,106	34,737	39,851
82500	Contractual Services	7,764	0	0	0	0
82600	Repair & Maintenance Services	2,373	2,875	5,500	3,363	19,250
82800	Professional Development/Travel	421	1,591	2,460	1,700	2,460
83100	Office Supplies	3,462	3,282	3,850	2,066	3,800
83200	Operating Supplies	145	264	625	1,117	1,850
83300	Fuel & Mileage	1,411	1,010	1,100	1,120	1,500
83500	Machinery & Equipment (<\$25,000)	11,590	610	9,700	151	4,000
83600	Repair & Maintenance Supplies	1,216	2,407	2,300	2,043	3,100
84000	Operational Units	0	0	252,010	252,010	171,593
85100	Property & Liability Costs	2,961	2,312	3,250	3,270	3,250
85500	Financial Fees	2,476	0	0	0	0
86000	Debt Service and Lease Payments	0	0	0	13,094	13,094
<b>TOTAL OPERATIONS</b>		<b>107,843</b>	<b>84,612</b>	<b>329,326</b>	<b>317,409</b>	<b>267,878</b>

<b>CAPITAL</b>						
89500	Machinery & Equipment (>\$25,000)	8,622	0	0	34,169	0
<b>TOTAL CAPITAL</b>		<b>8,622</b>	<b>0</b>	<b>0</b>	<b>34,169</b>	<b>0</b>

<b>TOTAL EXPENDITURES</b>	<b>450,940</b>	<b>338,755</b>	<b>561,073</b>	<b>607,414</b>	<b>562,300</b>
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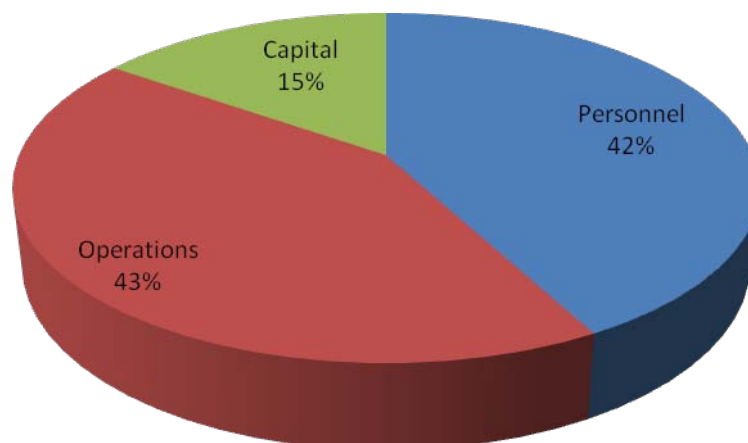
# Solid Waste Fund Solid Waste Collection

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	1,234,625	1,209,422	1,124,630	1,159,280	1,258,619
81400	Employee Benefits	656,547	720,199	604,162	658,876	612,345
<b>TOTAL PERSONNEL</b>		<b>1,891,172</b>	<b>1,929,621</b>	<b>1,728,792</b>	<b>1,818,156</b>	<b>1,870,964</b>

<b>OPERATIONS</b>						
82100	Transportation Services	1,127	2,438	1,110	840	1,080
82200	Operating Services	10,656	13,002	13,000	10,900	10,000
82300	Notices Subscriptions Publications	1,072	3,052	691	7,838	3,680
82400	Utilities	1,839	2,098	2,000	879,564	1,147,376
82500	Contractual Services	1,232	0	0	0	0
82600	Repair & Maintenance Services	6,241	101,991	155,000	158,201	127,500
82700	Employee Programs	0	0	1,000	20	0
82800	Professional Development/Travel	1,431	870	0	50	2,650
83100	Office Supplies	4,271	4,862	4,000	5,013	5,250
83200	Operating Supplies	58,651	92,179	99,500	62,580	83,750
83300	Fuel & Mileage	140,200	141,732	125,802	161,379	160,000
83500	Machinery & Equipment (<\$25,000)	1,318	16,036	11,900	15,096	10,500
83600	Repair & Maintenance Supplies	7,044	15,208	21,000	20,890	20,750
85100	Property & Liability Costs	26,163	24,157	25,875	28,617	25,875
85200	Rentals	328	19	0	0	0
85500	Financial Fees	6,147	11,515	12,000	7,601	10,500
86000	Debt Service and Lease Payments	274,534	0	0	0	0
88000	Transfers to Other Funds	0	258,977	296,750	266,500	277,500
<b>TOTAL OPERATIONS</b>		<b>542,254</b>	<b>688,135</b>	<b>769,628</b>	<b>1,625,089</b>	<b>1,886,411</b>

<b>CAPITAL</b>						
89200	Buildings	0	0	0	0	250,000
89500	Machinery & Equipment (>\$25,000)	335,419	619,928	333,000	353,623	430,000
<b>TOTAL CAPITAL</b>		<b>335,419</b>	<b>619,928</b>	<b>333,000</b>	<b>353,623</b>	<b>680,000</b>

<b>TOTAL EXPENDITURES</b>	<b>2,768,845</b>	<b>3,237,685</b>	<b>2,831,420</b>	<b>3,796,868</b>	<b>4,437,375</b>
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## Solid Waste Fund Solid Waste Fleet Maintenance

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	306,598	0	0	0	0
81400	Employee Benefits	151,758	33,221	0	0	0
<b>TOTAL PERSONNEL</b>		<b>458,357</b>	<b>33,221</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATIONS</b>						
82100	Transportation Services	7,260	0	0	0	0
82200	Operating Services	2,672	0	0	0	0
82300	Notices Subscriptions Publications	2,280	0	0	0	0
82400	Utilities	14,954	183	0	0	0
82500	Contractual Services	1,500	0	0	0	0
82600	Repair & Maintenance Services	147,566	0	0	0	0
82700	Employee Programs	805	0	0	0	0
82800	Professional Development/Travel	1,161	0	0	0	0
83100	Office Supplies	2,931	0	0	0	0
83200	Operating Supplies	8,257	0	0	0	0
83300	Fuel & Mileage	4,255	0	0	0	0
83500	Machinery & Equipment (<\$25,000)	31,777	0	0	0	0
83600	Repair & Maintenance Supplies	443,701	61	0	0	0
85100	Property & Liability Costs	2,078	0	0	0	0
85200	Rentals	2,522	0	0	0	0
<b>TOTAL OPERATIONS</b>		<b>673,718</b>	<b>244</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL</b>						
89500	Machinery & Equipment (>\$25,000)	104,216	0	0	0	0
<b>TOTAL CAPITAL</b>		<b>104,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>		<b>1,236,291</b>	<b>33,465</b>	<b>0</b>	<b>0</b>	<b>0</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.*



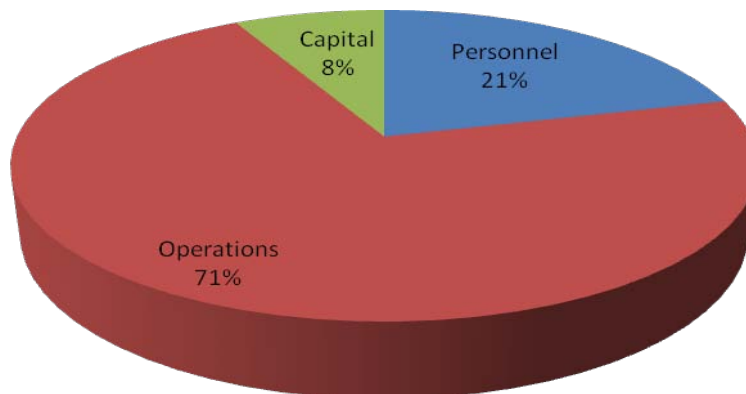
## Solid Waste Fund Solid Waste Disposal

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	541,040	555,763	548,750	531,380	451,305
81400 Employee Benefits	240,369	270,289	240,254	249,760	177,206
<b>TOTAL PERSONNEL</b>	<b>781,410</b>	<b>826,052</b>	<b>789,004</b>	<b>781,140</b>	<b>628,511</b>

<b>OPERATIONS</b>					
82100 Transportation Services	849	641	1,080	480	880
82200 Operating Services	1,359,562	1,514,476	1,504,450	1,556,531	1,353,950
82300 Notices Subscriptions Publications	249	248	185	38	185
82400 Utilities	5,336	5,595	5,750	6,794	5,250
82500 Contractual Services	2,432	1,236	0	0	0
82600 Repair & Maintenance Services	8,251	264,068	302,000	159,355	178,000
82700 Employee Programs	238	0	1,000	0	2,000
82800 Professional Development/Travel	0	264	0	179	0
83100 Office Supplies	2,739	2,837	2,550	2,814	3,250
83200 Operating Supplies	14,369	12,884	13,500	8,133	13,000
83300 Fuel & Mileage	221,532	219,966	182,231	256,160	245,000
83500 Machinery & Equipment (<\$25,000)	3,924	21,495	850	(1,913)	6,250
83600 Repair & Maintenance Supplies	18,851	16,266	18,000	81,881	16,500
85100 Property & Liability Costs	16,667	17,981	20,470	21,250	20,470
85200 Rentals	7,014	1,820	3,000	365	750
85300 Permits	1,150	1,150	1,150	3,300	3,500
86000 Debt Service and Lease Payments	274,534	0	0	0	0
88000 Transfers to Other Funds	0	258,977	296,750	266,500	277,500
<b>TOTAL OPERATIONS</b>	<b>1,937,698</b>	<b>2,339,904</b>	<b>2,352,966</b>	<b>2,361,867</b>	<b>2,126,485</b>

<b>CAPITAL</b>					
89200 Buildings	0	800	0	0	0
89500 Machinery & Equipment (>\$25,000)	412,609	326,701	324,000	234,300	233,000
<b>TOTAL CAPITAL</b>	<b>412,609</b>	<b>327,501</b>	<b>324,000</b>	<b>234,300</b>	<b>233,000</b>

<b>TOTAL EXPENDITURES</b>	<b>3,131,716</b>	<b>3,493,458</b>	<b>3,465,970</b>	<b>3,377,307</b>	<b>2,987,996</b>
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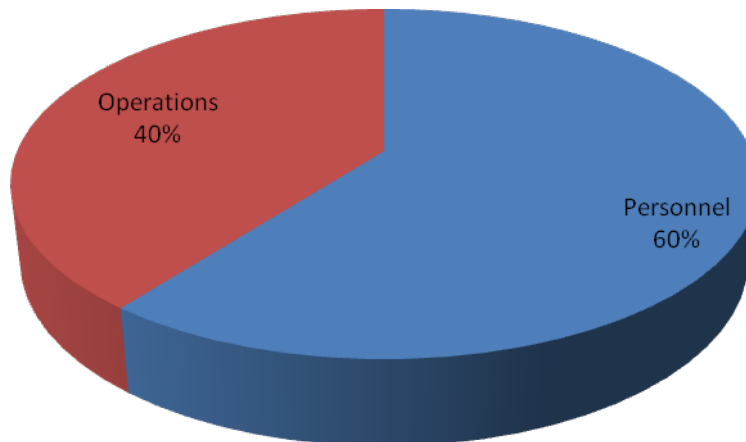
# Solid Waste Fund Solid Waste Recycling

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	0	0	92,040	107,680	113,846
81400	Employee Benefits	0	0	57,522	35,950	76,931
<b>TOTAL PERSONNEL</b>		<b>0</b>	<b>0</b>	<b>149,562</b>	<b>143,630</b>	<b>190,777</b>

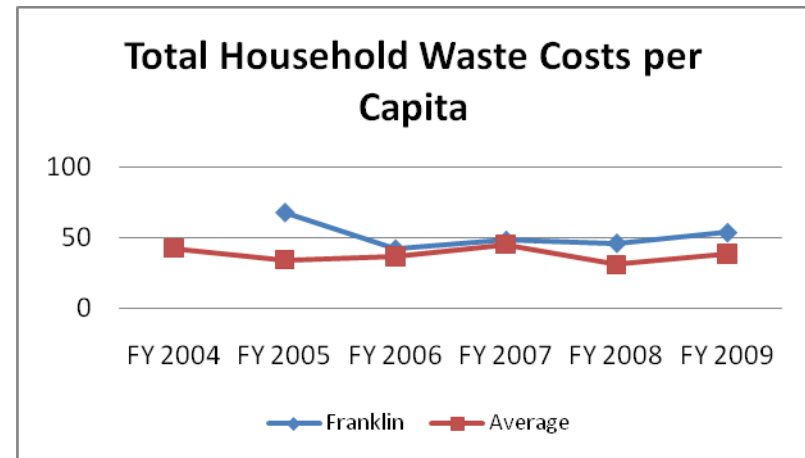
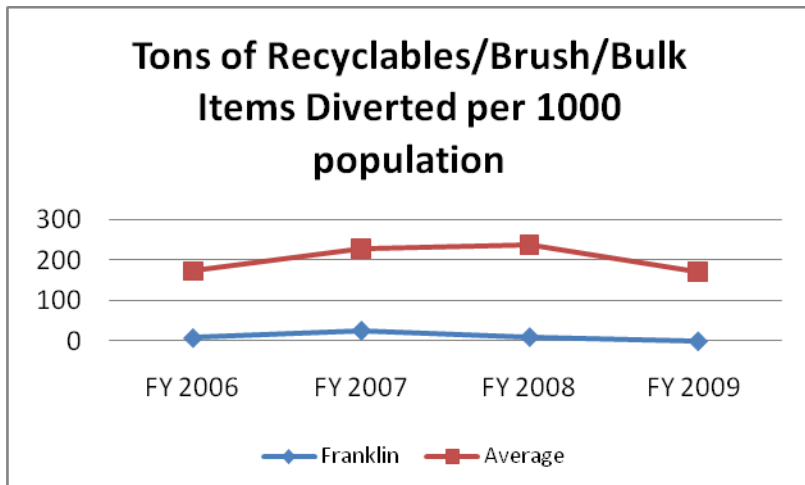
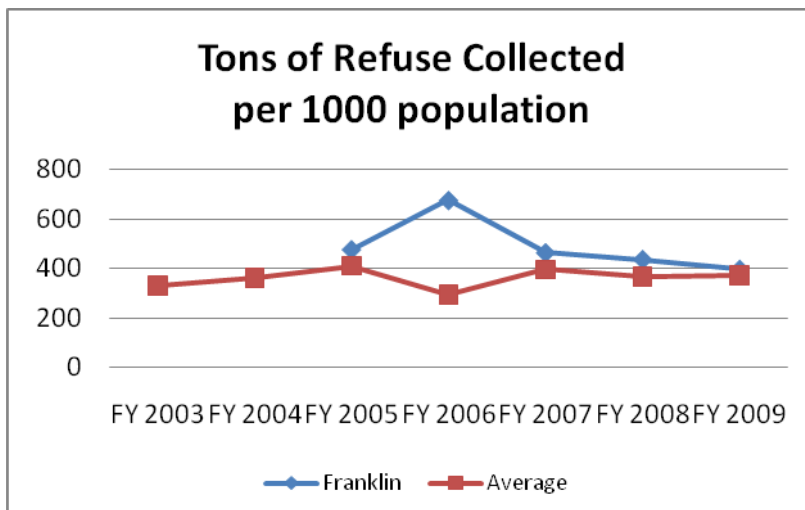
<b>OPERATIONS</b>						
82100	Transportation Services	0	53	0	7	0
82200	Operating Services	0	0	2,000	689	1,900
82300	Notices Subscriptions Publications	0	0	13,000	0	13,000
82600	Repair & Maintenance Services	0	0	2,500	4,730	5,000
82700	Employee Programs	0	0	1,000	0	1,750
82800	Professional Development/Travel	0	615	0	0	250
83100	Office Supplies	0	0	0	33	250
83200	Operating Supplies	0	0	1,500	5,076	3,000
83300	Fuel & Mileage	0	0	45,000	10,767	15,000
85100	Property & Liability Costs	0	0	2,283	2,300	2,283
86000	Debt Service and Lease Payments	0	0	0	83,638	82,317
<b>TOTAL OPERATIONS</b>		<b>0</b>	<b>667</b>	<b>67,283</b>	<b>107,240</b>	<b>124,750</b>

<b>CAPITAL</b>						
89500	Machinery & Equipment (>\$25,000)	0	0	28,800	0	0
<b>TOTAL CAPITAL</b>		<b>0</b>	<b>0</b>	<b>28,800</b>	<b>0</b>	<b>0</b>

<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>667</b>	<b>245,645</b>	<b>250,870</b>	<b>315,527</b>
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## 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 of the Franklin Transit Authority, is a regional leader in customizing environmentally friendly, multimodal transportation solutions for employers and communities. In addition, TMA's other programs of work include the regional Clean Air Partnership program, and management of Regional Commuter Vanpool Program (82+ commuter vans) throughout nine Middle TN counties.

## SUCSESSES:

### OPERATIONAL:

- **18% increase in TODD** (Transit On Demand) service; cost effective changes and service expansion currently provides transit to over 90% of Franklin's population
- **52% of trips** are transporting Franklin citizens back and forth to work within the City of Franklin
- In the process of replacing aging vehicles to better maximize maintenance funds and safety of service.
- **Significant growth of Niche Market Service:**
  - +Twilight TODD (safe rides home service); partnership with DFA with community events: Brewfest; Wine Down Main Street; Vintage Affair; Holly Trolley Event; New Year's Eve 2010 to mention a few.
  - +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 public transit service.
- **Federal Transit Audit:** Successful first Triennial Review of Franklin Transit completed by Federal Transit Administration.
- **Proposed Options for Projected Expansion of Service Areas :** 1) Columbia Avenue/Highway 96; 2) Historic Route to serve downtown/historic venues; 3) Upgrade Cool Springs service
- **Planning and Research Funds:** will be used to identify our non-users, where and how we can continue to better serve the Franklin community.



### ECONOMIC DEVELOPMENT/REGIONAL LEADERSHIP:

- **Economic Development:**  
**Inclusion in 2035 Regional Transportation Plan.** Franklin's public transit system selected as a transportation project for inclusion in the 2035 Regional Transportation Plan adopted by Mayors, promoting livability, prosperity, sustainability and diversity.

**Expansion of Regional Transit Investments.** Working alongside regional partners like TDOT, RTA, and local transit agencies like the Franklin Transit Authority, the Nashville MPO has committed to facilitate the development of a regional vision for mass transit that will guide the expansion of transit investments across the regional to strengthen regional connectivity and mobility while enhancing quality of life in Middle Tennessee. *(Nashville Area MPO)*

**Work Trips.** 52% of trips are Franklin residents traveling back and forth to work within the City of Franklin.

**Access to Additional 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. *(Federal Transit Administration and Nashville Area MPO)*



## Sustainable Franklin

**Solar Transit Stops.** Franklin Transit Authority recognized nationally for installation of solar powered transit stops; solar energy shelters provide safety and affordable lighting saving thousands of dollars over traditional electric wiring.

**Sustainable Transportation.** According to TPTA (Tennessee Public Transportation Association) Franklin's public transit system is efficiently and successfully meeting the needs given the ongoing economic crisis, fluctuating gasoline and other expenses associated with car use, of Franklin's residents.

**Regional Sustainability.** According to the TDOT and Nashville Area MPO, Franklin and other areas in our region that provide public transportation are successfully contributing to the achievement of sustainability for the region

**Expanding Connectivity.** Franklin Transit recognized by TDOT for installation of bike racks on transit vehicles, expanding sustainable transportation connectivity throughout Franklin.



**CHALLENGES and OPPORTUNITIES:** 1) unpredictable fuel costs; 2) meeting the need for increased service; 3) identifying the new pockets of employees and areas where transit service is needed – planning and research grant will be used to meet this need.

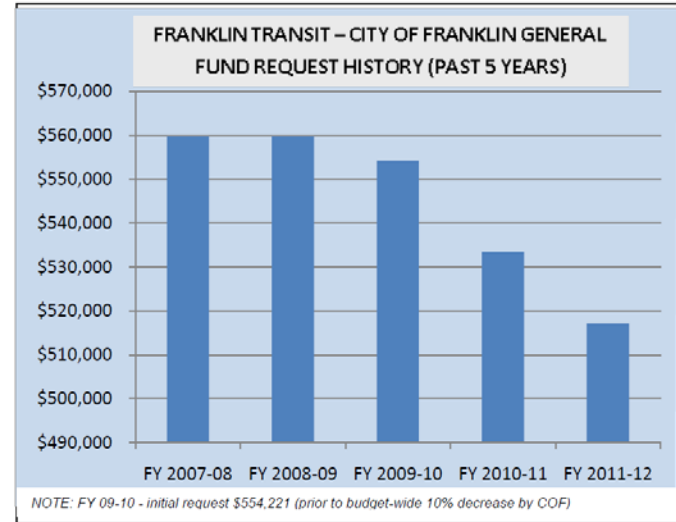
# Budget Notes/Objectives

## *Transit Fund*

### SUCSESSES

#### FUNDING/GRANTS/ FINANCIAL:

- **Requesting \$16,358 less from COF General Fund**
  - Decrease due to increased efficiencies, service expansion, and securing additional Federal Funding
  - *Since 2010 due to these improvements we have returned, in excess of \$128,000 to COF General Fund.*



- **Grant Funding:**
  - \$175,000 in 5307 Funds and \$110,000 in New Freedom Funds (NFF) – a 76% increase in grant funding from FY 2010-11
  - Grant funding will enable expansion of transit service without City of Franklin General Fund monies. Service expansion to workforce pockets in Franklin and additional TODD service, especially for the ADA and Senior populations for whom service cannot be denied, and increasing Hispanic population in Franklin.
- **Financial:**
  - Secured all funding available to the Franklin Transit Authority into active grants and contracts with the Federal Transit Administration and TDOT.
- **Note: Stimulus Funding Projects Update** –installation of 5 new Solar, ADA-compliant transit shelters: City Hall, Fieldstone Farms, Natchez, Liberty Pike/Stanwick, Brookwood/West Meade. Dispatching and IT/AVL software and hardware increasing the efficiency of transit personnel and service delivery.



# Transit System Fund

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	(440,843)	(60,643)	0	0	0
33520 TRANSIT OPERATIONS GRANT (FED/	343,690	381,777	435,000	468,900	662,900
33530 TRANSIT CAPITAL GRANT (FED/STATE	713,151	333,231	333,045	123,348	198,000
34500 TRANSIT FARES	64,492	61,786	63,657	63,657	64,000
36100 INTEREST INCOME	3,971	2,053	0	10,800	13,400
36500 RENT - CITY HALL & OTHERS	9,800	9,667	0	9,600	9,600
36800 SALE OF SURPLUS ASSETS	49,498	0	34,497	8,489	0
37100 TRANSFER FROM GENERAL FUND	221,802	457,842	533,458	507,760	517,100
<b>Total Available Funds</b>	<b>965,561</b>	<b>1,185,713</b>	<b>1,399,657</b>	<b>1,192,554</b>	<b>1,465,000</b>
<b>OPERATIONS</b>					
82100 Transportation Services	60	0	0	0	0
82400 Utilities	0	0	0	0	0
84000 Operational Units	1,026,144	1,033,529	1,063,657	1,063,657	1,245,000
<b>TOTAL OPERATIONS</b>	<b>1,026,204</b>	<b>1,033,529</b>	<b>1,063,657</b>	<b>1,063,657</b>	<b>1,245,000</b>
<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	0	152,185	370,050	128,897	220,000
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>152,185</b>	<b>370,050</b>	<b>128,897</b>	<b>220,000</b>
<b>TOTAL EXPENDITURES</b>	<b>1,026,204</b>	<b>1,185,714</b>	<b>1,433,707</b>	<b>1,192,554</b>	<b>1,465,000</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>(60,643)</b>	<b>(0)</b>	<b>(34,050)</b>	<b>0</b>	<b>0</b>





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



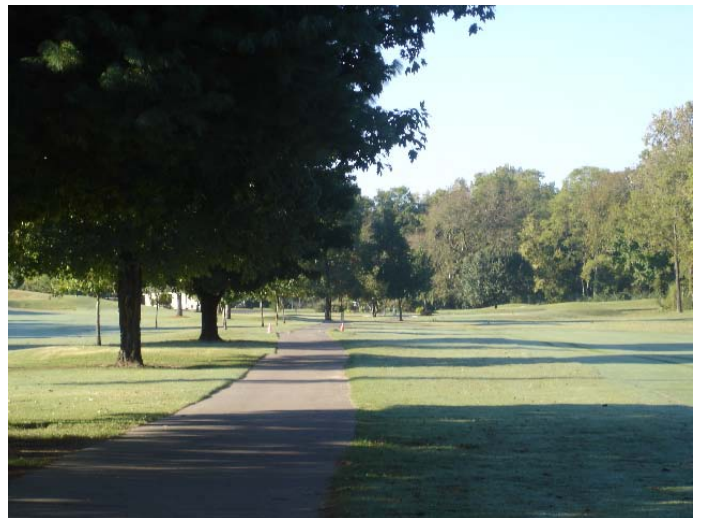


# COMMUNITY & ECONOMIC DEVELOPMENT

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*)
- *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	FY08	FY09	FY10	FY11 <i>(Year to date)</i>
Number of Building Inspections	9,387	5,212	4,014	3,249
Percent Needing Reinspection	24.4%	17.4%	16.7%	16.5%
Number of Plumbing Inspections	5,414	3,366	2,112	1,581
Percent Needing Reinspection	25.5%	19.2%	18.5%	19.8%
Number of Mechanical Inspections	5,137	3,307	2,293	1,893
Percent Needing Reinspection	29.6%	20.4%	25.4%	25.6%
Number of Electrical Inspections	10,108	7,932	4,870	3,978
Percent Needing Reinspection	22.1%	12.9%	16.5%	18.7%
<b>Department Revenue</b>				
Department Revenue	\$3,214,677	\$1,165,332	\$725,549	\$693,135
<b>Department Expenditures</b>				
Department Expenditures	\$1,775,071	\$1,956,958	\$1,857,183	\$1,203,775
<b>Service Request Response Time</b>				
Total Requests Received	70	336	673	633
Average Days to Inspection	3	12	9	5
Average Days to Resolution	23	30	19	11

Measurement/Goal	FY08	FY09	FY10	FY11 <i>(Year to date)</i>
<b>Code Violation (Case) Resolution Times</b>				
Total Code Violation (Cases)	731	849	594	247
Average Resolution Time (in days)	31	19	51	51



## Sustainable Franklin

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

The Building and Neighborhood Services department implemented a capability to accept construction plans for review in electronic format. The Department will continue to work with our customers and other City Departments to take advantage of this technology to minimize the need for paper copies of plans.

## 2011-2012 Outlook

### Cost Control Measure(s)

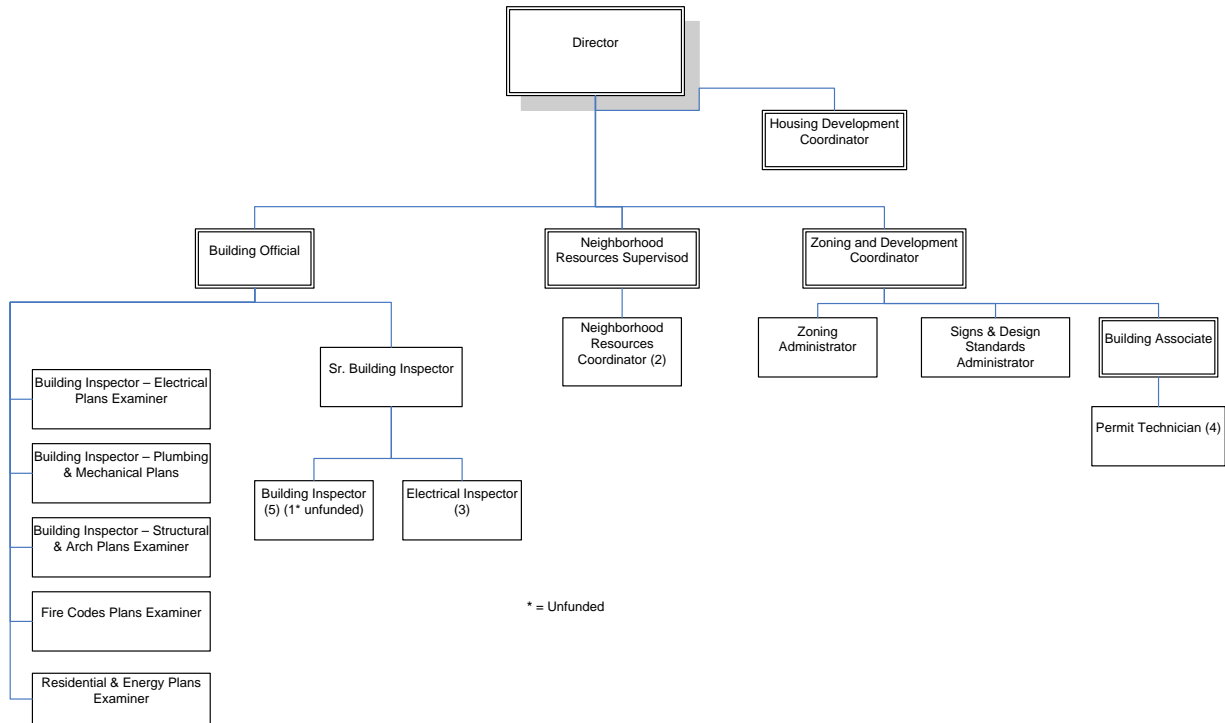
Tasks and responsibilities are spread across the department. This department and others are still short on manpower for some tasks. Employees are cross-training and taking on additional responsibilities within and outside of the department to reduce the need to hire new employees.

### Department Goal

The Department is focusing on efforts to improve the character of distressed neighborhoods and continuing special emphasis to assist families affected by the May 2010 flood.

# Organizational Chart

## Building and Neighborhood Services City of Franklin, TN



# Staffing by Position

City of Franklin  
 2011-2012 Fiscal Year Budget  
 General Fund - Building & Neighborhood Services  
 Personnel by Position

Position	HR	Pay	FY 2011			FY 2012		
	Code	Grade	Full-Time	Part-Time	Unfunded	Full-Time	Part-Time	Unfunded
Bldg & Neighborhood Svcs Director	1106	24	1	0	0	1	0	0
Building Official	1118	22	1	0	0	1	0	0
Zoning & Development Coordinator	1115	20	1	0	0	1	0	0
Housing Development Coordinator	1122	19	1	0	0	1	0	0
Building Inspector-Plans Ex Sr	1113	17	1	0	0	1	0	0
Building Inspector-Electrical Plans Ex Sr	1119	17	1	0	0	1	0	0
Building Inspector-Plumbing/Mech Plans Ex Sr	1107	17	1	0	0	1	0	0
Residential & Energy Plans Ex	TBD	17	1	0	0	1	0	1
Sr Building Inspector	1111	18	1	0	0	1	0	0
Zoning Administrator	1114	17	1	0	0	1	0	0
Building Inspector (b)	1102	16	4	0	1	5	0	0
Building Insp - Preservation Specialist (b)		16	1	0	0	0	0	0
Fire Code Plans Examiner	1422	17	1	0	0	1	0	0
Building Inspector-Electrical	1102E	16	3	0	0	3	0	0
Building Associate	1101	16	1	0	0	1	0	0
Sign / Design Standards Administrator (a)	1116	14	1	0	1	1	0	0
Neighborhood Resources Supervisor	1117	18	1	0	0	1	0	0
Permit Technician	0015	12	4	0	0	4	0	0
Neighborhood Resources Coordinator	1110	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>1</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)
Residential & Energy Plans Examiner - Not funded	TBD					
Building Inspector - Reclassification from Building Inspector - Preservation Specialist	1102			Building Inspector-Preservation Specilaist	Building Inspector	

## Budget Notes/Objectives

### *Building & Neighborhood Services*

#### **Personnel**

- No change in overall number of positions - still 28;
- Two positions approved for FY 2010-2011 budget have not yet been filled:
  - Building Inspector-Preservation Specialist and Residential and Energy Plans Examiner. Positions were in response to demand for these types of specialized services in the community and also required by state law.
  - Residential and Energy Plans Examiner position will remain unfunded in the upcoming budget year.
- The Sign and Design Standards Administrator position, previously unfunded, will be funded in 2012. The duties of the Sign and Design Standards Administrator are being covered by one of our Permit Technicians on a temporary assignment.
- The Building Inspector-Preservation Specialist position will be reclassified to Building Inspector with no change in pay grade. .

#### **Operations**

Overall there is an increase of \$79,760, or 64%, in the proposed operations budget. The major increases are in the following areas:

- Notices, subscriptions, and Publicity increases from \$5,470 to \$10,642
  - Additional funds to publish notices of regular meetings for the newly formed Affordable Housing Commission and the regenerated Building and Street Technical Standards Design Board;
  - New requirements for accreditation for adoption and enforcement of the International Energy Conservation Code;
  - Memberships in professional organizations for employees that have foregone participation for the last few years during the particularly lean times.
- Other Contractual Services increases from \$10,000 to \$23,000
  - Funds used by department to clean up (demolish, if necessary) properties that do not meet minimum standards of the Property Maintenance Code;
  - These funds are eventually replenished through legal proceedings, but may not be until the property is sold at an unknown time in the future.
- Professional Development/Travel increases from \$8,475 to \$12,255 – Department has 15 employees that must maintain professional certifications and we have minimized this activity for the last few years and it is time to catch up.
- 1 new vehicle at \$15,000. First vehicle purchase in 3 years. Replacing 1998 model pick-up. Vehicle purchase was previously a capital expenditure, but is now operations.
- Computer hardware increase from \$5,000 to \$10,450. Laptop computers for inspector staff have not been replaced on regular basis like desktops for office staff. 10 laptops in the office, propose to replace 5 with this budget and 5 next year.

#### **Capital**

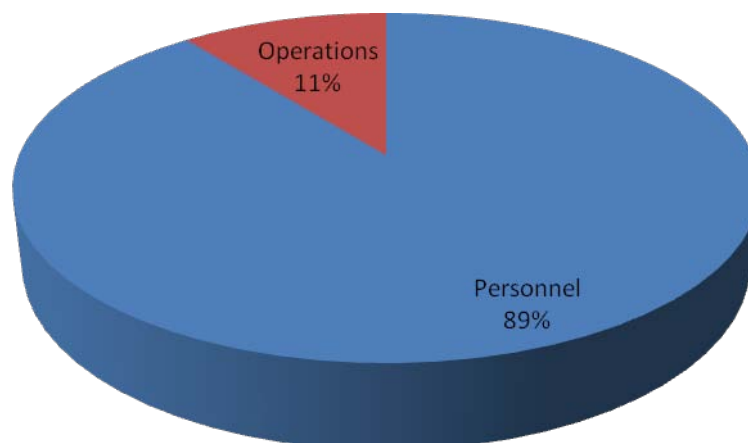
There are no capital expenditures proposed for the year.

## General Fund Building & Neighborhood Services

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	1,199,583	1,130,912	1,092,668	1,143,500	1,199,891
81400 Employee Benefits	556,197	579,088	574,803	524,885	504,443
<b>TOTAL PERSONNEL</b>	<b>1,755,780</b>	<b>1,710,000</b>	<b>1,667,471</b>	<b>1,668,385</b>	<b>1,704,334</b>

<b>OPERATIONS</b>					
82100 Transportation Services	2,518	2,291	2,200	2,500	2,880
82200 Operating Services	2,696	2,977	3,000	2,498	3,050
82300 Notices Subscriptions Publications	4,862	10,285	5,470	8,960	10,642
82400 Utilities	18,734	15,449	14,605	9,990	13,250
82500 Contractual Services	58,787	24,466	12,000	12,960	27,500
82600 Repair & Maintenance Services	6,853	11,417	11,000	6,850	11,000
82700 Employee Programs	5,921	1,296	4,150	2,000	3,650
82800 Professional Development/Travel	8,294	5,502	8,475	6,030	12,255
83100 Office Supplies	7,386	5,028	8,500	4,660	7,300
83200 Operating Supplies	2,628	1,266	4,100	1,918	2,750
83300 Fuel & Mileage	18,789	15,760	16,075	15,990	19,275
83500 Machinery & Equipment (<\$25,000)	4,010	7,615	9,700	1,977	31,450
83600 Repair & Maintenance Supplies	0	0	200	0	200
84000 Operational Units	32,096	26,026	0	25,352	34,033
85100 Property & Liability Costs	17,553	17,316	24,775	23,570	24,775
85200 Rentals	0	317	0	2,400	0
85300 Permits	10,150	170	440	0	440
85500 Financial Fees	1	0	0	0	0
85900 Other Business Expenses	(100)	0	0	0	0
<b>TOTAL OPERATIONS</b>	<b>201,179</b>	<b>147,183</b>	<b>124,690</b>	<b>127,655</b>	<b>204,450</b>

<b>TOTAL EXPENDITURES</b>	<b>1,956,959</b>	<b>1,857,183</b>	<b>1,792,161</b>	<b>1,796,040</b>	<b>1,908,784</b>
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# 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 *Franklin Municipal Planning Commission*, 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, *staff the Sustainability Commission*.
3. Provide staff support for historic preservation including *Battlefield Commission*, Design Review Committee, and Historic Zoning Commission. Create a school education program.
4. Administer and update the Franklin Zoning Ordinance and Land Use Plan, *including the update of a specific character area*.
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 Departments to facilitate applications in a timely and efficient manner.
8. *Seek Federal and State Funding opportunities to assist with desired projects.*
9. *Research and implement revisions to the Zoning Ordinance to provide greater clarification and more efficient process.*

Measurement/Goal	2007	2008	2009	2010
Net Acreage Changes	40.11	187.14	18.51	0
<b>Base Zoning Changes</b>				
Acreage Zoned Due to Annexation	387.22	187.14	18.36	0
Acreage Rezoned	1730.36	443.45	80.47	218.72
<b>Residential Development Approvals and Revisions</b>				
Total Units	835	1621	1430	756
Total Acreage	141.26	533.26	496.85	201.56
Acreage Open Space	34.25	193.91	52.53	43.82



## 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. Encourage energy efficiency measures in new developments and existing redevelopments.
4. Continue to drastically reduce the need for paper plans by use of technology.
5. Begin the process of establishing reduction targets in greenhouse gas emissions for the community.
6. Research methods for use of solar energy in the City and encourage use through revised regulations in private developments.

## 2011-2012 Outlook

The Planning and Sustainability Department recognizes the need to provide expanded services in-house during the coming fiscal year. This will include updates to the Land Use Plan, Revisions of the Zoning Ordinance, Historic Preservation initiatives and Sustainability recommendations.

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

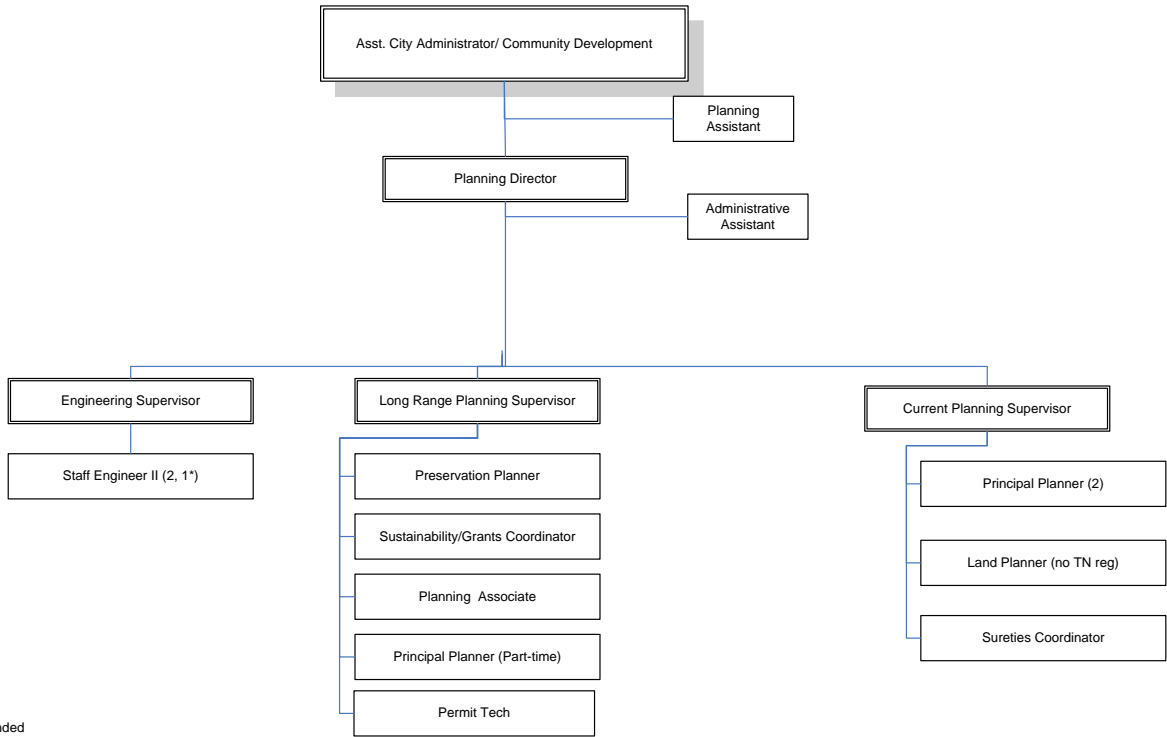
The Department will begin to become involved in planning public spaces through Landscape Reviews and the use of the Design Studio and anticipates the early stages of the revitalization of the Five Points area.

Finally, we will continue to foster greater collaboration with other departments.



# Organizational Chart

## Planning and Sustainability Department City of Franklin, TN



\* = Unfunded

## Staffing by Position

**City of Franklin  
2011-2012 Fiscal Year Budget  
General Fund - Planning & Sustainability  
Personnel by Position**

Position	Pay Grade	FY 2011		Not Funded	FY 2012		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
Engineering Supervisor	22	1	0	0	1	0	0
Staff Engineer II	21	2	0	0	2	0	1
Land Planner (TN reg)	21	1	0	1	1	0	0
Principal Planner	21	2	0	0	2	0	0
Preservation Planner	21	1	1	0	1	0	0
Land Planner (No Tn. reg)	19	1	0	0	1	0	0
Planner Sr.	19	0	0	0	0	0	0
Sustainability Coordinator	17	1	0	0	1	0	0
Planning Associate	16	2	0	0	1	0	0
Sureties Coordinator	TBD	0	0	0	1	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	0	0	0	0	0
Planner (Part-Time)	--	0	1	0	0	1	0
Intern	--	0	1	1	0	1	0
<b>TOTAL</b>		<b>18</b>	<b>3</b>	<b>2</b>	<b>18</b>	<b>2</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade
Re-classification of Planning Associate to Sureties Coord					
Eliminate Preservation Planner-PT					
Engineer II position - unfunded					

## Budget Notes/Objectives

### *Planning & Sustainability*

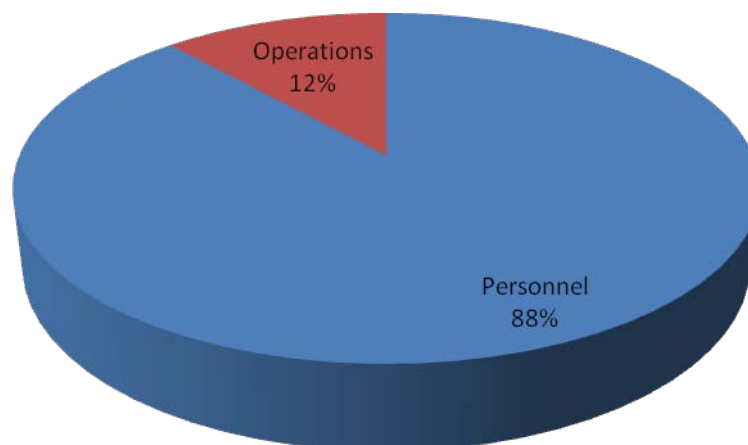
The Planning and Sustainability Department hired a Preservation Planner last fiscal year, and that position will be fully funded in FY 2011-2012. Additionally, the Sustainability Grants Coordinator position is funded by the AARA Grant through March 2012, leaving a quarter of the fiscal year to be funded by the City.

No large studies are anticipated, and the Character Area update will be completed by Franklin Planning staff. The Planning and Sustainability Department has eliminated funding for the Illumination from Public Relations and Education (City Sponsored) line item, since these funds will be in the Special Events Program. No capital costs were budgeted for the next fiscal year.



# General Fund Planning & Sustainability

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	836,357	864,002	891,920	861,570	877,322
81200 Officials Fees	12,000	11,100	13,500	12,460	14,000
81400 Employee Benefits	278,590	365,228	339,236	363,513	321,484
<b>TOTAL PERSONNEL</b>	<b>1,126,947</b>	<b>1,240,330</b>	<b>1,244,656</b>	<b>1,237,543</b>	<b>1,212,806</b>
<b>OPERATIONS</b>					
82100 Transportation Services	3,744	2,254	3,200	1,510	2,200
82200 Operating Services	4,568	1,624	3,100	612	3,100
82300 Notices Subscriptions Publications	28,738	24,004	38,700	22,857	31,200
82400 Utilities	8,694	6,809	9,400	6,070	9,900
82500 Contractual Services	150,008	55,917	15,240	7,540	240
82600 Repair & Maintenance Services	8,319	8,230	10,690	8,200	10,690
82700 Employee Programs	0	124	5,000	0	5,000
82800 Professional Development/Travel	25,865	19,331	33,000	28,630	34,000
83100 Office Supplies	9,501	5,548	13,120	10,730	13,120
83200 Operating Supplies	1,517	1,253	2,000	1,671	2,000
83300 Fuel & Mileage	1,797	1,389	2,084	1,670	2,600
83500 Machinery & Equipment (<\$25,000)	14,946	7,747	5,475	5,936	9,425
83600 Repair & Maintenance Supplies	107	0	0	15	0
84000 Operational Units	14,400	22,062	0	31,570	31,570
85100 Property & Liability Costs	4,174	3,622	5,309	5,303	5,309
85200 Rentals	300	0	0	0	0
85300 Permits	0	548	0	0	0
85500 Financial Fees	1	0	0	0	0
<b>TOTAL OPERATIONS</b>	<b>276,680</b>	<b>160,461</b>	<b>146,318</b>	<b>132,314</b>	<b>160,354</b>
<b>TOTAL EXPENDITURES</b>	<b>1,403,627</b>	<b>1,400,790</b>	<b>1,390,974</b>	<b>1,369,857</b>	<b>1,373,160</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.

Traffic Counts or Data Collection have been and continue to be the most basic building blocks of any traffic management system. With the rapid growth and development of the City of Franklin in the recent past, traffic volumes have also grown and developed. This program was designed to perform “turning movement counts” for each peak hour at each of our nearly 95 signalized intersections at minimum every three years. Staff had taken those locations and divided them into three groups of 32 intersections each. They were:

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.

The City has currently purchased a Video Data Collection System and a Data Transcription Service that will provide the same data sets in less time and at an estimated 50% annual reduced cost. This will allow staff to count the City's Signalized inventory every other year. This will be 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>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Goal</b>
Count Location	Area 3	Area 3	Area 1	½ City Wide System
Turning Movement	0*	30	30	50
AADT	0*	6	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. 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>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Goal</b>
System	Cool Springs	SR 96*	West Main/5 <sup>th</sup> Ave/Hillsboro/ Columbia	Cool Springs
Delay	45.8%	10%	15%	15%
Hydrocarbon	19,000 tons	Avg./Results	Avg./Results	Avg. /Results
Carbon Monoxide	174,000 tons	Avg./Results	Avg./Results	Avg. Results

*\*This project has not been fully deployed to date. Staff has installed the revised timing and projects an 18% delay reduction per model results. Staff will perform a complete analysis once the timing adjusted and fully 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 inlets and 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 Actual</b>	<b>FY10 Actual</b>	<b>FY11 Projected</b>	<b>FY12 Goal</b>
Number of Inlets and Outfalls Inventoried	220	862	1,500	1,000
Number of Outfalls Screened for Pollutants (after inventory completed)	0	0	50	100
Number of Outfalls Positive with Pollutants	0	0	TBD*	TBD
Number of Illicit Discharges Eliminated from Outfalls	0	0	TBD*	TBD

\* Outfall screening is still being completed. Currently, none have been positive with pollutants.

**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>
Downs Blvd. Water Line	6	6		
Mack Hatcher Parkway, NW Quad	45	35	2	8
South Carothers Parkway Extension	9	7		2
<b>TOTAL</b>	<b>60</b>	<b>48</b>	<b>2</b>	<b>10</b>
		80%	3%	17%

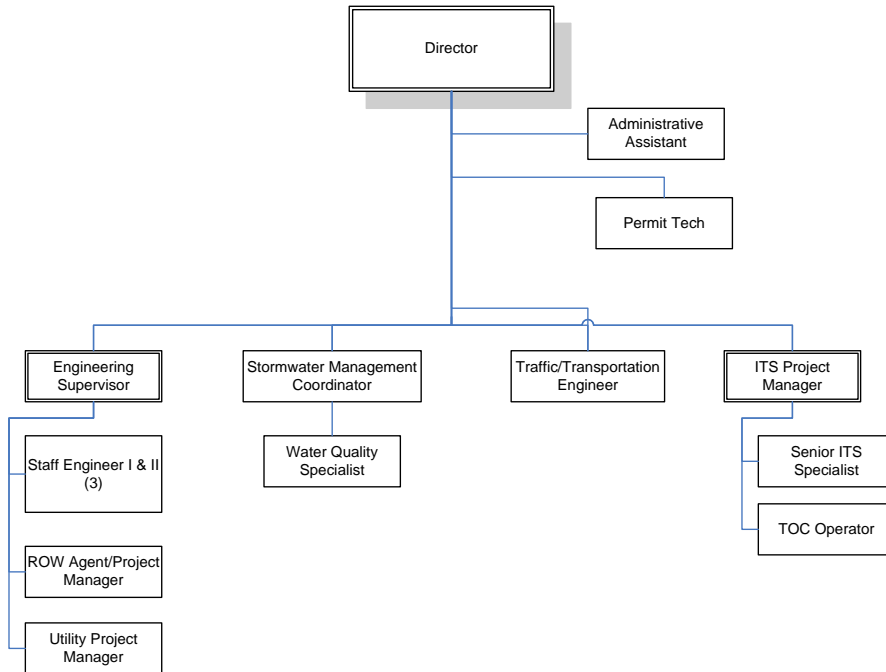
## Sustainable Franklin



The Engineering Department has continued to decrease 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. Project Managers look for ways to make our City funded projects “green”. One example would be including LED streetlights in the McEwen Drive Phase III Improvements Project. 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.*

# Staffing by Position

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

## Engineering Department

Position	Pay Grade	FY 2011			FY 2012		
		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 3/4 yr)	1	0	0
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
<b>TOTALS</b>		<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>

## Traffic Operations Center (TOC)

Position	FY 2011		FY 2012	
	Full-Time	Part-Time	Full-Time	Part-Time
Traffic/Transportation Engineer	1	0	1	0
ITS Project Manager	1	0	1	0
ITS Specialist Sr.	1	0	1	0
<b>TOTALS</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>

## Budget Notes/Objectives

### *Engineering*

- There are no changes in personnel in Engineering or TOC in 2012.
- Engineering is not requesting any Capital. TOC has requested \$2,525,000 for Capital. Of this amount \$1,880,000 will be reimbursed to the City through grants.

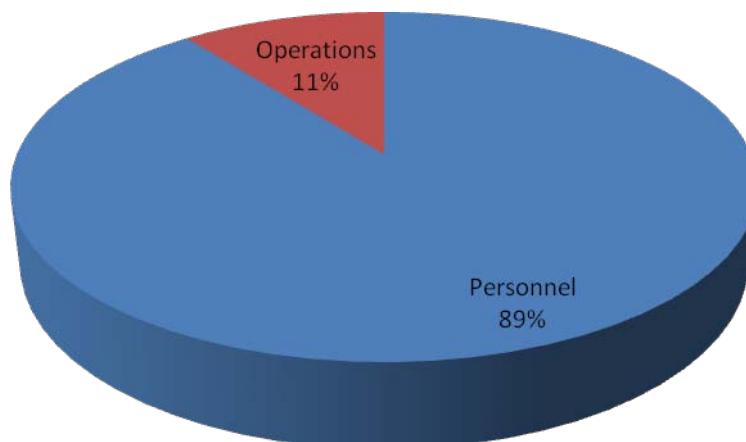


# General Fund Engineering

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	540,573	371,505	387,687	407,200	406,406
81400 Employee Benefits	219,827	170,633	157,951	169,740	169,344
<b>TOTAL PERSONNEL</b>	<b>760,401</b>	<b>542,137</b>	<b>545,638</b>	<b>576,940</b>	<b>575,750</b>

<b>OPERATIONS</b>					
82100 Transportation Services	1,349	845	1,100	960	1,500
82200 Operating Services	1,455	758	990	469	900
82300 Notices Subscriptions Publications	7,585	1,700	3,738	3,620	4,195
82400 Utilities	8,650	3,625	4,580	2,586	3,930
82500 Contractual Services	102,198	(19,536)	10,000	0	10,000
82600 Repair & Maintenance Services	4,319	1,890	2,400	1,700	2,400
82700 Employee Programs	190	91	150	150	200
82800 Professional Development/Travel	14,565	7,835	14,750	10,246	15,585
83100 Office Supplies	3,528	2,518	3,810	3,560	3,810
83200 Operating Supplies	284	429	1,890	1,630	1,825
83300 Fuel & Mileage	2,551	1,895	1,700	2,500	2,700
83500 Machinery & Equipment (<\$25,000)	7,057	14,036	4,114	3,051	15,850
83600 Repair & Maintenance Supplies	0	315	0	0	0
85100 Property & Liability Costs	2,942	2,026	2,933	2,900	2,950
85300 Permits	2,984	1,202	2,595	425	2,095
85900 Other Business Expenses	0	0	200	0	200
<b>TOTAL OPERATIONS</b>	<b>159,656</b>	<b>19,628</b>	<b>54,950</b>	<b>33,797</b>	<b>68,140</b>

<b>TOTAL EXPENDITURES</b>	<b>920,056</b>	<b>561,766</b>	<b>600,588</b>	<b>610,737</b>	<b>643,890</b>
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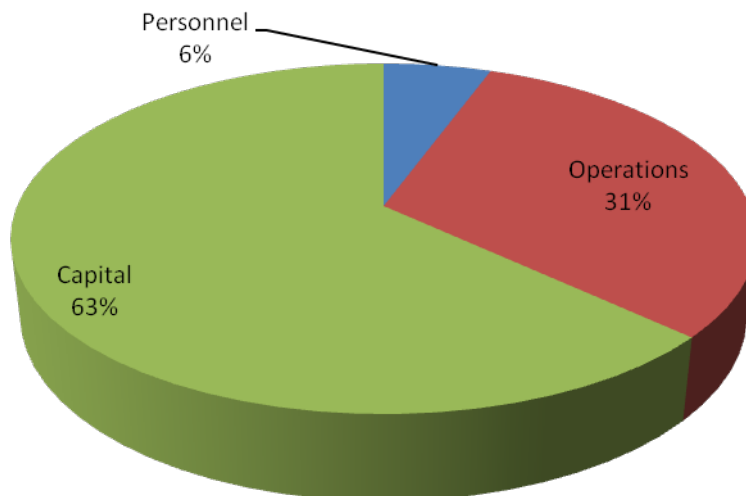
# General Fund Traffic Operations Center

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	164,308	165,247	160,094	164,540	162,199
81400 Employee Benefits	57,478	62,784	58,520	60,750	61,249
<b>TOTAL PERSONNEL</b>	<b>221,786</b>	<b>228,030</b>	<b>218,614</b>	<b>225,290</b>	<b>223,447</b>

<b>OPERATIONS</b>					
82100 Transportation Services	161	78	170	100	250
82200 Operating Services	0	245	335	100	335
82300 Notices Subscriptions Publications	6,313	1,777	2,685	2,902	3,058
82400 Utilities	1,450	1,945	2,000	2,034	3,030
82500 Contractual Services	128,021	23,755	76,000	5,233	116,750
82600 Repair & Maintenance Services	2,207	3,383	6,800	732	11,530
82700 Employee Programs	0	50	50	50	60
82800 Professional Development/Travel	1,717	2,364	7,451	2,246	4,760
83100 Office Supplies	99	286	400	404	410
83200 Operating Supplies	8	182	725	455	760
83300 Fuel & Mileage	680	527	550	500	550
83500 Machinery & Equipment (<\$25,000)	2,628	3,835	4,300	39,063	4,450
83600 Repair & Maintenance Supplies	0	146	0	200	0
84000 Operational Units	0	128,982	1,104,300	288,250	1,104,300
85100 Property & Liability Costs	1,037	776	1,116	1,122	1,120
85300 Permits	750	400	400	0	400
<b>TOTAL OPERATIONS</b>	<b>145,070</b>	<b>168,732</b>	<b>1,207,282</b>	<b>343,391</b>	<b>1,251,763</b>

<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	159,239	408,269	830,000	254,420	2,525,000
<b>TOTAL CAPITAL</b>	<b>159,239</b>	<b>408,269</b>	<b>830,000</b>	<b>254,420</b>	<b>2,525,000</b>

<b>TOTAL EXPENDITURES</b>	<b>526,095</b>	<b>805,031</b>	<b>2,255,896</b>	<b>823,101</b>	<b>4,000,210</b>
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# 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 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>
Cost per Franklin Resident to Support Parks	\$11.41	\$10.57	\$10.57	\$10.57
<b>Operational Expenditures</b>				
Administrative	58%	69%	69%	63%
Operations/Program	17%	17%	17%	21%
Maintenance	8%	9%	9%	10%
Capital Improvements	15%	1%	1%	3%
Capital Equipment	2%	4%	4%	3%
<b>Revenues</b>				
Pavilion Rentals	25%	20%	24%	-
Contractual User Groups (lower due to May flood )	50%	34%	22%	-
Special Event Permits Issued	15%	28%	32%	-
Lease Agreements	10%	18%	22%	-
<b>Urban Forestry &amp; Recycling</b>				
Trees Planted	183	465	238	-
Tree Farm Trees	0	300	240	-
Trees Planted by Donation/Grants	59	6	150	-
Trees Purchased From Tree Bank	124	581	190	-

Measurement/Goal	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Lecture Series Attendance	0	85	75	-
Blue Bag Recycling (partial year)	-	-	69	-
<b>Park Attendance by Scheduled Users</b>				
Schools	5,621	6,211	6,580	-
Athletics (lower due to flood cancellation)	7,458	7,331	5,205	-
City Sponsored Special Events	1,980	5,755	10,180	-
Outside Sponsored Special Events	24,839	36,906	40,456	-
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)	12.52	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)
- Installation of a city wide park “Blue Bag” program within the athletic complexes of Jim Warren Park, Liberty Park and Fieldstone Park. (Estimated date of completion: 6-30-13)
- Implementation for Energy Efficiency and Conservation Block Grants for replacing existing sports lighting on two football fields, six baseball fields and eight tennis courts. Total amount of \$518,700 (Completed in March 2011)
- Implementation of a new self-guided free Historic Cell Phone Tour shall enhance the historical experience for all users by being interactive with audio supporting the visual experience and ADA compliance program. The free tour would include stops at all historic park sites. This program would augment the existing Civil War Trails markers, enhance Heritage Tourism, showcase historic parks and encourage visitors to attend historic museums and other city attractions.

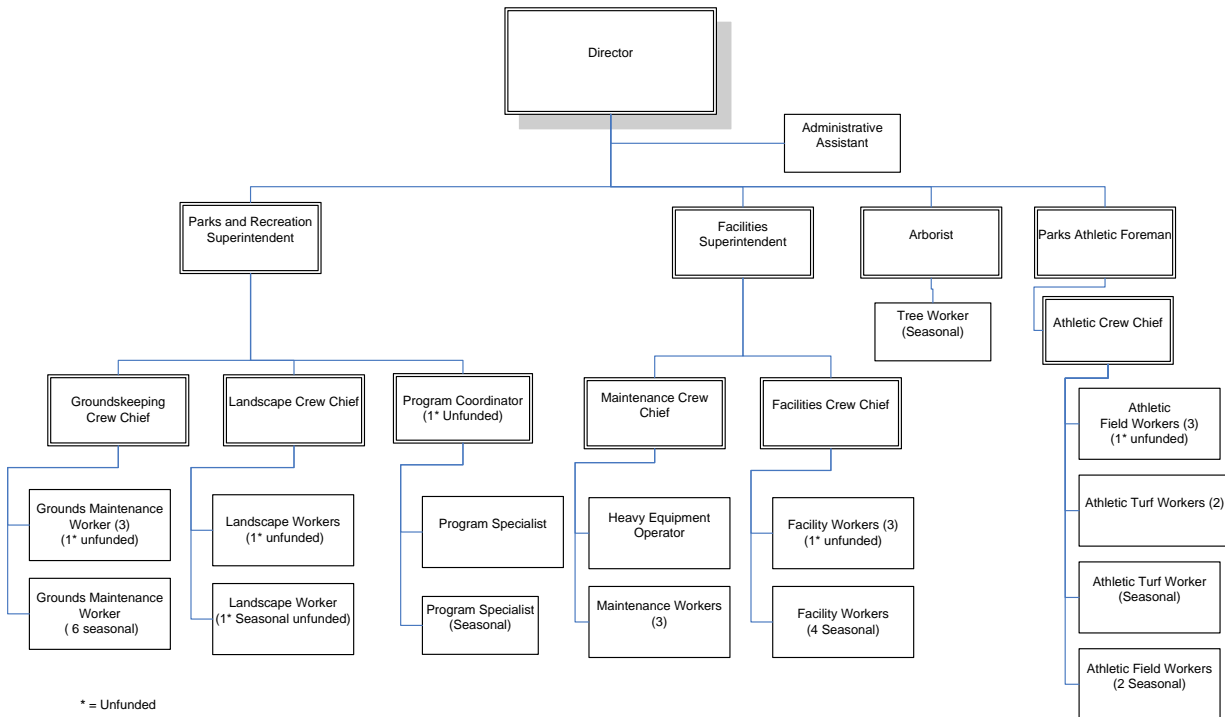


## 2011-2012 Outlook

The primary challenge in development of the Parks budget for Fiscal Year 2011-12 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, opening of two additional dog park areas and activities 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



# Staffing by Position

2011-2012 Fiscal Year Budget

General Fund - Parks

Personnel by Position

Position	Pay Grade	FY 2011		Not Funded	FY 2012		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
Parks Director	24	1	0	0	1	0	0
Parks & Recreation Superintendent	21	1	0	0	1	0	0
Facilities Superintendent	19	1	0	0	1	0	0
Athletic Foreman	17	1	0	0	1	0	0
Parks Program Coordinator	16	1	0	1 FT	1	0	1 FT
Arborist	16	1	0	0	1	0	0
Athletics Crew Chief	13	0	0	0	1	0	0
Facilities Crew Chief	13	1	0	0	1	0	0
Groundskeeper Crew Chief	13	1	0	0	1	0	0
Landscape Crew Chief	13	1	0	0	1	0	0
Maintenance Crew Chief	13	1	0	0	1	0	0
Program Specialist	13	1	1	0	1	1	0
Heavy Equipment Operator	12	1	0	0	1	0	0
Admin Assistant	12	1	0	0	1	0	0
Athletic Turf Worker	11	2	1	0	2	1	0
Athletic Field Worker	11	3	2	1 FT	3	1	1 FT
Facilities Worker	9	4	2	1 FT	3	3	1 FT
Facilities Inventory Clerk	TBD	0	0	0	1	0	0
Grounds Maintenance Worker	9	3	5	1 FT	3	5	1 FT
Maintenance Worker	9	3	0	0	3	0	0
Landscaping Worker	9	2	1	1 FT, 1 PT	2	1	1 FT
Tree Worker	9	0	1	1 PT	0	1	0
<b>TOTALS</b>		<b>30</b>	<b>13</b>	<b>7</b>	<b>31</b>	<b>13</b>	<b>5</b>



## Budget Notes/Objectives

### *Parks*

#### **REVENUES:**

Park General Fund revenues are projected to total \$29,000 which is 15% increase than budgeted Park General Fund Revenues for the 2010-11 fiscal year. The majority of Parks revenue comes from special event/athletic rentals and lease agreements. Due to the 2010 May flood, special events (athletic & non-athletic) events were cancelled due to damaged facilities. 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 \$2,607,795. This is an increase of 1.2% from expenditures in the current fiscal year due to the hardships felt from the May flood. Ten parks received damage totally over \$250,000 in repairs and renovations. It however, in the current budget, there is a large increase due to replacement equipment and utility services (existing and new charges). Parks budgeted personnel in 2011-12 for five (5) positions unfunded, fund one (1) new position - Athletics Crew Chief, and re-classify an existing position within the Facilities Division. In addition, thirteen (13) part-time (seasonal) employees that will work within the department throughout all divisions: Facilities, Groundskeeping, Landscaping, Programming, Urban Forestry & Athletics.

#### **CAPITAL:**

In the Parks & Recreational Facilities category, additional picnic tables, benches and recycling “blue bag” permanent containers for each active park. Also, this category includes a fencing project at Jim Warren Park tennis court project (with a grant reimbursement of \$45,000). In the Vehicle category: the replacement of one existing vehicles with the department that Fleet Division removed deeming them inoperable in 2011; the Parks Department has not purchased replacements in several years. In the Machinery & Equipment Category, in order to help control costs with older existing equipment, the department is recommending trading-in four zero-turn commercial mowers toward trade-in value for four new commercial zero-turn mowers.

#### **SUMMARY:**

The Fiscal Year 2011-2012 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.

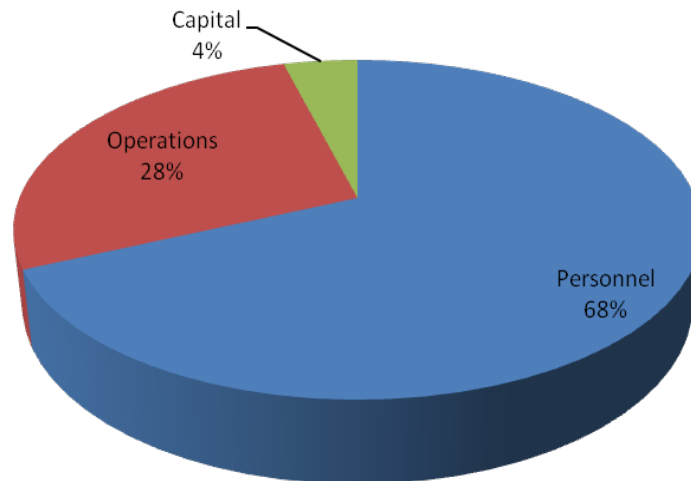
# General Fund Parks

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	1,079,215	1,100,554	1,158,853	1,180,000	1,272,345
81400 Employee Benefits	498,940	579,597	521,551	533,241	510,633
<b>TOTAL PERSONNEL</b>	<b>1,578,155</b>	<b>1,680,151</b>	<b>1,680,404</b>	<b>1,713,241</b>	<b>1,782,978</b>

<b>OPERATIONS</b>					
82100 Transportation Services	518	753	6,100	3,000	6,100
82200 Operating Services	10,760	11,653	20,500	16,797	15,700
82300 Notices Subscriptions Publications	25,080	62,439	34,500	163,304	38,585
82400 Utilities	173,722	170,131	127,000	186,260	163,000
82500 Contractual Services	6,000	(19)	7,500	0	0
82600 Repair & Maintenance Services	82,921	83,187	81,000	71,430	71,700
82700 Employee Programs	1,633	2,334	5,200	470	6,350
82800 Professional Development/Travel	8,192	5,959	15,300	15,284	15,300
83100 Office Supplies	8,306	11,195	8,900	8,839	8,900
83200 Operating Supplies	40,972	45,807	72,750	30,115	65,375
83300 Fuel & Mileage	36,690	35,534	25,000	36,500	40,000
83500 Machinery & Equipment (<\$25,000)	59,306	41,664	51,650	47,806	57,750
83600 Repair & Maintenance Supplies	94,810	116,684	168,500	154,400	179,850
84000 Operational Units	42,584	6,332	1,500	465,916	5,000
85100 Property & Liability Costs	15,466	23,652	30,831	31,010	31,007
85200 Rentals	14,298	6,927	7,700	7,520	10,400
85300 Permits	453	420	600	1,250	1,300
85900 Other Business Expenses	30	265	0	0	0
<b>TOTAL OPERATIONS</b>	<b>621,742</b>	<b>624,915</b>	<b>664,531</b>	<b>1,239,901</b>	<b>716,317</b>

<b>CAPITAL</b>					
89200 Buildings	0	0	20,000	0	0
89300 Improvements	5,431	20,071	5,000	531	55,000
89500 Machinery & Equipment (>\$25,000)	90,289	62,618	205,070	289,634	53,500
<b>TOTAL CAPITAL</b>	<b>95,720</b>	<b>82,689</b>	<b>230,070</b>	<b>290,165</b>	<b>108,500</b>

<b>TOTAL EXPENDITURES</b>	<b>2,295,617</b>	<b>2,387,756</b>	<b>2,575,005</b>	<b>3,243,307</b>	<b>2,607,795</b>
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## 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 \$11,697. Membership to the Nashville Area Metropolitan Planning Organization was added in FY2010 and is budgeted at \$5,237. Also, \$50,000 has been added in 2012 for the City's new special event grant program.

An additional \$384,239 for the Williamson County Convention and Visitors Bureau is budgeted in the Hotel Tax Fund.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>OPERATIONS</b>					
<b>CONTRACTED SERVICES</b>	<b>41,174</b>	<b>41,476</b>	<b>42,314</b>	<b>41,791</b>	<b>92,314</b>
Economic Development / Tourism	30,000	27,000	25,380	25,380	25,380
Greater Nashville Regional Council	11,174	11,476	11,697	11,174	11,697
Nashville Area Chamber of Commerce	0	3,000	0	0	0
Nashville Area Metropolitan Planning Org	0	0	5,237	5,237	5,237
Special Event Grant Expenditures	0	0	0	0	50,000
<b>TOTAL OPERATIONS</b>	<b>41,174</b>	<b>41,476</b>	<b>42,314</b>	<b>41,791</b>	<b>92,314</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 2012, operating expenditures of \$299,406, the same as 2011, are budgeted.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	0	(19,131)	19,138	19,138	19,338
33580 CDBG GRANT (FEDERAL)	191,188	291,403	299,406	470,943	299,406
33953 FEDERAL ARRA # 3	0	54,422	0	20,827	0
36100 INTEREST INCOME	0	7	0	200	200
37100 TRANSFER FROM GENERAL FUND	0	19,131	0	0	0
<b>Total Available Funds</b>	<b>191,188</b>	<b>345,832</b>	<b>318,544</b>	<b>511,108</b>	<b>318,944</b>
<b>OPERATIONS</b>					
82300 Notices Subscriptions Publications	171	466	0	1,540	0
82500 Contractual Services	59,800	46,619	299,406	158,200	299,406
82600 Repair & Maintenance Services	131,217	201,188	0	332,030	0
84000 Operational Units	19,131	78,422	0	0	0
<b>TOTAL OPERATIONS</b>	<b>210,319</b>	<b>326,694</b>	<b>299,406</b>	<b>491,770</b>	<b>299,406</b>
<b>CAPITAL</b>					
<b>TOTAL EXPENDITURES</b>	<b>210,319</b>	<b>326,694</b>	<b>299,406</b>	<b>491,770</b>	<b>299,406</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>(19,131)</b>	<b>19,138</b>	<b>19,138</b>	<b>19,338</b>	<b>19,538</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. 282 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	FY09	FY10	FY11 (Projected)
Cost to pave Streets*	\$1,958,346.67	\$1,873,818	\$1,628,332
Cost to repair sidewalks	\$ 89,998	\$70,000	\$100,000
Cost of Curb & Gutter	\$79,999	\$11,961	\$
Leaf Vacuum Season (cubic yds)	4,800cu yds	8,611cu yds	7,000 cu yds
Traffic Division Budget	\$1,186,317	\$1,092,965	\$1,032,940
Number of Signs Produced Qty/Cost per Sign			
Stop Signs	100/\$41.75	90/\$41.75	100/\$43.00
Speed Limit Signs	38/\$26.12	45/\$26.12	50/\$27.00
Street Name Signs	134/\$21.18	150/\$21.18	150/\$22.00
Parking Signs	31/\$9.61	75/\$9.61	80/\$10.00
Yield Signs	14/\$40.05	25/\$40.05	20/\$41.00
Way Finding Signs	2/\$1,200	10/\$1,200	4/\$1,200
Specialty Signs	70/\$20.00	70/\$20.00	100/\$20.00
Downtown Banners**	120/\$17.00	120/\$17.00	120/\$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, large quantities of the compost are utilized by the Parks Dept, Streets Maintenance division & Streets Stormwater division, these divisions have realized a cost savings from the purchase of like material from local vendors as well as: fuel costs and disposal fees.

The Fleet Maintenance Division “green” savings result from:

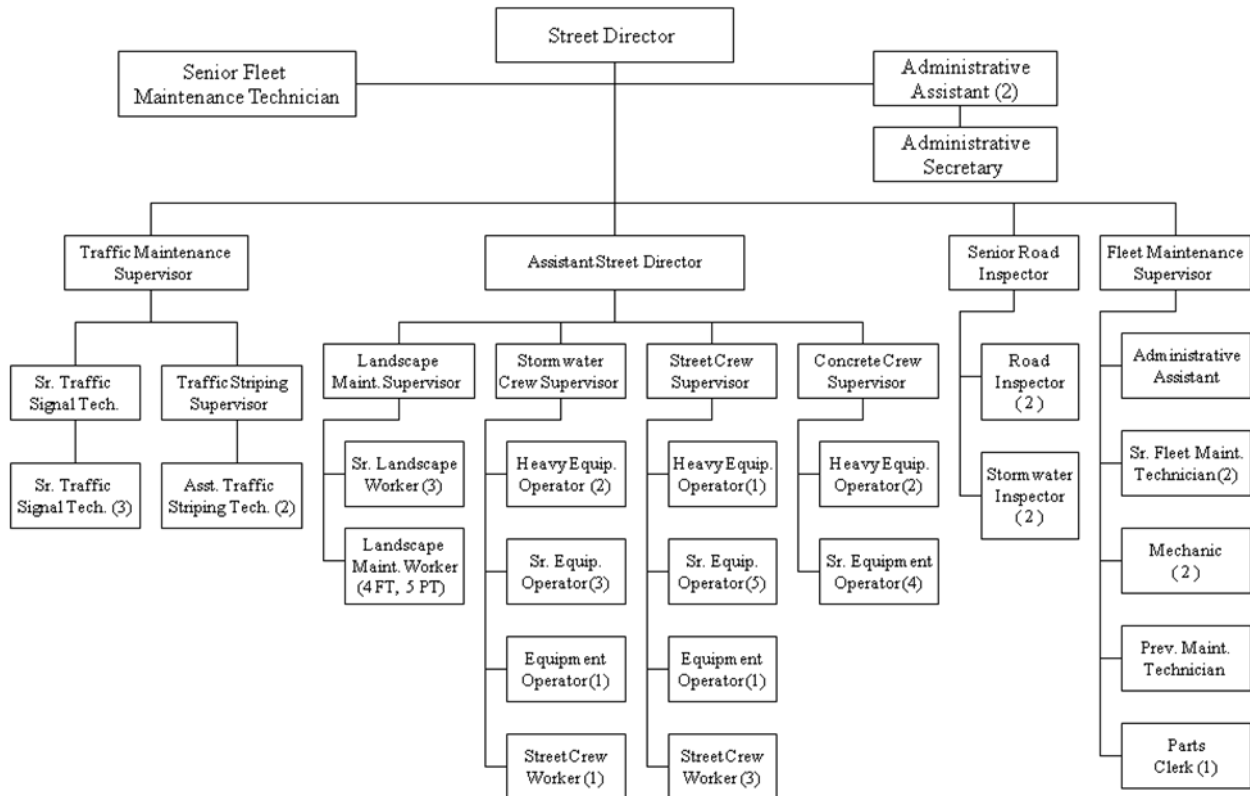
- Utilizing recycle bins for paper, plastic bottles, and cans
- Recycling cardboard
- Turning off all lights, including overhead shop lights, at night and when not in use

The Traffic Division has installed LEDs (Light Emitting Diodes) in all Cities owned traffic signals. LED lights reduce power consumption, and produce minimal heat, improving signal efficiency and requiring less maintenance. The new McEwen Drive will have LED lighting installed as part of its construction project.

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 including all regulatory signs throughout the City as well as signs for the downtown parking garages, other City departments, special events, etc. These productions result in a cost savings to the Street Department as well as other City Departments.

# Organizational Chart



# Staffing by Position

## Street-Maintenance Division

Position	Pay Grade	FY 2011		FY 2012	
		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
Sr. Fleet Maintenance Technician	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	3	0
Sr. Equipment Operator	11	9	0	5	0
Administrative Secretary	10	1	0	1	0
Landscape Maint Worker	9	4	4	4	5
Equipment Operator	9	2	0	1	0
Street Crew Worker	8	4	0	3	0
<b>TOTALS</b>		<b>36</b>	<b>4</b>	<b>31</b>	<b>5</b>

General Fund - Streets-Traffic Division  
Personnel by Position

Position	Pay Grade	FY 2011		FY 2012	
		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
	TOTALS	8	0	8	0

**Street-Fleet Maintenance**

Position	Pay Grade	FY 2011		FY 2012		
		Full-Time	Part-Time	Full-Time	Part-Time	Unfunded
Fleet Maintenance Supervisor	17	1	0	1	0	0
Sr Fleet Maintenance Technician	14	2	0	2	0	1
Administrative Assistant	12	1	1	1	1	0
Mechanic	12	2	0	2	0	0
Preventive Maintenance PM Technician	10	1	0	1	0	0
Parts Specialist	10	1	0	1	0	0
	Total	8	1	8	1	1

**Street - Stormwater Fund**

Position	Pay Grade	FY 2011		FY 2012	
		Full-Time	Part-Time	Full-Time	Part-Time
Stormwater Mgmt Coordinator	20	1	0	1	0
Water Quality Specialist	TBD	0	0	1	0
Stormwater Inspector	16	2	0	2	0
Stormwater Supervisor	14	1	0	1	0
Heavy Equipment Operator	12	3	0	2	0
Equipment Operator Sr	11	3	0	7	0
Equipment Operator	9	0	0	1	0
Street Crew Worker	8	1	0	1	0
Intern	---	0	1	0	1
	TOTALS	11	1	16	1



## Budget Notes/Objectives

### *Maintenance Division*

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

The Street Maintenance Division currently maintains 282 miles of R.O.W. including Medians, Downtown, Streetscape, Franklin P.D., and Transit Authority & City owned Cemeteries.

#### **Cost Saving/Goal:**

The Compost facility allows the Street Department and Solid Waste Department to save associated cost with landfill tip fees, fuel costs & vehicle repair / maintenance.

A strategically placed 1000 ton salt storage facility, located within the Cool Springs area, shall pay dividends in health and safety to the citizens of Franklin. A more localized facility will allow crews to apply salt during inclement weather more rapidly, thus easing congestion to the heavily traveled Streets of Cool Springs Blvd, McEwen Drive, Carothers Parkway, Turning Wheel Lane, Liberty Pike & I-65 corridor.

#### **Infrared Patch Truck**

##### *Standard patch methods:*

324.58 cubic yards of haul off transported to county landfill  
Approx. 3,660.5 gallons of diesel/gasoline burned in equipment  
1,313.88 tons of asphalt manufactured

##### *Infrared patch methods:*

48.69 cubic yards of haul off transported to county landfill  
Approx. 1,450 gallons of diesel burned in truck  
Approx. 3,625 of clean burning propane burned in asphalt heater  
145 tons of asphalt manufactured

##### *Total Green Savings:*

275.89 cubic yards of asphalt not transported to county landfill  
2,210 gallons of diesel not being burned in equipment  
1,168.88 tons of asphalt not manufactured

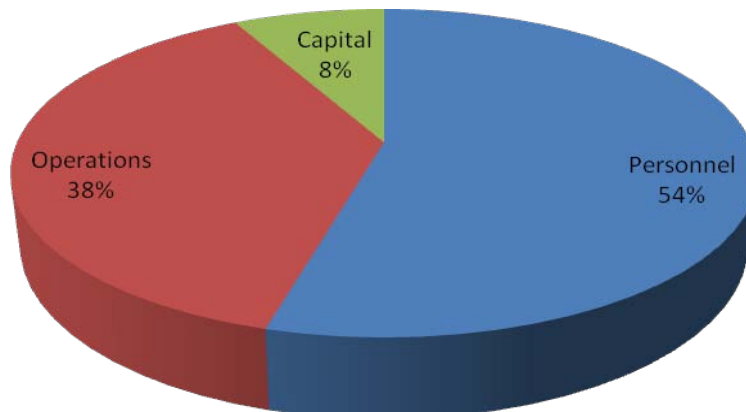
# General Fund Streets-Maintenance

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	1,539,183	1,417,014	1,351,882	1,423,510	1,348,892
81400 Employee Benefits	751,572	778,898	705,213	746,470	652,368
<b>TOTAL PERSONNEL</b>	<b>2,290,755</b>	<b>2,195,912</b>	<b>2,057,095</b>	<b>2,169,980</b>	<b>2,001,260</b>

<b>OPERATIONS</b>					
82100 Transportation Services	474	647	850	50	300
82200 Operating Services	19,096	15,490	21,500	12,282	21,250
82300 Notices Subscriptions Publications	2,020	55,160	2,200	883	1,700
82400 Utilities	770,736	754,193	834,200	725,590	823,400
82500 Contractual Services	19,107	(9,432)	5,500	17,880	14,500
82600 Repair & Maintenance Services	233,799	205,139	128,500	134,784	47,000
82700 Employee Programs	1,768	449	5,000	2,253	5,000
82800 Professional Development/Travel	1,464	1,741	4,000	5,118	5,000
83100 Office Supplies	9,193	9,040	9,500	5,896	9,000
83200 Operating Supplies	52,957	12,573	49,000	16,030	22,000
83300 Fuel & Mileage	86,123	61,633	70,000	60,000	70,000
83500 Machinery & Equipment (<\$25,000)	31,078	24,931	55,400	59,767	46,000
83600 Repair & Maintenance Supplies	186,999	154,595	177,500	183,309	244,500
84000 Operational Units	557	457	5,000	5,000	5,000
85100 Property & Liability Costs	52,461	25,023	38,295	52,472	38,295
85200 Rentals	3,576	354	29,950	28,900	4,000
85300 Permits	207	86	100	130	200
85500 Financial Fees	1	0	0	0	0
85900 Other Business Expenses	0	0	0	250	0
86000 Debt Service and Lease Payments	0	0	0	40,857	40,211
<b>TOTAL OPERATIONS</b>	<b>1,471,616</b>	<b>1,312,079</b>	<b>1,436,495</b>	<b>1,351,451</b>	<b>1,397,356</b>

<b>CAPITAL</b>					
89200 Buildings	15,303	960	5,000	0	90,000
89500 Machinery & Equipment (>\$25,000)	148,890	25,879	170,000	26,000	199,500
<b>TOTAL CAPITAL</b>	<b>164,193</b>	<b>26,839</b>	<b>175,000</b>	<b>26,000</b>	<b>289,500</b>

<b>TOTAL EXPENDITURES</b>	<b>3,926,564</b>	<b>3,534,830</b>	<b>3,668,590</b>	<b>3,547,431</b>	<b>3,688,116</b>
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## Budget Notes/Objectives

### Traffic Division

The Streets Department, Traffic Division currently maintains 97 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, Lighting located along I-65, McEwen interchange, Carothers Parkway walking trail and electronic pedestrian crosswalks throughout the City.

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. Seven (7) “Wayfinding” signs were designed, produced and installed in-house at a cost of only \$1,200 each, a private contractor had submitted a quote in excess of \$3,500 for the same sign; the city realized a savings of approximately 70%.

#### **Goal:**

We began a pilot program verifying cost savings by changing out a portion of non-incandescent lighting within the downtown area to Light Emitting Diode (on-going).



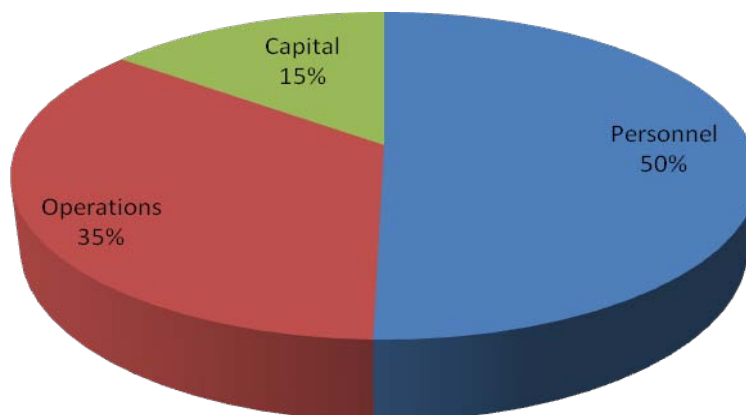
# General Fund Streets-Traffic

		Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>						
81100	Salaries & Wages	332,559	338,754	353,664	338,250	340,114
81400	Employee Benefits	180,282	192,414	183,916	175,750	178,230
<b>TOTAL PERSONNEL</b>		<b>512,841</b>	<b>531,168</b>	<b>537,580</b>	<b>514,000</b>	<b>518,343</b>

<b>OPERATIONS</b>						
82100	Transportation Services	455	127	600	590	300
82200	Operating Services	393	1,596	2,850	2,416	3,750
82300	Notices Subscriptions Publications	1,099	597	1,100	978	600
82400	Utilities	55,185	69,062	67,500	62,570	69,800
82500	Contractual Services	0	0	250	0	250
82600	Repair & Maintenance Services	46,502	15,702	17,000	20,850	19,500
82700	Employee Programs	0	25	3,000	2,000	3,000
82800	Professional Development/Travel	5,749	2,933	9,950	6,100	8,700
83100	Office Supplies	721	684	1,000	1,240	1,000
83200	Operating Supplies	3,401	2,822	6,000	5,013	6,000
83300	Fuel & Mileage	10,609	10,265	9,500	10,720	14,000
83500	Machinery & Equipment (<\$25,000)	26,982	39,313	11,000	12,234	27,000
83600	Repair & Maintenance Supplies	562	147,074	216,500	147,909	189,500
85100	Property & Liability Costs	11,840	6,262	15,315	7,893	15,315
85200	Rentals	0	0	500	0	500
85300	Permits	50	0	150	0	150
85900	Other Business Expenses	0	708	2,000	(127)	0
<b>TOTAL OPERATIONS</b>		<b>163,548</b>	<b>297,168</b>	<b>364,215</b>	<b>280,386</b>	<b>359,365</b>

<b>CAPITAL</b>						
89400	Infrastructure	0	104,629	211,000	121,000	151,000
89500	Machinery & Equipment (>\$25,000)	110,420	160,000	28,000	0	0
<b>TOTAL CAPITAL</b>		<b>110,420</b>	<b>264,629</b>	<b>239,000</b>	<b>121,000</b>	<b>151,000</b>

<b>TOTAL EXPENDITURES</b>	<b>786,809</b>	<b>1,092,965</b>	<b>1,140,795</b>	<b>915,386</b>	<b>1,028,708</b>
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## 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 (9) nine employees: one Fleet Maintenance Supervisor, one Administrative Assistant, (1) Part time Administrative Assistant, (2) two Sr. Fleet Maintenance techs., two Mechanics, one Preventative Maintenance Technician, and one Parts Clerk.

#### **Goal:**

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

To keep accurate history of expenditures for service and repairs of City's Fleet for life-cycle analysis, improving vehicle and equipment turnover.

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>*FY11</b>
Percent Outsourced	12%	9%	9%	9%
Percent of Service Calls	Not Measured	Not Measured	7%	4%
<b>Cost of Repairs Performed by Fleet Maintenance Per Department</b>				
Administration	\$433	\$27	\$456	\$1,300
City Hall Maintenance	\$815	\$261	\$0	\$972
Codes	\$5,842	\$5,207	\$8,618	\$2,871
Engineering	\$396	\$239	\$902	\$226

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>*FY11</b>
Fire	\$12,768	\$33,959	\$45,328	\$37,516
Human Resources	\$2,750	\$399	\$167	\$177
MIT	\$84	\$77	\$155	\$181
Parks	\$15,731	\$11,258	\$23,360	\$12,161
Planning	\$202	\$960	\$575	\$0
Police	\$106,833	\$84,972	\$106,021	\$60,600
Solid Waste	\$459,569	\$299,024	\$386,995	\$158,835
TMA	N/A	N/A	\$20,327	N/A
Water	\$46,768	\$68,897	\$68,747	\$32,138
Total	\$652,191	\$505,280	\$646,300	\$307,400
Total Number of Repairs	3,189	2,107	2646	1079

## Budget Notes/Objectives

### *Fleet Maintenance*

During the first full year under the street department it was our goal to do more work in-house and less outsourcing. We did take on more work for the Fire department, helping them reduce their cost and the continued trips to Nashville for repair. As we look for, or build a suitable fleet facility, we will continue to better serve our customers in the future saving more money.

#### **OPERATIONS:**

**82610 Vehicle Repair & Maintenance Services** – Expenditures may be up this year due to the increased work load and the aging fleet that may require extended service that fleet is unable to perform at his time. This increase will carry over into next year's budget.

**83610 Vehicle Parts & Supplies** – Expenditures for increased repairs due to age of fleet and expired warranties.

#### **CAPITAL:**

**89520 Machinery & Equipment** – Projection the possible purchase of a used alignment machine and the addition of heavy duty floor lift jacks for large trucks, equipment, and vehicles. The amount budgeted is \$12,500.





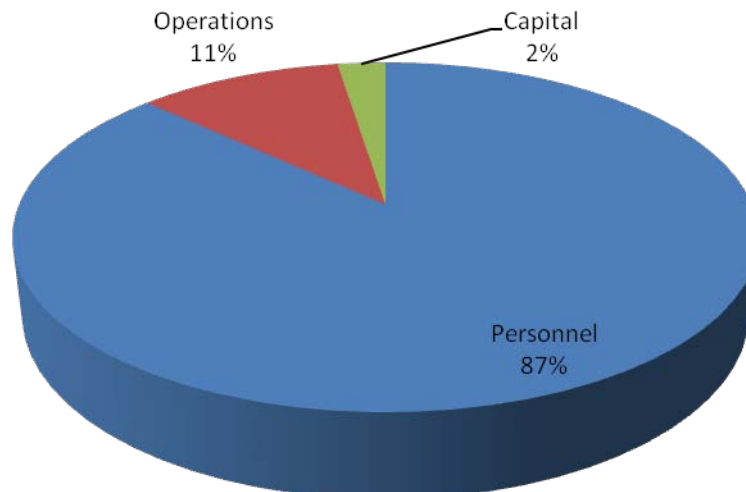
# General Fund Streets-Fleet

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	0	276,924	268,237	267,860	304,683
81400 Employee Benefits	0	113,984	154,974	135,870	131,154
<b>TOTAL PERSONNEL</b>	<b>0</b>	<b>390,908</b>	<b>423,211</b>	<b>403,730</b>	<b>435,837</b>

<b>OPERATIONS</b>					
82100 Transportation Services	0	7,689	11,500	6,235	7,000
82200 Operating Services	0	3,077	4,250	2,780	3,350
82300 Notices Subscriptions Publications	0	1,868	1,000	820	1,150
82400 Utilities	0	14,529	15,650	17,090	17,250
82500 Contractual Services	0	2,417	3,000	3,000	3,000
82600 Repair & Maintenance Services	0	253,216	217,500	227,500	223,500
82700 Employee Programs	0	1,184	5,000	2,000	5,000
82800 Professional Development/Travel	0	41	1,650	1,650	5,100
83100 Office Supplies	0	1,956	3,200	3,200	3,200
83200 Operating Supplies	0	8,614	11,850	10,361	10,950
83300 Fuel & Mileage	0	4,877	5,000	6,000	7,500
83500 Machinery & Equipment (<\$25,000)	0	7,204	10,000	2,412	15,300
83600 Repair & Maintenance Supplies	0	(39,073)	(330,340)	(174,350)	(254,350)
85100 Property & Liability Costs	0	1,909	2,746	2,762	2,746
85200 Rentals	0	2,157	2,500	2,500	2,500
85500 Financial Fees	0	109	200	50	50
<b>TOTAL OPERATIONS</b>	<b>0</b>	<b>271,775</b>	<b>(35,294)</b>	<b>114,010</b>	<b>53,246</b>

<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	0	60,160	0	0	12,500
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>60,160</b>	<b>0</b>	<b>0</b>	<b>12,500</b>

<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>722,843</b>	<b>387,917</b>	<b>517,740</b>	<b>501,583</b>
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## 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, Storm sewer pipe & structures located within the roadway. In addition the crew monitors, evaluates & cleans water quality units located @ City Hall & Transit Authority, as well as those units located along Carothers Parkway.

The Stormwater Division consists of sixteen (16) employees: 1 coordinator; 2 stormwater inspectors; 1 foreman; & 11 maintenance personnel, and a new position in 2012, Water Quality Specialist.

Four (4) street sweeper operators' salaries are transferred from the Maintenance Division to the Stormwater Division. Last year the Sweepers operating funds and maintenance were moved into Stormwater from Streets Maintenance Division. This restructuring is consistent with many municipalities under Phase II, MS4. One (1) Heavy Equipment is transferred to Maintenance division.

#### **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.



# General Fund

## Streets-Stormwater

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	3,573,362	4,754,751	5,407,750	5,407,750	6,273,203
32900 STORMWATER PERMIT FEE	3,800	1,400	5,000	2,000	2,000
34300 STORMWATER FEES	1,985,374	2,053,218	2,085,900	2,000,000	2,100,000
35510 STORMWATER LATE PAY PENALTIES	19,968	23,462	20,000	20,000	20,000
36100 INTEREST INCOME	5,610	41,179	20,000	50,000	50,000
36150 LEASE PROCEEDS	0	0	0	34,169	0
39210 CONTRIBUTIONS - OTHERS	0	10,000	0	0	0
<b>Total Available Funds</b>	<b>5,588,114</b>	<b>6,884,010</b>	<b>7,538,650</b>	<b>7,513,919</b>	<b>8,445,203</b>
<b>Personnel</b>					
81100 Salaries & Wages	298,127	419,083	428,366	408,170	602,827
81400 Benefits	174,778	228,859	206,306	222,940	335,174
<b>TOTAL PERSONNEL</b>	<b>472,905</b>	<b>647,942</b>	<b>634,672</b>	<b>631,110</b>	<b>938,001</b>
<b>OPERATIONS</b>					
82100 Transportation Services	971	100	550	50	650
82200 Operating Services	3,344	4,075	5,100	2,490	6,100
82300 Notices Subscriptions Publications	2,108	3,882	12,715	22,647	11,430
82400 Utilities	10,018	14,249	13,000	9,103	20,800
82500 Contractual Services	22,420	18,950	12,276	22,757	30,250
82600 Repair & Maintenance Services	10,696	12,836	10,800	23,326	20,550
82700 Employee Programs	1,637	400	1,300	680	1,350
82800 Professional Development/Travel	5,980	5,249	16,250	5,656	12,200
83100 Office Supplies	50	732	850	270	750
83200 Operating Supplies	8,095	11,756	24,560	21,135	26,205
83300 Fuel & Mileage	17,998	38,248	28,250	35,280	40,000
83500 Machinery & Equipment (<\$25,000)	24,287	11,088	10,500	8,000	19,500
83600 Repair & Maintenance Supplies	75,379	99,850	175,000	150,360	177,200
84000 Operational Units	0	145,000	252,010	252,010	150,144
85100 Property & Liability Costs	4,371	5,388	5,572	5,500	5,572
85200 Rentals	0	468	5,000	600	5,000
85300 Permits	2,921	4,548	500	3,510	4,210
85500 Financial Fees	3,978	5,817	0	1,590	0
85900 Other Business Expenses	0	22	1,500	0	0
86000 Debt Service and Lease Payments	0	0	0	13,095	13,094
<b>TOTAL OPERATIONS</b>	<b>194,254</b>	<b>382,659</b>	<b>575,733</b>	<b>578,059</b>	<b>545,005</b>
<b>CAPITAL</b>					
89400 Infrastructure	166,205	340,018	25,000	25,000	2,984,200
89500 Machinery & Equipment (>\$25,000)	0	105,640	60,000	6,547	58,000
<b>TOTAL CAPITAL</b>	<b>166,205</b>	<b>445,658</b>	<b>85,000</b>	<b>31,547</b>	<b>3,042,200</b>
<b>TOTAL EXPENDITURES</b>	<b>833,363</b>	<b>1,476,260</b>	<b>1,295,405</b>	<b>1,240,716</b>	<b>4,525,206</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>4,754,751</b>	<b>5,407,750</b>	<b>6,243,245</b>	<b>6,273,203</b>	<b>3,919,997</b>

## Budget Notes/Objectives

### 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. Many of these roadways will receive Cold Planning in addition to Surface treatment.

Future projections show that we need to budget 2.1 – 2.8 million per year to maintain this 13-14 year resurfacing cycle, these figures do not represent future annexations.

# Street Aid & Transportation Fund

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	1,048,827	31,817	0	0	0
33220 GASOLINE TAX (STATE)	1,602,938	1,613,915	1,618,332	1,650,000	1,750,000
36100 INTEREST INCOME	710	348	10,000	0	0
37100 TRANSFER FROM GENERAL FUND	0	290,015	626,182	606,039	0
39200 CONTRIBUTIONS FROM DEVELOPER	(53,000)	0	0	0	0
<b>Total Available Funds</b>	<b>2,599,475</b>	<b>1,936,095</b>	<b>2,254,514</b>	<b>2,256,039</b>	<b>1,750,000</b>

<b>OPERATIONS</b>					
82300 Notices Subscriptions Publications	588	0	0	189	0
82500 Contractual Services	9,853	2,162	0	176	0
82600 Repair & Maintenance Services	2,184,756	1,873,818	2,254,514	2,254,514	1,750,000
83200 Operating Supplies	512	507	0	262	0
83600 Repair & Maintenance Supplies	5,519	0	0	0	0
85100 Property & Liability Costs	0	(10,136)	0	898	0
85300 Permits	0	22	0	0	0
<b>TOTAL OPERATIONS</b>	<b>2,201,229</b>	<b>1,866,373</b>	<b>2,254,514</b>	<b>2,256,039</b>	<b>1,750,000</b>

<b>CAPITAL</b>					
89400 Infrastructure	366,429	69,722	0	0	0
<b>TOTAL CAPITAL</b>	<b>366,429</b>	<b>69,722</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL EXPENDITURES</b>	<b>2,567,658</b>	<b>1,936,095</b>	<b>2,254,514</b>	<b>2,256,039</b>	<b>1,750,000</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>31,817</b>	<b>0</b>	<b>0</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 \$3.2 million in expenditures, all in the form of a transfer to the debt service fund. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	2,693,639	1,281,954	(522,110)	(522,110)	(949,726)
32800 ROAD IMPACT FEES	1,319,174	445,819	2,479,214	2,573,687	4,394,537
32810 ROAD IMPACT CREDITS	(892,258)	(116,625)	(300,000)	0	0
36100 INTEREST INCOME	3,702	229	9,809	0	9,809
<b>Total Available Funds</b>	<b>3,124,256</b>	<b>1,611,377</b>	<b>1,666,913</b>	<b>2,051,577</b>	<b>3,454,620</b>
<b>OPERATIONS</b>					
82300 Notices Subscriptions Publications	0	58	0	0	0
82500 Contractual Services	5,532	109,915	0	22,160	0
85300 Permits	166	0	0	0	0
86000 Debt Service and Lease Payments	1,836,605	0	0	0	0
88000 Transfers to Other Funds	0	2,023,514	2,869,911	2,979,143	3,210,178
<b>TOTAL OPERATIONS</b>	<b>1,842,302</b>	<b>2,133,487</b>	<b>2,869,911</b>	<b>3,001,303</b>	<b>3,210,178</b>
<b>TOTAL EXPENDITURES</b>	<b>1,842,302</b>	<b>2,133,487</b>	<b>2,869,911</b>	<b>3,001,303</b>	<b>3,210,178</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>1,281,954</b>	<b>(522,110)</b>	<b>(1,202,998)</b>	<b>(949,726)</b>	<b>244,442</b>

**OTHER GENERAL FUND  
OPERATING EXPENDITURES**

# General Fund

## 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.

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

**Contractual Services:** Includes \$23,750 for the general fund's portion of the annual financial audit, \$136,916 for consultant services connected to grants, and \$25,000 for the Fourth of July fireworks, and \$14,000 for other contractual services.

**Employee Programs:** \$50,000 is budgeted for implementing a City-wide Safety Program.

**Other Business Expenses:** The negative value is included for anticipated cost saving measures to be implemented in 2012.

**Machinery & Equipment (>\$25,000):** \$40,000 is for Project DOC software for handling project documents.

## General Fund General Expenses

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>PERSONNEL</b>					
81100 Salaries & Wages	0	0	250,000	0	250,000
81400 Employee Benefits	(1,248,743)	1,400,844	383,510	(592,750)	323,510
<b>TOTAL PERSONNEL</b>	<b>(1,248,743)</b>	<b>1,400,844</b>	<b>633,510</b>	<b>(592,750)</b>	<b>573,510</b>
<b>OPERATIONS</b>					
82200 Operating Services	0	289	0	0	0
82300 Notices Subscriptions Publications	17,841	10,372	40,000	12,602	40,000
82400 Utilities	3,125	9,409	0	600	0
82500 Contractual Services	122,836	113,343	201,291	46,390	199,666
82700 Employee Programs	500	4,260	0	0	50,000
83100 Office Supplies	600	0	0	0	0
83200 Operating Supplies	48	0	100	0	100
83300 Fuel & Mileage	0	(37,851)	0	(133,187)	0
84000 Operational Units	0	45,665	0	101,570	0
85100 Property & Liability Costs	1,155,721	0	(360,000)	238,336	0
85300 Permits	0	37	0	1,000	0
85500 Financial Fees	0	4,036	0	1,826	0
85900 Other Business Expenses	(394)	37,615	(200,000)	331	(450,000)
87000 Appropriations	0	5,237	0	0	0
<b>TOTAL OPERATIONS</b>	<b>1,300,277</b>	<b>192,411</b>	<b>(318,609)</b>	<b>269,468</b>	<b>(160,234)</b>
<b>CAPITAL</b>					
89500 Machinery & Equipment (>\$25,000)	0	0	0	0	40,000
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>
<b>TOTAL EXPENDITURES</b>	<b>51,534</b>	<b>1,593,255</b>	<b>314,901</b>	<b>(323,282)</b>	<b>453,276</b>



## General Fund

### Debt Service (prior year activity only)

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>OPERATIONS</b>					
86100 PRINCIPAL	1,236,750	0	0	0	0
86200 INTEREST	1,059,566	0	0	0	0
86300 PAYING AGENT & OTHER DEBT FEES	93,505	0	0	0	0
<b>TOTAL OPERATIONS</b>	<b>2,389,822</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

*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 in 2009.*

# General Fund

## Appropriations

Other than an appropriation to include Regional Transit Authority and an increase in contribution to the County's spay/neuter program, all other appropriations in 2012 are the same as 2011.

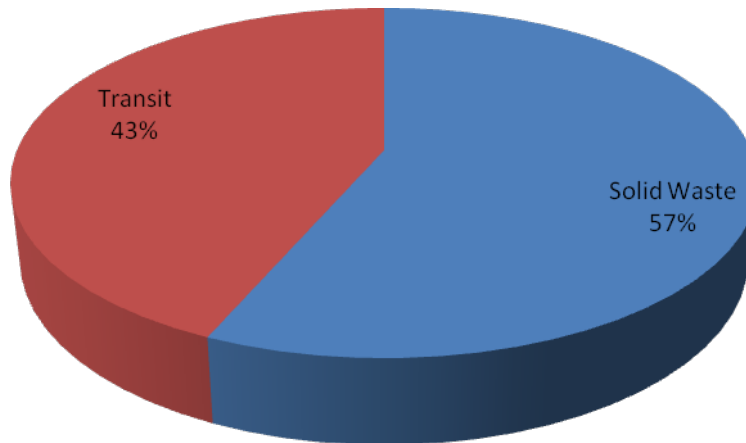
	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>OPERATIONS</b>					
<b>CONTRACTED SERVICES</b>	50,284	42,522	34,686	40,308	40,308
Regional Transit Authority	9,284	5,622	0	5,622	5,622
Franklin Tomorrow	35,000	31,500	29,610	29,610	29,610
Sleter City Program	6,000	5,400	5,076	5,076	5,076
<b>APPROPRIATIONS TO GOVERNMENTS</b>	165,376	184,650	173,957	182,805	182,805
Health Department	25,000	22,500	21,150	21,150	21,150
Animal Control	28,480	47,232	52,480	52,480	52,480
Spay/Neuter Program	15,306	18,987	10,152	19,000	19,000
Library - Books	70,000	63,000	59,220	59,220	59,220
TN Reha @ Franklin	26,590	23,931	22,495	22,495	22,495
Franklin Housing Authority	0	9,000	8,460	8,460	8,460
<b>APPROPRIATIONS TO CIVIC ORGANIZATIONS</b>	217,840	202,731	190,567	190,567	190,567
ARC	5,000	4,500	4,230	4,230	4,230
Boys & Girls Club	18,000	16,200	15,228	15,228	15,228
Bridges	16,549	16,000	15,040	15,040	15,040
Community Child Care	32,992	31,000	29,140	29,140	29,140
Community Housing Partnership	10,000	9,000	8,460	8,460	8,460
Gap Foundation	25,000	23,750	22,325	22,325	22,325
J.L. Clay Center/Senior Citizens	49,237	44,313	41,654	41,654	41,654
Mid Cum Hum Res/Homemaker	5,250	5,000	4,700	4,700	4,700
Mid-Cum Hum Res/Ombudsman	2,437	2,193	2,061	2,061	2,061
Mid-Cum Meals on Wheels	12,000	10,800	10,152	10,152	10,152
Second Harvest/Nashville's Table	1,500	1,350	1,269	1,269	1,269
Waves	24,875	24,375	22,913	22,913	22,913
Wmson Co Emergency Relief/Graceworks	15,000	14,250	13,395	13,395	13,395
<b>TOTAL OPERATIONS</b>	<b>433,500</b>	<b>429,903</b>	<b>399,210</b>	<b>413,680</b>	<b>413,680</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.

Transfers to Solid Waste and Transit are lower than the amounts budgeted in FY 2011-12.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>OPERATIONS</b>					
TRANSFER TO STREET AID & TRANSPORTATION	0	290,015	626,182	606,039	0
TRANSFER TO SOLID WASTE	3,012,034	2,237,689	1,459,008	1,664,883	672,256
TRANSFER TO TRANSIT FUND	221,802	457,842	533,458	507,760	517,100
TRANSFER TO WATER OPERATING	45,000	45,000	45,000	0	0
<b>TOTAL OPERATIONS</b>	<b>3,278,835</b>	<b>3,049,678</b>	<b>2,663,648</b>	<b>2,778,682</b>	<b>1,189,356</b>



# **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 2011-12.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	3,430,639	(3,758,438)	(3,039,217)	(3,039,217)	(1,239,217)
31600 FACILITIES TAXES	1,115,914	954,218	1,705,176	1,800,000	1,856,270
36100 INTEREST INCOME	3,453	619	0	0	0
<b>Total Available Funds</b>	<b>4,550,006</b>	<b>(2,803,601)</b>	<b>(1,334,041)</b>	<b>(1,239,217)</b>	<b>617,053</b>
<b>OPERATIONS</b>					
82300 Notices Subscriptions Publications	168	0	0	0	0
82400 Utilities	6,132	0	0	0	0
82600 Repair & Maintenance Services	0	11,850	0	0	0
83500 Machinery & Equipment (<\$25,000)	61,315	0	0	0	0
83600 Repair & Maintenance Supplies	(150)	0	0	0	0
<b>TOTAL OPERATIONS</b>	<b>67,465</b>	<b>11,850</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL</b>					
89200 Buildings	6,688,867	0	0	0	0
89300 Improvements	1,482,060	8,328	0	0	0
89500 Machinery & Equipment (>\$25,000)	70,054	215,438	0	0	0
<b>TOTAL CAPITAL</b>	<b>8,240,980</b>	<b>223,766</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>8,308,444</b>	<b>235,616</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>(3,758,438)</b>	<b>(3,039,217)</b>	<b>(1,334,041)</b>	<b>(1,239,217)</b>	<b>617,053</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 2011-12 budget provides for \$2.7 million in expenditures, which is an increase of 47.5% compared to the 2010-11 budget due to additional debt service and direct expenditures for improvements at Harlinsdale and Battlefield parks.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	2,031,595	2,112,428	1,895,996	1,895,996	1,614,924
31700 HOTEL/MOTEL TAXES	1,518,988	1,663,304	1,652,400	1,900,000	2,020,000
33800 PARKS GRANTS	0	0	0	0	25,000
36100 INTEREST INCOME	2,685	7,570	5,000	15,000	15,000
<b>Total Available Funds</b>	<b>3,553,268</b>	<b>3,783,302</b>	<b>3,553,396</b>	<b>3,810,996</b>	<b>3,674,924</b>
<b>OPERATIONS</b>					
82500 Contractual Services	67,963	31,982	0	0	0
82600 Repair & Maintenance Services	0	0	0	0	23,600
84000 Operational Units	(317,821)	48,242	0	(200,000)	0
86000 Debt Service and Lease Payments	1,320,189	534	0	0	0
87000 Appropriations	370,509	397,664	373,048	373,048	384,239
88000 Transfers to Other Funds	0	1,408,884	1,467,675	2,023,024	2,198,730
<b>TOTAL OPERATIONS</b>	<b>1,440,840</b>	<b>1,887,306</b>	<b>1,840,723</b>	<b>2,196,072</b>	<b>2,606,569</b>
<b>CAPITAL</b>					
89200 Buildings	0	0	0	0	64,000
89300 Improvements	0	0	0	0	45,000
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>109,000</b>
<b>TOTAL EXPENDITURES</b>	<b>1,440,840</b>	<b>1,887,306</b>	<b>1,840,723</b>	<b>2,196,072</b>	<b>2,715,569</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>2,112,428</b>	<b>1,895,996</b>	<b>1,712,673</b>	<b>1,614,924</b>	<b>959,355</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.

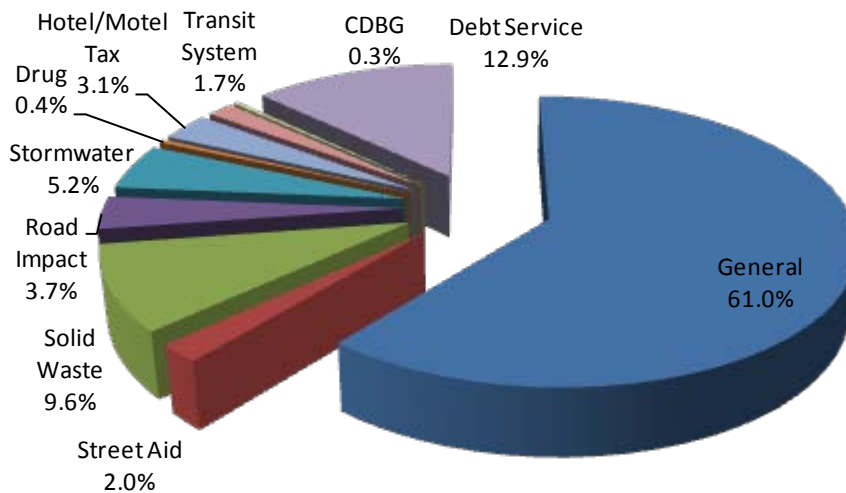
Included in the debt service fund is a new obligation of \$44 million initiated in December 2009. The debt service for that issue is divided as follows: 65% for General Fund (including police headquarters), 34.6% Road Impact (for arterial streets), and 0.4% Hotel/Motel tax (for parks and tourism). Debt service beginning in 2011 included 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 50 of this budget document breaks out the \$11.1 million amount below by principal and interest of each issue, and also shows which debt is supported by general, solid waste, road impact, or hotel/motel revenues.

	Actual 2009	Actual 2010	Budget 2011	Estd 2011	Budget 2012
<b>Available Funds</b>					
25100 BEGINNING FUND BALANCE	0	0	465,190	465,190	756,071
31100 PROPERTY TAXES COLLECTED	0	2,851,481	5,298,681	4,952,567	5,168,183
36100 INTEREST INCOME	0	1,438	5,000	3,500	5,000
37500 TRANSFER FROM SOLID WASTE	0	517,955	593,500	533,000	555,000
37510 TRANSFER FROM ROAD IMPACT	0	2,023,514	2,869,911	2,979,143	3,210,178
37520 TRANSFER FROM HOTEL/MOTEL	0	1,408,884	1,467,676	1,791,527	2,198,730
<b>Total Available Funds</b>	<b>0</b>	<b>6,803,272</b>	<b>10,699,958</b>	<b>10,724,927</b>	<b>11,893,162</b>
<b>OPERATIONS</b>					
86000 Debt Service and Lease Payments	0	6,338,081	10,124,111	9,968,856	11,132,091
<b>TOTAL OPERATIONS</b>	<b>0</b>	<b>6,338,081</b>	<b>10,124,111</b>	<b>9,968,856</b>	<b>11,132,091</b>
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>6,338,081</b>	<b>10,124,111</b>	<b>9,968,856</b>	<b>11,132,091</b>
<b>TOTAL UNALLOCATED FUNDS</b>	<b>0</b>	<b>465,190</b>	<b>575,847</b>	<b>756,071</b>	<b>761,071</b>

## Expenditures for All Operating Funds

Fund	<u>FY 2011</u>	<u>FY 2012</u>	<u>Change \$</u>	<u>Change %</u>	<u>% of Total</u>
<b>General</b>	51,349,096	52,867,506	1,518,410	3.0%	66.5%
<b>Street Aid</b>	2,254,514	1,750,000	(504,514)	-22.4%	2.2%
<b>Solid Waste</b>	7,104,108	8,303,197	1,199,089	16.9%	10.5%
<b>Road Impact</b>	2,869,911	3,210,178	340,267	11.9%	4.0%
<b>Facilities Tax</b>	0	0	0	0.0%	0.0%
<b>Stormwater</b>	1,295,405	4,525,206	3,229,801	249.3%	5.7%
<b>Drug</b>	178,460	336,861	158,401	88.8%	0.4%
<b>Hotel/Motel Tax</b>	1,840,723	2,715,569	874,846	47.5%	3.4%
<b>Transit System</b>	1,433,707	1,465,000	31,293	2.2%	1.8%
<b>CDBG</b>	299,406	299,406	0	0.0%	0.4%
<b>Debt Service</b>	10,124,111	11,132,091	1,007,980	10.0%	14.0%
<b>Less: Interfund Transfers</b>	(7,594,735)	(7,153,264)	441,471	-5.8%	-9.0%
<b>All Funds</b>	<u>71,154,706</u>	<u>79,451,750</u>	<u>8,297,044</u>	<u>11.7%</u>	<u>100.0%</u>





**CITY OF FRANKLIN, TN  
EXECUTIVE SUMMARY  
REVENUES AND EXPENDITURES - ALL OPERATING FUNDS**

**2012 Budget**

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
<b>Revenues</b>												
Property Tax	6,730,767	0	0	0	0	0	0	0	0	0	5,168,183	11,898,950
Sales Tax	23,353,466	0	0	0	0	0	0	0	0	0	0	23,353,466
Other Taxes	3,262,800	0	0	4,394,537	1,856,270	0	0	2,020,000	0	0	0	11,533,607
Intergovernmental	13,255,516	1,750,000	260,000	0	0	0	0	25,000	860,900	299,406	0	16,450,822
Licenses & Permits	3,886,600	0	0	0	0	2,000	0	0	0	0	0	3,888,600
Charges for Services	47,000	0	7,220,941	0	0	2,100,000	0	0	64,000	0	0	9,431,941
Fines & Fees	1,012,500	0	0	0	0	20,000	102,000	0	0	0	0	1,134,500
Uses of Money & Property	650,001	0	115,000	9,809	0	50,000	500	15,000	13,400	200	5,000	858,910
Transfers	0	0	672,256	0	0	0	0	0	517,100	0	5,963,908	7,153,264
Other Revenue	100,000	0	35,000	0	0	0	0	0	9,600	0	0	144,600
<b>Total Revenue</b>	<b>52,298,650</b>	<b>1,750,000</b>	<b>8,303,197</b>	<b>4,404,346</b>	<b>1,856,270</b>	<b>2,172,000</b>	<b>102,500</b>	<b>2,060,000</b>	<b>1,465,000</b>	<b>299,606</b>	<b>11,137,091</b>	<b>85,848,660</b>
<b>Expenditures</b>												
Personnel	35,530,844	0	2,984,673	0	0	938,001	0	0	0	0	0	39,453,518
Operations	13,826,262	1,750,000	4,405,524	3,210,178	0	545,005	186,900	2,606,569	1,245,000	299,406	11,132,091	39,206,935
Capital	3,510,400	0	913,000	0	0	3,042,200	149,961	109,000	220,000	0	0	7,944,561
<b>Total Expenditures</b>	<b>52,867,506</b>	<b>1,750,000</b>	<b>8,303,197</b>	<b>3,210,178</b>	<b>0</b>	<b>4,525,206</b>	<b>336,861</b>	<b>2,715,569</b>	<b>1,465,000</b>	<b>299,406</b>	<b>11,132,091</b>	<b>86,605,014</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>(568,856)</b>	<b>0</b>	<b>0</b>	<b>1,194,168</b>	<b>1,856,270</b>	<b>(2,353,206)</b>	<b>(234,361)</b>	<b>(655,569)</b>	<b>0</b>	<b>200</b>	<b>5,000</b>	<b>(756,354)</b>

**2011 Estimated Actual**

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
<b>Revenues</b>												
Property Tax	6,402,361	0	0	0	0	0	0	0	0	0	4,952,567	11,354,928
Sales Tax	22,568,466	0	0	0	0	0	0	0	0	0	0	22,568,466
Other Taxes	3,170,020	0	0	2,573,687	1,800,000	0	0	1,900,000	0	0	0	9,443,707
Intergovernmental	10,759,342	1,650,000	0	0	0	0	0	0	592,248	491,770	0	13,493,360
Licenses & Permits	3,711,500	0	0	0	0	2,000	0	0	0	0	0	3,713,500
Charges for Services	47,000	0	6,252,800	0	0	2,000,000	0	0	63,657	0	0	8,363,457
Fines & Fees	843,350	0	0	0	0	20,000	116,000	0	0	0	0	979,350
Uses of Money & Property	550,001	0	76,568	0	0	50,000	3,000	15,000	19,289	200	3,500	717,558
Transfers	0	606,039	1,664,883	0	0	0	0	0	507,760	0	5,303,670	8,082,352
Other Revenue	100,000	0	38,208	0	0	34,169	0	0	9,600	0	0	181,977
<b>Total Revenue</b>	<b>48,152,040</b>	<b>2,256,039</b>	<b>8,032,459</b>	<b>2,573,687</b>	<b>1,800,000</b>	<b>2,106,169</b>	<b>119,000</b>	<b>1,915,000</b>	<b>1,192,554</b>	<b>491,970</b>	<b>10,259,737</b>	<b>78,898,655</b>
<b>Expenditures</b>												
Personnel	35,068,010	0	2,998,762	0	0	631,110	0	0	0	0	0	38,697,882
Operations	13,293,432	2,256,039	4,411,605	3,001,303	0	578,059	66,001	2,196,072	1,063,657	491,770	9,968,856	37,326,794
Capital	1,183,133	0	622,092	0	0	31,547	0	0	128,897	0	0	1,965,669
<b>Total Expenditures</b>	<b>49,544,575</b>	<b>2,256,039</b>	<b>8,032,459</b>	<b>3,001,303</b>	<b>0</b>	<b>1,240,716</b>	<b>66,001</b>	<b>2,196,072</b>	<b>1,192,554</b>	<b>491,770</b>	<b>9,968,856</b>	<b>77,990,345</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>(1,392,535)</b>	<b>0</b>	<b>0</b>	<b>(427,616)</b>	<b>1,800,000</b>	<b>865,453</b>	<b>52,999</b>	<b>(281,072)</b>	<b>0</b>	<b>200</b>	<b>290,881</b>	<b>908,310</b>

**2011 Budget**

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
<b>Revenues</b>												
Property Tax	6,657,531	0	0	0	0	0	0	0	0	0	5,298,681	11,956,212
Sales Tax	22,383,900	0	0	0	0	0	0	0	0	0	0	22,383,900
Other Taxes	3,096,900	0	0	2,179,214	1,705,176	0	0	1,652,400	0	0	0	8,633,690
Intergovernmental	11,838,983	1,618,332	0	0	0	0	0	0	768,045	299,406	0	14,524,766
Licenses & Permits	3,198,641	0	0	0	0	0	0	0	0	0	0	3,198,641
Charges for Services	64,300	0	5,405,100	0	0	2,090,900	0	0	63,657	0	0	7,623,957
Fines & Fees	1,082,000	0	0	0	0	20,000	102,000	0	0	0	0	1,204,000
Uses of Money & Property	1,041,500	10,000	95,000	9,809	0	20,000	500	5,000	34,497	0	5,000	1,221,306
Transfers	0	626,182	1,459,008	0	0	0	0	0	533,458	0	4,931,087	7,549,735
Other Revenue	0	0	145,000	0	0	0	0	0	0	0	0	145,000
<b>Total Revenue</b>	<b>49,363,755</b>	<b>2,254,514</b>	<b>7,104,108</b>	<b>2,189,023</b>	<b>1,705,176</b>	<b>2,130,900</b>	<b>102,500</b>	<b>1,657,400</b>	<b>1,399,657</b>	<b>299,406</b>	<b>10,234,768</b>	<b>78,441,207</b>
<b>Expenditures</b>												
Personnel	35,782,056	0	2,899,105	0	0	634,672	0	0	0	0	0	39,315,833
Operations	13,548,460	2,254,514	3,519,203	2,869,911	0	575,733	108,460	1,840,723	1,063,657	299,406	10,124,111	36,204,178
Capital	2,018,580	0	685,800	0	0	85,000	70,000	0	370,050	0	0	3,229,430
<b>Total Expenditures</b>	<b>51,349,096</b>	<b>2,254,514</b>	<b>7,104,108</b>	<b>2,869,911</b>	<b>0</b>	<b>1,295,405</b>	<b>178,460</b>	<b>1,840,723</b>	<b>1,433,707</b>	<b>299,406</b>	<b>10,124,111</b>	<b>78,749,441</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>(1,985,341)</b>	<b>0</b>	<b>0</b>	<b>(680,888)</b>	<b>1,705,176</b>	<b>835,495</b>	<b>(75,960)</b>	<b>(183,323)</b>	<b>(34,050)</b>	<b>0</b>	<b>110,657</b>	<b>(308,234)</b>

**2010 Actual**

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
<b>Revenues</b>												
Property Tax	8,101,800	0	0	0	0	0	0	0	0	0	2,851,481	10,953,281
Sales Tax	20,969,821	0	0	0	0	0	0	0	0	0	0	20,969,821
Other Taxes	6,702,127	0	0	329,423	954,218	0	0	1,663,304	0	0	0	9,649,072
Intergovernmental	7,000,313	1,613,915	0	0	0	0	0	0	715,008	345,825	0	9,675,061
Licenses & Permits	2,936,932	0	0	0	0	1,400	0	0	0	0	0	2,938,332
Charges for Services	50,156	0	4,679,793	0	0	2,053,218	94,253	0	61,786	0	0	6,939,206
Fines & Fees	1,169,692	0	0	0	0	23,462	236	0	0	0	0	1,193,390
Uses of Money & Property	605,363	348	183,547	0	619	41,179	0	7,570	2,053	7	1,438	842,124
Transfers	0	290,015	2,237,689	0	0	0	0	0	457,842	19,131	3,950,353	6,955,030
Other Revenue	164,313	0	3,000	0	0	10,000	0	0	9,667	0	0	186,980
<b>Total Revenue</b>	<b>47,700,517</b>	<b>1,904,278</b>	<b>7,104,029</b>	<b>329,423</b>	<b>954,837</b>	<b>2,129,259</b>	<b>94,489</b>	<b>1,670,874</b>	<b>1,246,356</b>	<b>364,963</b>	<b>6,803,272</b>	<b>70,302,297</b>
<b>Expenditures</b>												
Personnel	37,760,995	0	3,043,038	0	0	647,942	0	0	0	0	0	41,451,975
Operations	11,615,641	1,866,373	3,113,562	2,133,487	11,850	382,660	58,182	1,887,306	1,033,528	326,694	6,338,082	28,767,365
Capital	1,172,301	69,722	947,429	0	0	223,766	445,658	118,421	0	152,185	0	3,129,482
<b>Total Expenditures</b>	<b>50,548,937</b>	<b>1,936,095</b>	<b>7,104,029</b>	<b>2,133,487</b>	<b>235,616</b>	<b>1,476,260</b>	<b>176,603</b>	<b>1,887,306</b>	<b>1,185,713</b>	<b>326,694</b>	<b>6,338,082</b>	<b>73,348,822</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>(2,848,420)</b>	<b>(31,817)</b>	<b>0</b>	<b>(1,804,064)</b>	<b>719,221</b>	<b>652,999</b>	<b>(82,114)</b>	<b>(216,432)</b>	<b>60,643</b>	<b>38,269</b>	<b>465,190</b>	<b>(3,046,525)</b>

**CITY OF FRANKLIN, TN  
EXECUTIVE SUMMARY  
GENERAL FUND REVENUES & EXPENDITURES  
FISCAL YEARS 2011 & 2012**

REVENUES	BUDGET		
	2011	2012	Percent
Local Taxes	32,138,331	33,347,033	3.8%
Licenses & Permits	3,198,641	3,886,600	21.5%
Intergovernmental Revenue	11,838,983	13,255,516	12.0%
Charges for Services	64,300	47,000	-26.9%
Fines & Forfeitures	1,082,000	1,012,500	-6.4%
Uses of Money & Property	941,500	650,001	-31.0%
Other Revenue	100,000	100,000	0.0%
	49,363,755	52,298,650	3.4%

CATEGORY	PERCENT OF TOTAL BUDGET		
	2011	2012	Change
Personnel	69.7%	67.2%	-3.6%
Operations	26.4%	26.2%	-0.9%
Capital	3.9%	6.6%	68.9%
Total	100.0%	100.0%	

EXPENDITURES	TOTAL BUDGET			PERSONNEL			OPERATIONS			CAPITAL		
	2011	2012	Percent	2011	2012	Percent	2011	2012	Percent	2011	2012	Percent
Department	2011	2012	Percent	2011	2012	Percent	2011	2012	Percent	2011	2012	Percent
Elected Officials	153,709	211,244	37.4%	127,737	133,944	4.9%	25,972	77,300	197.6%	0	0	---
Administration	562,345	562,256	0.0%	387,388	439,125	13.4%	174,957	123,131	-29.6%	0	0	---
CIP	237,421	226,414	-4.6%	209,089	197,809	-5.4%	28,332	28,605	1.0%	0	0	---
Proj & Facilities Mgmt	735,409	822,639	11.9%	354,871	360,580	1.6%	330,538	363,459	10.0%	50,000	98,600	97.2%
Human Resources	819,597	1,132,867	38.2%	627,944	699,864	11.5%	191,653	333,003	73.8%	0	100,000	---
Law	371,198	385,542	3.9%	244,221	254,810	4.3%	126,977	130,732	3.0%	0	0	---
Communications	314,734	320,188	1.7%	265,042	270,527	2.1%	49,692	49,661	-0.1%	0	0	---
Revenue Management	1,196,772	1,355,010	13.2%	754,115	906,899	20.3%	442,657	448,111	1.2%	0	0	---
Parks	2,575,005	2,607,795	1.3%	1,680,404	1,782,978	6.1%	664,531	716,317	7.8%	230,070	108,500	-52.8%
Police	14,156,970	13,502,872	-4.6%	10,589,369	10,236,835	-3.3%	3,161,091	3,266,037	3.3%	406,510	0	-100.0%
Fire	12,296,435	12,524,354	1.9%	10,990,792	10,726,239	-2.4%	1,255,643	1,697,315	35.2%	50,000	100,800	101.6%
Finance	817,668	788,528	-3.6%	723,855	677,372	-6.4%	83,813	111,156	32.6%	10,000	0	-100.0%
MIT	2,023,772	2,651,130	31.0%	1,167,960	1,238,059	6.0%	827,812	1,328,571	60.5%	28,000	84,500	201.8%
Purchasing	145,628	211,858	45.5%	138,798	178,699	28.7%	6,830	33,159	385.5%	0	0	---
Court	285,439	271,733	-4.8%	192,696	181,818	-5.6%	92,743	89,915	-3.0%	0	0	---
Building & Neighborhood Svcs	1,792,161	1,908,784	6.5%	1,667,471	1,704,334	2.2%	124,690	204,450	64.0%	0	0	---
Planning & Sustainability	1,390,974	1,373,160	-1.3%	1,244,656	1,212,806	-2.6%	146,318	160,354	9.6%	0	0	---
Engineering	600,588	643,890	7.2%	545,638	575,750	5.5%	54,950	68,140	24.0%	0	0	---
Traffic Operations Center	2,255,896	4,000,210	77.3%	218,614	223,447	2.2%	1,207,282	1,251,763	3.7%	830,000	2,525,000	204.2%
Streets-Maintenance	3,668,590	3,688,116	0.5%	2,057,095	2,001,260	-2.7%	1,436,495	1,397,356	-2.7%	175,000	289,500	65.4%
Streets-Traffic	1,140,795	1,028,708	-9.8%	537,580	518,343	-3.6%	364,215	359,365	-1.3%	239,000	151,000	-36.8%
Streets-Fleet	387,917	501,583	29.3%	423,211	435,837	3.0%	-35,294	53,246	-250.9%	0	12,500	---
General Expense	314,901	453,275	43.9%	633,510	573,510	-9.5%	-318,609	-160,235	-49.7%	0	40,000	---
Appropriations	399,210	413,680	3.6%	0	0	---	399,210	413,680	3.6%	0	0	---
Economic Development	42,314	92,314	118.2%	0	0	---	42,314	92,314	118.2%	0	0	---
Transfer to Other Funds	2,663,648	1,189,356	-55.3%	0	0	---	2,663,648	1,189,356	-55.3%	0	0	---
	51,349,096	52,867,506	3.0%	35,782,056	35,530,845	-0.7%	13,548,460	13,826,261	2.1%	2,018,580	3,510,400	73.9%

Allocation from F/B	1,985,341	568,856	-71.3%
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**CITY OF FRANKLIN, TN  
EXECUTIVE SUMMARY  
SPECIAL REVENUE AND DEBT SERVICE FUNDS  
FISCAL YEARS 2011 & 2012**

BEG BAL + REVENUES	TOTAL BUDGET		
Fund	2011	2012	Percent
<i>Street Aid &amp; Trans</i>	2,254,514	1,750,000	-22.4%
<i>Solid Waste</i>	7,104,108	8,303,197	16.9%
<i>Road Impact</i>	1,666,913	3,454,620	107.2%
<i>Facilities Tax</i>	(1,334,041)	617,053	-146.3%
<i>Stormwater Mgmt</i>	7,538,650	8,445,203	12.0%
<i>Drug Fund</i>	355,729	408,728	14.9%
<i>Hotel/Motel Tax</i>	3,553,396	3,674,924	3.4%
<i>Transit System</i>	1,454,375	1,465,000	0.7%
<i>CDBG Grant</i>	318,544	318,944	0.1%
<i>Debt Service</i>	10,699,958	11,893,162	11.2%
	33,612,146	40,330,831	20.0%

EXPENDITURES	TOTAL BUDGET			PERSONNEL			OPERATIONS			CAPITAL		
Fund	2011	2012	Percent	2011	2012	Percent	2011	2012	Percent	2011	2012	Percent
<i>Street Aid &amp; Trans</i>	2,254,514	1,750,000	-22.4%	0	0	---	2,254,514	1,750,000	---	0	0	---
<i>Solid Waste</i>	7,104,108	8,303,197	16.9%	2,899,105	2,984,673	3.0%	3,519,203	4,405,524	25.2%	685,800	913,000	33.1%
<i>Road Impact</i>	2,869,911	3,210,178	11.9%	0	0	---	2,869,911	3,210,178	11.9%	0	0	---
<i>Facilities Tax</i>	0	0	---	0	0	---	0	0	---	0	0	---
<i>Stormwater Mgmt</i>	1,295,405	4,525,206	249.3%	634,672	938,001	47.8%	575,733	545,005	-5.3%	85,000	3,042,200	3479.1%
<i>Drug Fund</i>	178,460	336,861	88.8%	0	0	---	108,460	186,900	72.3%	70,000	149,961	114.2%
<i>Hotel/Motel Tax</i>	1,840,723	2,715,569	47.5%	0	0	---	1,840,723	2,606,569	41.6%	0	109,000	---
<i>Transit System</i>	1,433,707	1,465,000	2.2%	0	0	---	1,063,657	1,245,000	17.0%	370,050	220,000	-40.5%
<i>CDBG Grant</i>	299,406	299,406	0.0%	0	0	---	299,406	299,406	---	0	0	---
<i>Debt Service</i>	10,124,111	11,132,091	10.0%	0	0	---	10,124,111	11,132,091	---	0	0	---
	27,400,344	33,737,508	23.1%	3,533,777	3,922,674	11.0%	22,655,717	25,380,673	12.0%	1,210,850	4,434,161	266.2%

FUND BALANCE	TOTAL BUDGET		
Fund	2011	2012	Percent
<i>Street Aid &amp; Trans</i>	0	0	---
<i>Solid Waste</i>	0	0	---
<i>Road Impact</i>	(1,202,998)	244,442	-120.3%
<i>Facilities Tax</i>	(1,334,041)	617,053	-146.3%
<i>Stormwater Mgmt</i>	6,243,245	3,919,997	-37.2%
<i>Drug Fund</i>	177,269	71,867	-59.5%
<i>Hotel/Motel Tax</i>	1,712,673	959,355	-44.0%
<i>Transit System</i>	20,668	0	-100.0%
<i>CDBG Grant</i>	19,138	19,538	2.1%
<i>Debt Service</i>	575,847	761,071	32.2%
	6,211,802	6,593,323	6.1%

# **APPENDICES**

## APPENDIX A - CAPITAL

Although major capital investment projects are not included, some capital items remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants.

The majority of the capital in this year's budget is for two (2) items:

1. In the General Fund, improvements to the City's Traffic Operations Center. Expenditures of \$2,525,000 are budgeted with offsetting grant reimbursements of \$1,880,000 in revenues. Grants, including ARRA (recovery) funding, have been critical to allow projects such as these to proceed in the current operating budget.
2. In the Stormwater Fund, several drainage projects are budgeted for a total of \$2,959,200.

Another major category is replacement vehicles for various departments. Three (3) of these are replacement vehicles in the Solid Waste fund. In the Collection division, replacement of a side loader (\$250,000) and a rear loader (\$180,000) are budgeted. In the Disposal division, \$115,000 is budgeted for a replacement road tractor. In the Fire department, a downpayment of \$70,000 is budgeted for replacing Ladder 4 and \$30,800 to replace the battalion chief vehicle which is six years old. The Parks department is replacing a vehicle the City purchased in 1995. The cost is budgeted at \$37,500. The City has stretched replacement cycles in the last three years because of the reductions in revenues due to the current economy.

There are a few non-replacement items proposed in the current budget. These include:

1. The Streets department has budgeted an infrared patch truck, which heats asphalt without use of a flame, that is anticipated to be more convenient, higher quality, and faster which reduces the equipment and personnel time needed. The cost for this truck is budgeted at \$140,000. This is a carry-over item from 2011, and a ¾ ton pickup (\$26,500), and 1 ton flatbed (\$33,000).
2. \$250,000 for design of a BOPAE drop-off facility in the Solid Waste Fund.
3. \$80,000 for City Hall and parking garage improvements in the General Fund.
4. \$85,000 for a salt storage facility.
5. Improvements to Harlinsdale and Battlefield parks budgeted in the Hotel/Motel Tax Fund of a total of \$109,000. A grant reimbursement is anticipated of \$25,000 for fencing at Harlinsdale Park.
6. Tennis court fencing at Jim Warren Park of \$45,000. A grant reimbursement is anticipated to cover the budgeted cost.
7. In the Transit Fund, 2 new vehicles (\$110,000/each) with low flooring and fold out ramps are budgeted.

Listed on the following pages are the items to be funded in FY2011-2012 from the General, Solid Waste, Stormwater, Drug, Hotel/Motel and Transit funds. It is arranged by type to allow similar projects or items to be located easier.

City of Franklin  
 2011-2012 Fiscal Year Budget  
 Capital Listing - General and Special Funds

**89200 - Buildings**

**89220 - Building Design & Construction**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2012
Solid Waste	Solid Waste	Collection	BOPAE (possibly HHW too) Drop-off Facility		250,000
					250,000

**89230 - Building Improvements**

Fund	Dept	Division	Project Name	Provider/Bid/RFP	Budget 2012
General	Proj & Fac Mgmt		City Hall & Parking Garage Improvements		80,000
General	Street	Maintenance	Compost Facility		5,000
General	Street	Maintenance	Salt Storage Facility		85,000
Hotel/Motel	Parks		Battlefield Park - replace 3 HVAC units w/1 energy efficient unit		18,000
Hotel/Motel	Parks		Harlinsdale Park, Phase 3 of barn refurbishment project		46,000
					234,000

**Total 89200 - Buildings**

**484,000**

**89300 - Improvements**

**89310 - Parks & Recreation Facilities**

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
General	Parks		Park Amenities (for EFBP, Harlinsdale & Blue Bag Recycling bins for all active parks.		10,000
General	Parks		Tennis Courts Fencing at JWP (Grant Reimbursement of \$45,000)		45,000
Hotel/Motel	Parks		3 Plank Fencing for HF along Franklin Rd & Main Entrance (grant reimbursement of \$25,000)		45,000
					100,000

**Total 89300 - Improvements**

**100,000**

City of Franklin  
 2011-2012 Fiscal Year Budget  
 Capital Listing - General and Special Funds

**89400 - Infrastructure**

**89410 - Drainage**

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
Stormwater	Street	Stormwater	Battle Avenue Drainage Design		50,000
Stormwater	Street	Stormwater	Liberty Creek Watershed Improvements		250,000
Stormwater	Street	Stormwater	Parkview Drainage Improvements Design		65,000
Stormwater	Street	Stormwater	Victoria Court Stormwater Facility Design and Construction		296,200
Stormwater	Street	Stormwater	On Call Stream Restoration Design		150,000
Stormwater	Street	Stormwater	Stream Restoration (Improvements from On Call Design)		800,000
Stormwater	Street	Stormwater	Jackson Lake Dredging Improvements (Carryover)		750,000
Stormwater	Street	Stormwater	Regional Retention/Detention Basins		75,000
Stormwater	Street	Stormwater	Sharps Branch Stream Restoration Design		75,000
Stormwater	Street	Stormwater	Sharps Branch Detention Facilities Design		138,000
Stormwater	Street	Stormwater	Spencer Creek Watershed Improvements Design		175,000
Stormwater	Street	Stormwater	Stormwater Demonstration Site Design and Construction		25,000
Stormwater	Street	Stormwater	Stormwater Management Master Plan Modeling		25,000
Stormwater	Street	Stormwater	Stream & Rainfall Gauging Stations		85,000
					2,959,200

**89420 - Streets**

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
Stormwater	Street	Stormwater	Repair & Resurface Misc.		5,000
					5,000

**89430 - Curb & Gutter Replacement**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2012
Stormwater	Street	Stormwater	Repair & Replacement Misc		10,000
					10,000

City of Franklin  
 2011-2012 Fiscal Year Budget  
 Capital Listing - General and Special Funds

**89460 - Sidewalks**

Fund	Dept	Division	CIP Project Name	CIP Project Number	Budget 2012
Stormwater	Street	Stormwater	Repair & Replacement Misc		10,000
					10,000

**89470 - Traffic Signals**

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
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	Traffic Signal Pole Painting		25,000
					121,000

**89480 - Streetlights**

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
General	Street	Traffic	Interstate Lighting		30,000
					30,000

**Total 89400 -  
 Infrastructure**

**3,135,200**



**City of Franklin  
2011-2012 Fiscal Year Budget  
Capital Listing - General and Special Funds**

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

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

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
General	Fire	12 year replace	Ladder 4 1997 15 years old in 2012 (10% down payment on \$700,000)	422000814	70,000
General	Fire	6 year replace	Batt Chief Vehicle 2006 6 years old in 2012	422000602	30,800
General	Street	Maintenance	3/4 Ton Pick-up		26,500
General	Street	Maintenance	1 Ton Flatbed		33,000
General	Street	Maintenance	Infrared Patch Truck		140,000
General	Parks		F350 with a utility bed 4wd replacement truck for the Maintenance Division w/ trade-in vehicle 1995 Ford F-350 Box Truck with 60,568 miles. Traded from Water Dept used in 2003.		37,500
Solid Waste	Solid Waste	Collection	Replacement Side Loader		250,000
Solid Waste	Solid Waste	Collection	Replacement Rear Loader		180,000
Solid Waste	Solid Waste	Disposal	Replace Road Tractor		115,000
Drug	Police		7 Escapes (state contract)		149,961
Transit	Transit		2 new Transit Vehicles (\$110,000/ea.) with low floor with ADA fold out ramps		220,000
					1,252,761

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

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
General	Proj & Fac Mgmt		Additional AED units PD 2 CH 1		5,100
General	Proj & Fac Mgmt		Additional IT and AV request PD		13,500
General	Engineering	TOC	TOC Phase 3 (Software) (\$72,000 reimbursed by TOC phase 3 Grant)	SIEMENS ENERGY	90,000
General	Engineering	TOC	Traffic Operations Center Remodel		10,000
General	Engineering	TOC	TOC Phase 3 Infrastructure. Project is 80/20 match (\$408,000 reimbursed by TOC phase 3 Grant).	AECOM	510,000
General	Engineering	TOC	Traffic Signal Upgrade Program		170,000
General	Engineering	TOC	Franklin ITS (\$1,200,000 reimbursed by TDOT)		1,500,000
General	Engineering	TOC	School Flashing Beacon Upgrades		10,000
General	Engineering	TOC	S.R. 96 and Southwinds Intersection		35,000
General	Engineering	TOC	ITS - ARRA (\$200,000 reimbursed from ARRA)		200,000
General	Street	Fleet	Alignment Machine		12,500
General	Parks		Replacement of (4) zero-turn mowers with trade-in(s).		16,000
Solid Waste	Solid Waste	Disposal	Replace Transfer Trailer 2003.5		118,000
Stormwater	Street	Stormwater	Stainless Steel Bed for Sweeper 236		58,000
					2,748,100

City of Franklin  
 2011-2012 Fiscal Year Budget  
 Capital Listing - General and Special Funds

89540 - Computer Hardware (> \$25,000)

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
General	MIT		PD Storage (PD Arbitrator)		52,500
					52,500

89550 - Computer Software (> \$25,000)

Fund	Dept	Division	Project Name	CIP Project Number	Budget 2012
General	MIT		IPS (Intrusion Protection)		32,000
General	HR		Human Resources Software		100,000
General	General Expenses		Project DOC Software		40,000
					172,000

Total 89500 - Equipment  
 (>\$25,000)

4,225,361
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**Total Capital**

<b>7,944,561</b>
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**Total Capital by Fund**

General	3,510,400
Solid Waste	913,000
Stormwater	3,042,200
Drug	149,961
Hotel/Motel	109,000
Transit	220,000
<b>Total</b>	<b>7,944,561</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

APPENDIX C – GENERAL FUND –  
FUND BALANCE POLICY

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.

# 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 –		<b>Total GO Debt</b>
<i>Measures debt liability relative to total budget resources</i>		<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 –		<b>&lt; \$2,000</b>
<i>Measures net debt to population</i>		
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>\$</b>	<b>1,442.88</b>
<b>Franklin - Less Self-Supporting @</b>	<b>\$</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 E - 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>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</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**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min		<u>FLSA</u>	<u>JOB TITLE</u>
						<u>Grade/grade</u>	<u>CODE2</u>		
12 (cont'd)	\$32,822.58	\$36,552.47	\$40,282.35	\$44,012.24	\$47,742.12			N	Financial Technician
hr	\$15.79	\$17.58	\$19.37	\$21.16	\$22.95			N	Heavy Equipment Operator
bi-wk	\$1,263.20	\$1,406.40	\$1,549.60	\$1,692.80	\$1,836.00			N	Human Resources Technician
yr	\$32,843.20	\$36,566.40	\$40,289.60	\$44,012.80	\$47,736.00			N	Landscape Mt Worker SR
								N	Mechanic
								N	Payroll Technician
								N	Permit Technician
								N	Purchasing Technician
								N	Recording Secretary to BOMA
								N	Stock Room Supervisor
								N	Tractor Trailer Driver
								N	Traffic Striping Technician Asst
								N	Executive Assistant to City Adm
13	\$34,357.68	\$38,339.76	\$42,321.84	\$46,303.92	\$50,286.00	146.4%		N	Facilities Crew Chief
hr	\$16.52	\$18.44	\$20.35	\$22.27	\$24.17	4.6%		N	Firefighter
bi-wk	\$1,321.60	\$1,475.20	\$1,628.00	\$1,781.60	\$1,933.60			N	Groundskeeper Crew Chief
yr	\$34,361.60	\$38,355.20	\$42,328.00	\$46,321.60	\$50,273.60			N	Landscape Crew Chief
								N	Maintenance Crew Chief
								N	Police Officer
								N	Program Specialist
								N	Utilities Crew Chief
								N	Wastewater Operator II
								N	Water Operator II
								N	Video Production Assistant Part-time
<b>NOTE: Effective 6/29/07, FF starting pay includes EMT as part of base</b>									
	<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%		N	Billing/Collections Spvsr
hr	\$17.30	\$19.34	\$21.38	\$23.43	\$25.46	4.7%		N	Facilities Maintenance Spvsr (formerly Bldg Mt Spvsr)
bi-wk	\$1,384.00	\$1,547.20	\$1,710.40	\$1,874.40	\$2,036.80			N	City Court Clerk
yr	\$35,984.00	\$40,227.20	\$44,470.40	\$48,734.40	\$52,956.80			N	Codes Officer SR
								N	Communications Supervisor Asst.
								N	Diesel Mechanic
								N	Legal Secretary
								N	Lift Station Technician
								N	Planning Assistant
								N	Records Supervisor
								N	Sign Codes Administrator
								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>	Max/Min		<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>	<u>Max/Min</u>		<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>	10.0%	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 Spvrs (formerly Design/Planning Spvrs)
							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>	10.0%	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>	10.0%	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>	<u>Max/Min 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				

## APPENDIX F - 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 **GROUPS 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 GROUNDS 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).

## APPENDIX G - 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.

**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.