



City of Franklin, Tennessee

FY 2017 Operating Budget

Revenue Management

Lawrence Sullivan, Assistant City Recorder

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	991,072	860,219	858,137	914,159	875,010	16,873	2.0%
Operations	-631,783	-684,264	-620,382	-635,294	-646,872	-26,490	4.3%
Capital	0	0	0	0	0	-	0.0%
Total	359,289	175,955	237,755	278,865	228,138	-9,617	-4.0%

Departmental Summary

The Revenue Management group performs the billing, collections and customer service for City of Franklin water/wastewater/storm water/sanitation & environmental services bills; business tax; alcohol taxes; state shared taxes; hotel/motel taxes; and, numerous permits.

FY 2017 Outlook

For 2017, we have the expectation to improve our customer billing and payment options by implementing an Electronic Billing, Payment and Presentment (EBPP) platform. We expect this to be revenue neutral where the costs of service are offset by savings in the reduction of mailing and fulfillment costs.

Performance Measures

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

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



City of Franklin, Tennessee

FY 2017 Operating Budget

Performance Measures



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

Theme: None Specific

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

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Bills					
Number of property tax bills issued	28,308	28,904	29,371	29,800	29,800
Number of water & sewer bills issued	278,299	282,617	290,684	327,318	330,000
New requests for Service (Total)					
Water (Monthly Average)	42.06	41.03	43.59	43.59	43.59
Sewer (Monthly Average)	43.94	44.63	47.32	47.32	47.32
Irrigation (Monthly Average)	202.96	156.61	189.76	189.76	189.76
Delinquent Notices	36,764	38,138	37,964	38,000	38,000
Water Shutoffs	1,598	1,432	812	900	900
Electronic					
Web Pay	16,379	18,594	21,434	20,536	20,536
ACH/RPPS	66,550	68,575	69,650	69,000	69,000
Bank Draft	61,130	63,739	65,846	64,500	64,500
Lock Box	89,628	86,516	86,819	89,434	89,434
Paper					
Drop Box (2nd Avenue) / Mail	20,949	22,399	16,686	16,686	16,686
In-Person Transactions	15,357	14,779	17,974	17,974	17,974
Total Transactions	269,993	274,602	278,409	278,130	278,130
% of total transactions electronic	86.6%	86.5%	87.6%	87.5%	87.5%
% of total transactions paper	7.8%	8.2%	6.0%	6.0%	6.0%
% of total transactions in-person	5.7%	5.4%	6.5%	6.5%	6.5%

Efficiency Measures

	2013	2014	2015	2016*	2017*
Cost of processing bills (mailing and printing)					
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.	5.00	4.90	4.50	4.50	4.50



City of Franklin, Tennessee

FY 2017 Operating Budget

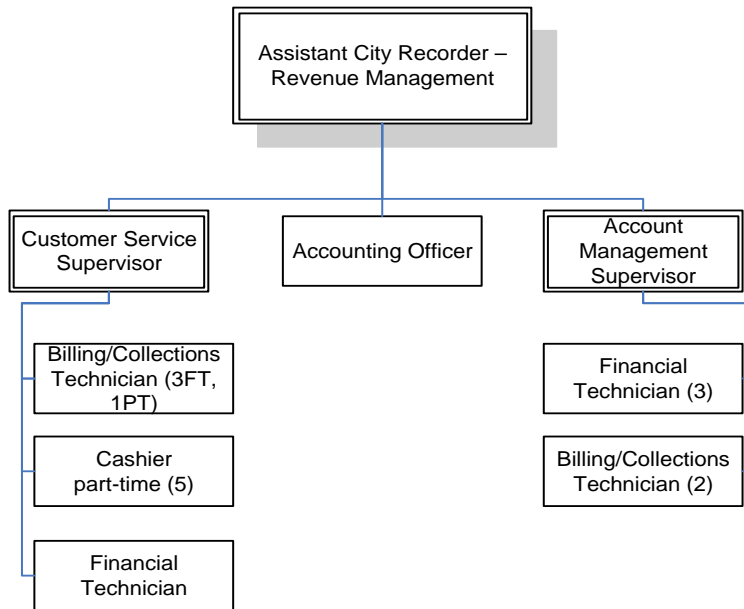
Performance Measures

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
Collection Rate(s)					
Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.5%	98.4%	98.6%	98.0%	98.0%
Tennessee Statewide Benchmarking Average	95.3%	95.9%	96.0%	TBD	TBD
Utility Collections as a Percentage of Utilities Billed (first year)	99.5%	94.3%	94.5%	97.0%	97.0%
Tennessee Statewide Benchmarking Average	98.5%	87.3%	95.6%	TBD	TBD
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	86.60%	86.50%	87.60%	88.60%	89.60%

* 2016 and 2017 data estimated.

Organizational Chart



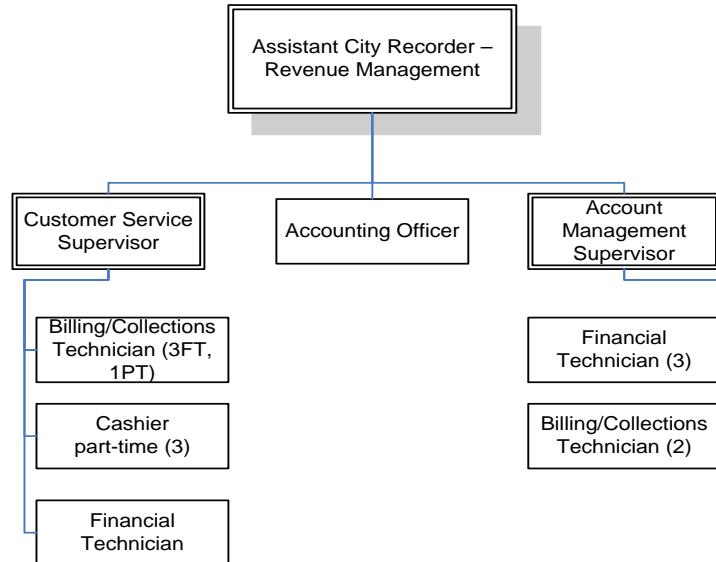
Note: For detailed counts and authorized positions, please see following page for table entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst City Recorder - Rev. Mgmt	Grade G	1	0	1	0	1	0	1	0	1	0
Asst City Recorder - Billing / Collection	---	1	0	0	0	0	0	0	0	0	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Accounting Officer	Grade E	1	0	1	0	1	0	1	0	1	0
Billing / Collection Supervisor	---	1	0	0	0	0	0	0	0	0	0
Financial Technician I	Grade D	3	0	4	0	4	0	4	0	4	0
Billing/Collections Technician	Grade C	6	0	6	1	5	1	5	1	5	1
Cashier Part-Time	Grade B	0	4	0	3	0	5	0	5	0	5
TOTALS		15	4	14	4	13	6	13	6	13	6



City of Franklin, Tennessee

FY 2017 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst City Recorder - Rev. Mgm	Grade G	1	0	1	0	1	0	1	0	1	0
Asst City Recorder - Billing / Collection	---	1	0	0	0	0	0	0	0	0	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Accounting Officer	Grade E	1	0	1	0	1	0	1	0	1	0
Billing / Collection Supervisor	---	1	0	0	0	0	0	0	0	0	0
Financial Technician I	Grade D	3	0	4	0	4	0	4	0	4	0
Billing/Collections Technician	Grade C	6	0	6	1	5	1	5	1	5	1
Cashier Part-Time	Grade B	0	4	0	3	0	5	0	5	0	5
TOTALS		15	4	14	4	13	6	13	6	13	6

Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference \$	%
Personnel							
Salaries & Wages	754,020	662,034	646,546	697,112	641,417	(5,129)	-0.8%
Employee Benefits	237,052	198,185	211,591	217,047	233,593	22,002	10.4%
Total Personnel	991,072	860,219	858,137	914,159	875,010	16,873	2.0%
Operations							
Transportation Services	8,557	6,480	11,150	11,173	11,750	600	5.4%
Operating Services	1,167	2,095	2,050	1,550	2,100	50	2.4%
Notices, Subscriptions, etc.	350	961	5,600	3,664	4,050	(1,550)	-27.7%
Utilities	2,631	2,015	2,750	2,750	2,880	130	4.7%
Contractual Services	2,446	2,449	5,700	5,700	5,900	200	3.5%
Repair & Maintenance Services	381	1,013	600	726	600	-	0.0%
Employee programs	-	-	2,050	2,050	2,150	100	4.9%
Professional Development/Travel	1,115	350	2,600	2,600	2,700	100	3.8%
Office Supplies	14,281	14,006	25,425	25,425	23,475	(1,950)	-7.7%
Operating Supplies	1,097	1,180	4,080	2,580	3,260	(820)	-20.1%
Machinery & Equipment (<\$25,000)	9,369	8,817	16,000	11,811	16,100	100	0.6%
Repair & Maintenance Supplies	339	55	-	255	-	-	0.0%
Property & Liability Costs	3,665	4,720	4,555	1,682	1,766	(2,789)	
Permits	125,570	142,778	54,300	54,300	36,000	(18,300)	-33.7%
Financial Fees	325,990	304,973	393,200	388,884	413,850	20,650	5.3%
Interfund Reimbursements	(1,128,741)	(1,176,156)	(1,150,442)	(1,150,444)	(1,173,453)	(23,011)	2.0%
Total Operations	(631,783)	(684,264)	(620,382)	(635,294)	(646,872)	(26,490)	4.3%
Capital	-	-	-	-	-	-	0.0%
Total Revenue Management	359,289	175,955	237,755	278,865	228,138	(9,617)	-4.0%

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/7/2016	E std 2016	Base 2017	Forecast 2018	Forecast 2019
	Personnel								
= 81110	REGULAR PAY	752,414	659,687	666,364	501,728	687,112	661,572	674,803	688,300
81120	OVERTIME PAY	1,606	2,347	3,000	7,611	10,000	3,000	3,000	3,000
81199	VACANCY ADJUSTMENT			(22,818)			(23,155)	(23,618)	(24,090)
= XWAGE	TOTAL WAGES	754,020	662,034	646,546	509,339	697,112	641,417	654,185	667,210
= 81410	FICA (EMPLOYER'S SHARE)	56,226	49,024	49,819	37,681	52,564	50,610	51,622	52,655
= 81420	MEDICAL PREMIUMS	110,999	117,992	123,557	61,778	123,557	138,940	152,834	168,117
= 81430	GROUP INSURANCE PREMIUMS	9,940	9,978	9,820	6,076	8,500	10,102	11,112	12,223
= 81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(21,263)	(23,717)	(24,678)	(18,508)	(22,000)	(28,089)	(30,898)	(33,988)
81450	RETIREMENT CONTRIBUTIONS	70,968	31,721	39,514	40,032	40,032	46,037	50,640	55,705
81455	DEFERRED COMP MATCH	9,979	12,874	13,232	9,933	13,608	15,649	16,432	17,253
81470	WORKERS COMPENSATION PREMIUMS	203	313	327	357	357	343	361	379
81475	WORKERS COMPENSATION CLAIMS				429	429			
= XBEN	TOTAL BENEFITS	237,052	198,185	211,591	137,778	217,047	233,593	252,103	272,344
= XPER	TOTAL PERSONNEL	991,072	860,219	858,137	647,117	914,159	875,010	906,288	939,554
	Operations								
+ 82110	MAILING & OUTBOUND SHIPPING SERVICES	8,557	6,480	11,150		11,150	11,750	11,750	11,750
1	Mailing (followup and notices)			11,150		11,150	11,750	11,750	11,750
2	Utility Billing Notices (charges coming)								
3	Various	8,557	6,480						
*	Amount missing from detail								
82120	FREIGHT FOR INBOUND PURCHASED ITEMS				23	23			
= XTRC	TOTAL TRANSPORTATION CHARGES	8,557	6,480	11,150	23	11,173	11,750	11,750	11,750
82210	PRINTING & COPYING SERVICES, OUTSOURCED	240		1,050		1,050	1,100	1,100	1,100
82240	TRANSCRIPTION FEES	2,020							
82250	TESTING & PHYSICALS	927	75	1,000	197	500	1,000	500	500
= XOSV	TOTAL OPERATING SERVICES	1,167	2,095	2,050	197	1,550	2,100	1,600	1,600
82310	LEGAL NOTICES	115		2,400		2,400	2,525	2,525	2,525
+ 82320	DUES FOR MEMBERSHIPS	680	680	2,700		1,000	1,000	1,000	1,000
1	Tn Assoc of Municipal Clerks (TAMCAR)					500			
2	GMFO	680	680	2,700					
3	Int Assoc of Municipal Clerks (IIMC)								
4	Govt Finance Officers Assoc (GFOA)								
5	Various					500	1,000	1,000	1,000
*	Amount missing from detail								
82360	PUBLICATIONS, NON-TRAINING	235	281	500	264	264	525	525	525
= XNCP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	350	961	5,600	264	3,664	4,050	4,050	4,050
82420	WATER & SEWER SERVICE		65						
82450	TELEPHONE SERVICE	1,413	1,022	1,250	703	1,250	1,300	1,300	1,300
82455	CELLULAR TELEPHONE SERVICE	240							
82470	INTERNET & RELATED SERVICES	978	928	1,500	671	1,500	1,580	1,580	1,580

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/7/2016	E sid 2016	Base 2017	Forecast 2018	Forecast 2019
=	XUTIL TOTAL UTILITIES	2,631	2,015	2,750	1,374	2,750	2,880	2,880	2,880
+	82510 COMPUTER SERVICES	2,407	2,249	2,500		2,500	2,650	2,650	2,650
	1 Impact Printer PM - Infoprint (IBM)								
	2 Various	2,407	2,249	2,500		2,500	2,650	2,650	2,650
	5 Programming Support for Credit Cards								
	6 Programming Support for PT import to Hansen								
	7 Programming Support for BL interface								
*	Amount missing from detail								
	82520 LEGAL SERVICES	39	200	1,200		1,200	1,250	1,250	1,250
+	82599 OTHER CONTRACTUAL SERVICES			2,000		2,000	2,000	2,000	2,000
	1 Bad Debt Collections - Transworld								
	2 Bad Debt Collections - To be Determined			2,000		2,000	2,000	2,000	2,000
	4 Various								
*	Amount missing from detail								
=	XCTS TOTAL CONTRACTUAL SERVICES	2,446	2,449	5,700		5,700	5,900	5,900	5,900
	82610 VEHICLE REPAIR & MAINTENANCE SERVICES				126	126			
+	82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES	381	1,013	600		600	600	600	600
	1 Copy Maintenance	381	1,013	600		600	600	600	600
*	Amount missing from detail								
=	XRMSV TOTAL REPAIR & MAINTENANCE SERVICES	381	1,013	600	126	726	600	600	600
	82750 EMPLOYEE RECOGNITION/RECEPTIONS			850		850	900	1,000	1,000
+	82780 TRAINING, OUTSIDE			1,200		1,200	1,250	1,250	1,250
	1 MTAS fees (16 at \$50)			1,200		1,200	1,250	1,250	1,250
*	Amount missing from detail								
=	XEPG TOTAL EMPLOYEE PROGRAMS			2,050		2,050	2,150	2,250	2,250
+	82810 REGISTRATIONS	1,115	350	2,000		2,000	2,100	2,100	2,100
	1 MTAS fees	1,115	350	2,000		2,000	2,100	2,100	2,100
	2 Rotary			920		920	1,020	1,020	1,020
	3 TGFOA Fall Conference			680		680	680	680	680
	4 Various			400		400	400	400	400
*	Amount missing from detail	1,115	350						
+	82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)			200		200	200	200	200
	1 MTAS seminars/conferences			200		200	200	200	200
	3 Various			200		200	200	200	200
*	Amount missing from detail								
	82830 MEALS (OUTSIDE WILLIAMSON COUNTY)			200		200	200	200	200
	82840 OTHER TRAVEL EXPENSES			200		200	200	200	200
=	XPEF TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	1,115	350	2,600		2,600	2,700	2,700	2,700
	83120 OFFICE SUPPLIES	13,737	13,686	20,500	7,087	20,500	21,600	21,600	21,600
	83130 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	67	21	3,150		3,150	550	550	550
	83140 EMPLOYEE BENEVOLENCE ITEMS	378	266	525	394	525	550	550	550
	83150 MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	99	33	1,250	60	1,250	1,325	1,325	1,325
=	XOFS TOTAL OFFICE SUPPLIES	14,281	14,006	25,425	7,541	25,425	23,475	23,475	23,475
	83250 SAFETY SUPPLIES			2,500		1,000	1,600	1,600	1,600
	83260 UNIFORMS PURCHASED	1,097	1,180	1,580		1,580	1,660	1,660	1,660
=	XOPS TOTAL OPERATING SUPPLIES	1,097	1,180	4,080		2,580	3,260	3,260	3,260

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/7/2016	E std 2016	Base 2017	Forecast 2018	Forecast 2019
+ 83510	FURNITURE, FIXTURES (<\$25,000)			5,000	300	300	5,000		
1	Chairs			5,000	300	300	5,000		
2	Lighting								
*	Amount missing from detail								
+ 83530	MACHINERY & EQUIPMENT (<\$25,000)					1,011			
1	Cash Drawers					1,011			
2	Copy Machine								
*	Amount missing from detail								
+ 83540	COMPUTER HARDWARE (<\$25,000)	9,369	8,564	11,000		10,500	11,100	11,100	11,100
1	Computers, monitors, keyboards		500						
2	Printers								
3	Scanners								
4	Various	9,369	8,564	10,500		10,500	11,100	11,100	11,100
*	Amount missing from detail								
83550	COMPUTER SOFTWARE (<\$25,000)		253						
= XMEU	TOTAL MACHINERY & EQUIPMENT (<\$25,000)	9,369	8,817	16,000	300	11,811	16,100	11,100	11,100
83620	EQUIPMENT PARTS & SUPPLIES	339	55		255	255			
= XRMS	TOTAL REPAIR & MAINTENANCE SUPPLIES	339	55		255	255			
85110	PROPERTY INSURANCE	746	923	927	1,107	1,107	1,162	1,220	1,281
85111	FRAUD INSURANCE								
85112	INLAND MARINE INSURANCE	23	30	34					
85113	AUTO PHYSICAL DAMAGE								
85115	LIABILITY INSURANCE	1,821	2,631	2,712	465	465	488	513	538
85116	E&O LIABILITY INSURANCE	1,075	1,136						
85119	UMBRELLA LIABILITY			882	110	110	116	121	127
85120	PROPERTY DAMAGE COSTS								
85140	SURETY/NOTARY BONDS								
= XPLC	TOTAL PROPERTY & LIABILITY COSTS	3,665	4,720	4,555	1,682	1,682	1,766	1,854	1,946
Budget & Finance									
+ 85300	UTILITY DISTRICT FEES	125,570	142,778	54,300	22,833	54,300	36,000	36,000	36,000
1	Microfton - Sewer			18,000	22,833	54,300	36,000	36,000	36,000
2	MVUD Data Fee			30,000					
3	Microfton - Solid Waste			5,000					
4	Microfton - Stormwater	125,570	142,778	1,300					
*	Amount missing from detail								
= XPERM	TOTAL PERMITS	125,570	142,778	54,300	22,833	54,300	36,000	36,000	36,000
85520	BANKING FEES	16,598	16,329	19,000	11,899	19,000	20,000	20,000	20,000
85530	E-COMMERCE FEES		1						
+ 85540	BILLING SERVICES	188,128	167,207	245,000	81,784	245,000	258,000	258,000	258,000
1	Bill Presentation				81,784	245,000			
3	EBill								
5	Bill Presentation - Utility bills (310,000 @ \$0.62/unit)		167,207	245,000			258,000	258,000	258,000
6	Bill Presentation - Property Tax Notices (25,000 @ \$0.60/unit)	188,128							
*	Amount missing from detail								
85550	CASH SHORT/OVER	95		100					

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/7/2016	E.stid 2016	Base 2017	Forecast 2018	Forecast 2019
85555	PROPERTY TAX BILLING SERVICES	113,232	115,616	121,700	117,484	117,484	128,100	132,000	137,000
85570	BAD DEBT EXPENSE (NET OF RECOVERIES)	7,937	5,820	7,400	2,524	7,400	7,750	7,750	7,750
85580	LATE CHARGES								
=	XFLF	325,990	304,973	393,200	213,691	388,884	413,850	417,750	422,750
85900	MISCELLANEOUS								
=	XOBE								
	TOTAL OTHER BUSINESS EXPENSES								
87510	REIMB OF INTERFUND SERVICES	(1,128,741)	(1,176,156)	(1,150,442)	(1,150,444)	(1,150,444)	(1,173,453)	(1,196,922)	(1,220,860)
=	XREIMB	(1,128,741)	(1,176,156)	(1,150,442)	(1,150,444)	(1,150,444)	(1,173,453)	(1,196,922)	(1,220,860)
=	XOP	(631,783)	(684,264)	(620,382)	(902,158)	(635,294)	(646,872)	(671,753)	(690,599)
	Capital								
=	XTOT	359,289	175,955	237,755	(255,041)	278,865	228,138	234,535	248,955

FY2017 PROGRAM ENHANCEMENT REQUEST FORM



Department Priority: 1 of 1

Department: 41310 REVENUE MANAGEMENT
 Division:
 Title: Reclassification of Technician

Purpose: Use this form to spell out your request for additional personnel and/or programs. We will work with you to tally the requests and create a prioritized list.

REQUESTED PROGRAM ENHANCEMENT FUNDING

Account Description	One-Time Cost (FY17 Only)	Ongoing Annual Cost (FY17 & Future)	TOTAL FY17 Request
Compensation			
81110 REGULAR PAY		\$2,800	\$2,800
		\$0	\$0
Benefits			
<i>Benefits auto-calculated at 30% of compensation -->></i>	\$0	\$0	\$0
Expenses			
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
TOTAL	\$0	\$2,800	\$2,800

PURPOSE / DESCRIPTION OF REQUEST

This program enhancement would reclassify and existsting Billing Collection Techncian from a Grade C to a Grade D. As a result of the recent software conversion, this position filled gaps in job activities that have been tradiditonally filled by positions of a higher pay grade. This has brought versatility and better utilization of staff which the department is now dependent upon.

SERVICE IMPLICATION