



HISTORIC  
FRANKLIN  
TENNESSEE

# *City of Franklin, Tennessee*

## **FY 2017 Operating Budget**

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# **APPENDICIES**

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The Appendices section of the budget provides supplemental information for aid and reference to citizens, elected officials and staff alike necessary to evaluate the FY 2017 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

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Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects - CIP**
  - **Appendix C – Impacts of Capital Improvements on FY 2016 Budget**
  
- **Policies**
  - **Appendix D – General Fund - Fund Balance Policy**
  - **Appendix E - Debt Management Policy**
  - **Appendix F – Reserves Utilization Policy**
  
- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I – Water & Sewer Forecasts (Operating & Capital) – 2018-2022**
  - **Appendix J - Pay Structure**
  
- **Reference Information**
  - **Appendix K – Financial Indicators**
  - **Appendix L - Strategic Plan - FranklinForward**
  - **Appendix M - Expenditure Classifications**
  - **Appendix N - Additional Demographic & Economic Information**
  - **Appendix O - Glossary of Terms**



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**FY 2017 Operating Budget**

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# *City of Franklin, Tennessee*

## **FY 2017 Operating Budget**

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# **APPENDICIES: Capital**

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Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects - CIP**
  - **Appendix C – Impacts of Capital Improvements on FY 2017 Budget**



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**FY 2017 Operating Budget**

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# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendices: Capital

#### Appendix A: Capital

Although major capital investment projects are not included (and are discussed in brief in Appendix B), some capital items remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants. These items are distributed throughout the various funds presented herein in two of the three primary sections in each fund: Operations and Capital. The lists on the following pages detail all capital items, listed by fund, by those assigned to the Operations section of each budget and then to the Capital section.

All told, the City of Franklin spends to spend almost \$20.3 million in capital expenditures this year. Approximately \$5.3 million is assigned to Operations and \$15 million to Capital.

Of the \$5.3 million assigned to Operations:

1. \$1.6 million in the General Fund is assigned for various equipment and improvement needs including, Body Cameras for the Police Department, various infrastructure improvements, continued minor renovations to City Hall and several software and security packages and 21 new vehicles for various departments.
2. \$2.5 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.
3. \$300,006 in the Sanitation Fund for replacement rear-load trash packer and resurfacing of surface areas at the Transfer Station.
4. \$109,355 in the Facilities Tax Fund is assigned for furnishings and & equipment for the Parks Department.
5. \$721,000 in the Water & Sewer Fund is assigned for 4 new vehicles and 2 pieces of equipment.

Of the \$15 million assigned to Capital:

1. \$2.57 million in the General Fund, the vast majority assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset by grants).
2. \$4.2 million in the Facilities Tax Fund, primarily for Fire Stations 7 & 8.
3. \$2.67 million in the Stormwater Fund for various draining improvements and equipment.
4. \$566,666 in the Hotel/Motel Fund for the completion of work at the Bicentennial Park Pavilion, the annual commitment for the acquisition of the Carter's Hill properties, and improvements to parking facilities throughout Downtown and Eastern Flank.
5. \$305,000 in the Transit Fund for replacement vehicles.
6. \$4.67 million in the Water /Sewer Fund for various improvements and projects.



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendices: Capital

#### Capital Expenditures

Priority	Request	Operating	Lease	Short-Term	Long-Term	Total
<b>Operations</b>						
<b>General Fund:</b>						
Parks	Heavy Duty Truck	\$ -	\$ 46,500	\$ -	\$ -	\$ 46,500
Police	Police Cruisers (12)	\$ -	\$ 483,600	\$ -	\$ -	\$ 483,600
Police	Unmarked Units (3)	\$ -	\$ 96,000	\$ -	\$ -	\$ 96,000
Police	Body Camera Implementation- 110 Cameras	\$ 375,050	\$ -	\$ -	\$ -	\$ 375,050
Street	Pick-Up Truck	\$ -	\$ 33,050	\$ -	\$ -	\$ 33,050
Street	Utility Truck	\$ -	\$ 57,956	\$ -	\$ -	\$ 57,956
Street	Pick-Up Truck	\$ -	\$ 33,475	\$ -	\$ -	\$ 33,475
Street	Single Axle Dump Truck	\$ -	\$ 120,510	\$ -	\$ -	\$ 120,510
Street	Multi Deck Unit Tractor	\$ -	\$ 81,550	\$ -	\$ -	\$ 81,550
BNS	Vehicle	\$ -	\$ 32,000	\$ -	\$ -	\$ 32,000
IT	Data Recovery Hardware	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
IT	Data Domain	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000
IT	Kuhl Cisco License	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
IT	FireEye Email Security	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
IT	Vehicle	\$ -	\$ 32,000	\$ -	\$ -	\$ 32,000
Facilities	City Hall Renovations	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
<b>TOTAL</b>		<b>\$ 405,050</b>	<b>\$ 1,241,641</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,646,691</b>
<b>Street Aid</b>						
Streets	Street Resurfacing	\$ 2,300,000	\$ -			\$ 2,300,000
Streets	Physically Disabled Ramp Resurfacing	\$ 82,000	\$ -			
Streets	Sidewalks	\$ 179,600	\$ -			\$ 179,600
<b>TOTAL</b>		<b>\$ 2,561,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,561,600</b>
<b>Sanitation Fund:</b>						
SES	Replace Asphalt/Concrete @ Century Court	\$ 100,006				\$ 100,006
SES	Replace Packer with 20-yard Rear-load Truck		\$ 200,000			\$ 200,000
<b>TOTAL</b>		<b>\$ 100,006</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,006</b>
<b>Facilities Tax:</b>						
Parks	Furnishings & Equipment for Eastern Flank	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Parks	Vehicle	\$ 22,522	\$ -	\$ -	\$ -	\$ 22,522
Parks	Forklift	\$ 66,833	\$ -	\$ -	\$ -	\$ 66,833
<b>TOTAL</b>		<b>\$ 109,355</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 109,355</b>
<b>Water &amp; Sewer Fund</b>						
Water & Sewer	One-Call Vehicles (4)	\$ -	\$ 96,000			\$ 96,000
Wastewater	Sanitary Sewer Vacuum Equipment	\$ -	\$ 350,000			\$ 350,000
Wastewater	CCTV Inspection Equipment	\$ -	\$ 275,000			\$ 275,000
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ 721,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 721,000</b>

**Total all Capital Expenditures budgeted in Operations: \$ 5,338,652**



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendices: Capital

#### Capital Expenditures

Priority	Request	Operating	Lease	Short-Term	Long-Term	Total
<b>Capital</b>						
<b>General Fund:</b>						
Project	City Hall Architectural Services	\$ 250,000				\$ 250,000
Finance	Additional Software Enhancements	\$ 25,000				\$ 25,000
Traffic	Various traffic flow/control improvements	\$ 2,300,000				\$ 2,300,000
<b>TOTAL</b>		<b>\$ 2,575,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,575,000</b>
<b>Facilities Tax:</b>						
Fire	Stations 7 & 8 - Construction & Outfitting	\$ 3,000,000	\$ -			\$ 3,000,000
Fire	Fire Equipment	\$ 1,050,000				\$ 1,050,000
Fire	Tornado Siren	\$ 33,434				\$ 33,434
SES	Equipment	\$ 124,522				\$ 124,522
<b>TOTAL</b>		<b>\$ 4,207,956</b>	<b>\$ -</b>			<b>\$ 4,207,956</b>
<b>Stormwater Fund:</b>						
Engineering	Various drainage improvements	\$ 2,400,000	\$ -			\$ 2,400,000
Streets	3/4 Ton Pick-Up Truck	\$ 30,000				\$ 30,000
Streets	Street Sweeper	\$ 201,357				\$ 201,357
Streets	Skid Steer	\$ 41,000				\$ 41,000
<b>TOTAL</b>		<b>\$ 2,672,357</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,672,357</b>
<b>Hotel/Motel</b>						
Facilities	4th Avenue Garage Vehicle Counting System	\$ 70,000	\$ -			\$ 70,000
Facilities	Parking Garage Cameras (2nd & 4th)	\$ 35,000	\$ -			\$ 35,000
Parks	Bicentennial Park Pavilion	\$ 220,030	\$ -			\$ 220,030
Parks	Carter's Hill Park Acquisition (2 of 7 year commitment)	\$ 221,636	\$ -			\$ 221,636
Parks	Fleming Parking Lot Lighting	\$ 20,000	\$ -			\$ 20,000
<b>TOTAL</b>		<b>\$ 566,666</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 566,666</b>
<b>Transit Fund</b>						
Transit	Replacement vehicles	\$ 305,000	\$ -			\$ 305,000
<b>TOTAL</b>		<b>\$ 305,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 305,000</b>
<b>Water &amp; Sewer Fund</b>						
Water	Various capital improvements	\$ 1,652,000	\$ -			\$ 1,652,000
Wastewater	Various capital improvements	\$ 3,021,000				\$ 3,021,000
<b>TOTAL</b>		<b>\$ 4,673,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,673,000</b>

**Total all Capital Expenditures budgeted in Capital: \$ 14,999,979**

**Total All Capital proposed FY 2017 \$ 20,338,631**



## City of Franklin, Tennessee FY 2017 Operating Budget

### Appendices: Capital

#### Appendix B: CAPITAL PROJECTS

In March 2014, the BOMA approved Resolution 2014-13 to adopt a funding plan for the FY 2014-2018 CIP. That resolution represents the most recent update to the City's Capital Investment Program (CIP). Recently, staff has proposed expanding the CIP timeframe from five (5) years to ten (10) years (FY 2017-2026). The ultimate intent of this 10-year CIP is to match available funding with needed projects and to highlight any funding shortfalls. With that in mind, staff has compiled a list of projects that are anticipated to be needed within the next ten (10) years.

In an effort to provide a logical starting point, staff has scored these projects using objective questions, which are based on the four (4) themes of the **FranklinForward** Strategic Plan. (See Appendix L for more information)

The projects in the draft FY 2017-2026 CIP are listed in the following categories:

- Facilities (Emergency Services & General Services),
- Parks and Recreation,
- Public Utilities,
- Stormwater, and
- Transportation.

The projects were then listed, both by category and combined, in the following project tiers:

- Top 25% (★★★★)
- Top 50% (★★★)
- Bottom 50% (★★)
- Bottom 25% (★)

It is important to reiterate that the tier system is simply a starting point to present the projects to the BOMA. The BOMA will ultimately select the projects to be funded. Within the framework of the CIP, the BOMA funded projects will then be referred to as 5-star (★★★★★) high priority projects. The CIP document will then be adjusted to accurately reflect the BOMA's final decisions. Staff recommends revisiting the newly created 10-year CIP on an annual basis, concurrent with the annual operations budget process.

Included below is a summary of the ten-year forecast, which will be evaluated for funding sources and prioritized by the BOMA later in the summer and early fall of 2016. It is provided for information purposes only, and is preliminary.





**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

**Appendices: Capital**

**Appendix B: CAPITAL PROJECTS**

City of Franklin, Tennessee  
*Capital Improvement Plan FY2017-2026*  
 FY 17 thru FY 26

**DEPARTMENT SUMMARY**

Department	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Fire	80,000	4,150,000	100,000								4,330,000
Parks	2,022,517	6,550,067	7,492,305	9,844,176	1,100,786	4,119,990	1,373,286	1,789,400	1,250,000	2,650,000	38,192,527
Project & Facilities Mgmt.					400,000	400,000	11,400,000	11,400,000	500,000		24,100,000
Stormwater	2,400,000	1,010,000	1,830,000			120,000	250,000	1,650,000			7,260,000
Streets	5,391,456	7,772,856	23,623,800	23,527,328	13,285,591	19,310,240	17,601,676	19,594,400	22,422,925	20,462,800	172,993,072
Traffic Ops. Center (TOC)	545,000	830,000	475,000	395,000	285,000	310,000	150,000				2,990,000
Water Management	8,765,000	4,623,500	7,225,000	4,620,000	4,653,000	5,548,000	820,000	285,000	110,000		36,649,500
<b>GRAND TOTAL</b>	<b>19,203,973</b>	<b>24,936,423</b>	<b>40,746,105</b>	<b>38,386,504</b>	<b>19,724,377</b>	<b>29,808,230</b>	<b>31,594,962</b>	<b>34,718,800</b>	<b>24,282,925</b>	<b>23,112,800</b>	<b>286,515,099</b>



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

### Appendices: Capital

#### Appendix C: Impact of Capital Improvements on the 2017 Operating Budget

Major capital investment projects are presented to the City's Capital Investment Committee and approved by the Board of Mayor & Aldermen after the committee's input. Especially during the recent economy, prioritization and detailed cost-benefit analysis have come to the forefront.

##### Capital Improvements Utilizing Bond Funds

Previously, the City's Board has approved several capital projects as its "top 10" priorities. The majority are road extensions and improvements. With these roadway improvements come the operating costs that will be needed to maintain them going forward. In the 2017 operating budget, there is \$1.8 million in the Street Aid Fund for roadway and sidewalk maintenance. This is supported entirely gasoline taxes. In its condition assessment report, the City's Street department has determined an annual amount of \$3.0 million is needed to adhere to a twelve-year replacement cycle. Additional roadway will have an impact beyond repayment of debt service by increasing the funding requirement for maintenance.

As part of the ongoing Capital Improvement Process and the construction of a future Capital Improvement Budget, issuing new bonds to finance necessary capital projects will likely happen. There is a planned issuance of \$15,000,000 for Hillsboro Road north which will happen in FY 2017, and is programmed within the City's Debt Service Fund. Future debt issuance will depend wholly upon the capacity of the City to service the debt, and that is governed by the City's Debt Service Policy, which can be found in Appendix E.

The projects the City will issue new debt for (besides Hillsboro Road north) have not been determined at this time.

##### Capital Improvements Utilizing Leasing

The City has utilized leasing as a means to acquire needed capital equipment over a period of years in lieu of full payment in the year of acquisition. This has allowed the City to provide funding for police and fire vehicles that may have needed to be delayed without the leasing option. Of course, the impact on future budgets is the leasing payments residing in those departmental operating budgets. Additional leasing is included in the 2017 budget. Proposed items for leasing are identified in Appendix A.

##### Capital Improvements Utilizing Federal and State Funding

Like many jurisdictions, the City utilized stimulus funding when it was available. This allowed the City to undertake improvements to its Traffic Operations Center that would not have been available likely for several years. The City's Transit Fund also benefited from access to these funds in acquiring vehicles and software needed to maintain transit operations. Additional assets in these areas will require future maintenance and insurance coverage.



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# *City of Franklin, Tennessee*

## **FY 2017 Operating Budget**

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### **APPENDICIES: Policies**

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The City has adopted financial policies related to investments, General Fund reserves, debt management, utilization of reserve funds, and cash receipting. The investment policy, updated in December 2011, provides for the primary objectives, in order of priority, of investment activities of non-pension funds shall be safety, liquidity, and return. The reserve policy established an emergency and cash flow reserve of a minimum of 33% of budgeted General Fund expenditures (which is forecast to be \$21.2 million in FY 2017). As of September 2014, the reserve policy also includes a capital funding reserve for fund balance in excess of 45% of budgeted General Fund expenditures (which is forecast to be \$9.1 million in FY 2017). The debt policy provides written guidance and restrictions for the amount and type of debt the City will issue, the issuance process, and the management of the debt portfolio. In August 2012, the City adopted a policy for the utilization and replacement of committed funds. In October 2014, the City adopted a pension funding policy. The City also adopted a cash receipting policy in November 2014. Finally, the City adopted documentation of internal controls in April 2015.

The City continues to explore adopting additional best practice financial policies including budgeting, revenues, economic development, enterprise risk management, capital improvements, and reserves for funds other than the General Fund.

The policies included herein in this appendices are those which most pertain to the budget process.

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Under this section is:

- **Policies**
  - **Appendix D – General Fund - Fund Balance Policy**
  - **Appendix E - Debt Management Policy**
  - **Appendix F – Utilization of Reserves Policy**



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**FY 2017 Operating Budget**

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*City of Franklin, Tennessee*  
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**Appendix D – Policies: General Fund - Fund Balance**

# CITY OF FRANKLIN

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T E N N E S S E E

## General Fund Fund Balance Policy

**Adopted by Board of Mayor & Aldermen, May 12, 2009**

**Addendum Adopted by Board of Mayor & Aldermen, August 28, 2012**

**Policy Update Adopted by Board of Mayor & Aldermen, September 23, 2014**



# *City of Franklin, Tennessee*

## **FY 2017 Operating Budget**

### **Appendix D – Policies: General Fund - Fund Balance**

#### **City of Franklin General Fund Fund Balance Policy**

##### **Objectives for Establishing the Fund Balance Policy**

The Fund Balance Policy is intended to provide guidelines during the preparation of and deliberations on the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls and to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The Fund Balance Policy should be established based upon a long-term perspective recognizing that stated thresholds are considered minimum balances. The objective of establishing and maintaining a Fund Balance Policy is for the City to be in a strong fiscal position that will be better able to weather negative economic trends. Factors for maintaining sufficient Fund Balance include the ability to:

- Maintain covenants of third party agreements;
- Provide funds for enacted Ordinances and Resolutions of the Board of Mayor and Aldermen;
- Mitigate State budget actions that may reduce City revenue;
- Absorb liability settlements;
- Mitigate economic downturns that the City may face in the future;
- Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies.
- Fund the City's expenditures and debt service payments during the first few months of the year before traditional revenues are realized;
- Fund non-recurring expenses identified as necessary by the Board of Mayor and Alderman
- Fund one-time capital expenses identified as necessary by the Board of Mayor and Alderman

**The Fund Balance** will consist of three funds: the Reserve Fund, the Designated Fund, and the Undesignated/Unreserved Fund:

- **The Reserve Fund** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all non-spendable and restricted components of fund balance are included within the Reserve Fund).*



## City of Franklin, Tennessee

### FY 2017 Operating Budget

#### Appendix D – Policies: General Fund - Fund Balance

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

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

#### **General Fund Replenishment Priorities (Priority order):**

1. Appropriate funds deposited into the Reserve Fund Account to meet all third party mandated requirements.
2. Funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes.
3. Thirty-three [33%] percent of the General Fund budgeted expenditures should be maintained in the Financial Stabilization Fund Account of the Undesignated/Unreserved Fund.
4. Funds in excess of forty-five [45%] percent of General Fund budgeted expenditures would be maintained in the *Capital Funding Account of the Undesignated/Unreserved Fund*.
5. All remaining funds other than those identified in 1 through 4 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.



## *City of Franklin, Tennessee*

### **FY 2017 Operating Budget**

#### **Appendix D – Policies: General Fund - Fund Balance**

##### **Objectives for Establishing the Funding Levels of the Financial Stabilization Account of the Undesignated/Unreserved Fund**

Maintaining a Financial Stabilization Account is not only a prudent fiscal management tool, but also an important factor in the analysis of financial stability. Governments should maintain a prudent level of financial resources to protect against service reductions or tax increases because of temporary revenue shortfalls or unanticipated one-time expenditures. A financial reserve may be used to address unanticipated revenue shortfalls or unforeseen expenditures, providing resources to avoid deficit spending and helping to maintain liquidity when budgeted overages become inevitable.

Maintaining a Financial Stabilization Account is among the most effective practices a government can apply to maintain a favorable credit rating. Fund balance reserve policy/cash flow reserves are among the most frequently implemented best financial management practices for governmental issuers. The accumulation of prudent reserves in more favorable economic times could be a resource to sustain the City in inevitable economic downturns or unforeseen/emergency expenditures. Such reserves assist the City in maintaining a stable credit outlook.

##### **Financial Stabilization Fund Subaccounts**

The Financial Stabilization Fund Account shall include six subaccounts: the Contingency Subaccount, the Emergency Subaccount, the Cash Flow Stabilization Subaccount, the Debt Service Subaccount and the Property/Casualty/Health Insurance Subaccount and the Other Post-Employment Benefits (OPEB) Subaccount.

###### **A. Contingency Subaccount**

The Contingency Subaccount is intended for unanticipated expenses or revenue shortfalls impacting programs already approved in conjunction with the current year's budget. The Contingency Subaccount shall not be used to fund new programs or positions added outside of the current year budget.

Funds in the Contingency Subaccount may be used towards expenses outside of the budget only as follows:

1. Prior year budget for a specific item that lapsed before the purchase.
2. A change in legislation creating an unfunded mandate.
3. Large unexpected retirement payouts
4. A technical correction of the original budget.

###### **B. Emergency Subaccount**

The Emergency Subaccount is intended for unforeseen urgent events. To utilize funds from the Emergency Subaccount, a finding by the Mayor, with confirmation by the Board of Alderman, of "urgent economic necessity" will be required, as well as a determination that no other viable sources of funds are available. A finding of urgent economic necessity would be based on a significant event, for example, a natural disaster or catastrophe.





## *City of Franklin, Tennessee*

### **FY 2017 Operating Budget**

#### **Appendix D – Policies: General Fund - Fund Balance**

##### **C. Cash Flow Stabilization Subaccount**

The Cash Flow Stabilization Subaccount is intended to provide reserves to mitigate deficiencies caused by the timing of cash inflows and cash outflows.

##### **D. Debt Service Subaccount**

The Debt Service Subaccount is intended to provide reserve funds for shortfalls in budgeted revenues intended for general obligation debt service payments or unexpected and unbudgeted expenditures related to general obligation debt service as well as any unbudgeted expenses related to the service and maintenance of the City's debt liabilities.

##### **E. Property/Casualty/Health Insurance Subaccount**

The City maintains insurance for property and employee/ retiree health insurance. This subaccount shall be established to meet the unanticipated Property/Casualty/Health Insurance claims of the city.

##### **F. Other Post Employment Benefits Obligation (OPEB) Subaccount**

The City records a liability related to the Other Post Employment Benefits Obligation (OPEB). This subaccount shall be established to meet the level of unfunded liability as determined by the City administrators. If a Trust Fund is later established pursuant to the OPEB liability, the OPEB Subaccount can be extinguished from the Financial Stabilization Fund Account.

#### **Sizing of Financial Stabilization Fund Account and Subaccounts**

The Financial Stabilization Fund Account shall be thirty-three [33%] percent of the General Fund budgeted expenditures. The amount placed in each of the subaccounts shall be determined as follows:

1. Contingency Subaccount shall be set at a minimum of five (5) percent of the General Fund budgeted expenditures.
2. Emergency Subaccount shall be set at a minimum of five (5) percent of the General Fund budgeted expenditures.
3. Cash Flow Stabilization Subaccount shall be set at a minimum of fourteen (14) percent of the General Fund budgeted expenditures.
4. Debt Service Subaccount shall be set at a minimum of three (3) percent of the General Fund budgeted expenditures.
5. The Property/Casualty/Health Insurance Subaccount shall be set at a minimum of four (4) percent of the General Fund budgeted expenditures.
6. The Other Post Employment Benefits Obligation (OPEB) Subaccount shall be set at a minimum of two (2) percent of the General Fund budgeted expenditures. If a Trust Fund is later established pursuant to the OPEB liability, the OPEB Subaccount can be



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

### **Appendix D – Policies: General Fund - Fund Balance**

extinguished from the Financial Stabilization Fund Account.

#### **Use of Financial Stabilization Fund Account**

The Financial Stabilization Account reserves should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. The City must evaluate the length and severity of the economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases that are required to achieve structural balance.

#### **Restoration of the Financial Stabilization Account and Subaccounts**

In fiscal years where it becomes necessary for the City to draw monies from the Financial Stabilization subaccounts wherein the subaccount(s) drops below the level stated above, the City will develop a plan to replenish these accounts to the required levels from net revenue surpluses in the subsequent year(s) until the balance is restored to the required level.

#### **Transfer of Additional Financial Stabilization Fund Account Funds**

Any funds in addition to the established minimum requirement at the end of each fiscal year shall be deposited into the Supplemental Reserve Account of the Undesignated/Unreserved Fund provided the financial requirements of the subaccounts are met and additional funds are not required.

#### **Use of the Capital Funding Account**

The Capital Funding Account should only be used to provide additional capital funding for projects included in the City's Capital Investment Plan (CIP). These funds would typically be transferred from the General Fund to a capital projects fund where project payments would be made.

#### **Restoration of the Capital Funding Account**

The Capital Funding Account would exist only as funds are available and not subject to formal restoration.



# *City of Franklin, Tennessee*

## **FY 2017 Operating Budget**

### Appendix D – Policies: General Fund - Fund Balance

#### **Fund Balance Policy Adoption**

The City's Fund Balance Policy shall be adopted by resolution by the Board of Mayor and Aldermen. The policy shall be reviewed by the approving authority and the same authority must approve any modifications. It is recommended that the policy be reviewed every four years, preferably during a non-election year and 6 months following the budget process. This policy will be managed and monitored by the Finance Department and report on the current and projected level of the reserve funds in conjunction with the budget process. If necessary, the Finance Director will present recommendations for any amendments, deletions, additions, improvements or clarification.



*City of Franklin, Tennessee*  
**FY 2017 Operating Budget**

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# *City of Franklin, Tennessee*

## **FY 2017 Operating Budget**

### **Appendix E – Debt Management Policy**

The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing seven years, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy attached on the ensuing pages is the most recent version reviewed and revised by the Board of Mayor and Alderman in March 2016.

# 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  
Revised 2016

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## **Introduction**

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.



## **City of Franklin Debt Management Policy**

### **I. Policy Statement**

In managing its debt, it is the City's policy to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage interest rate risk exposure

### **II. Goals & Objectives**

Debt policies and procedures are tools that ensure that financial resources are adequate to meet the City's long-term planning objectives. In addition, the Debt Management Policy ("Policy") helps to ensure that financings undertaken by the City satisfy certain clear objective standards which allow the City to protect its financial resources in order to meet its long-term capital needs. The adoption of clear and comprehensive financial policies enhances the internal financial management of the City.

The Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

- To guide the City and its managers in policy and debt issuance decisions
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management
- To protect the City's credit rating
- To ensure the legal use of City's debt issuance authority
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services
- To evaluate debt issuance options

### **III. Issuance Process**

The City charter, which was approved by private Act of the Tennessee Legislature as Chapter 126 in 1967, as amended, authorizes the City to issue general obligation bonds subject to the adoption of a bond resolution by the Board of Mayor and Aldermen. Other sections of the Tennessee Code Annotated and the Federal Tax Code may govern the issuance or structure of the City's bonds.

These provisions serve as a basis for the City's affordability guidelines described later in this policy.

#### **IV. Credit Quality and Credit Enhancement**

The City's debt management activities will be conducted to receive the highest credit ratings possible, consistent with the City's financing objectives. The Finance Director will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the City's debt. The Finance Director will provide the rating agencies with periodic updates of the general financial condition of the City. Full disclosure of operations and open lines of communication shall be maintained with the rating agencies. The City, together with the Financial Advisor, shall prepare presentations to the rating agencies to assist credit analysts in making an informed decision. The Finance Director shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies will be asked to provide such rating.

The City will make an annual credit presentation to the Board of Mayor and Aldermen, explaining the City's current rating, rating agency views on the City's performance and current items which may positively or adversely affect the City's General Obligation credit rating.

The City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancements:

##### **1. Bond Insurance**

The City may purchase bond insurance when such purchase is deemed prudent and advantageous for negotiated sales. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds. For competitive sales, the purchaser of the bonds will determine whether bond insurance will be used.

The City will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale, allow bidders to request bond insurance. In a negotiated sale, the City will select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine the provider of bond insurance.

##### **2. Letters of Credit**

The City may enter into a letter-of-credit (LOC) agreement when such an agreement is deemed prudent and advantageous. The City will prepare and distribute a request for qualifications to qualified banks or other qualified financial institutions which includes terms and conditions that are acceptable to the City.

#### **V. Debt Affordability**

The ratios and standards identified below are intended to provide guidelines which permit and facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations. The City shall consider the ability to repay debt as it relates to the total budget resources and the property tax base:

## Total Budget Resources

- Net Direct Debt divided by Operating Revenues  $\leq 3.00X$   
*As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.*
- Total Governmental Funds Debt Service as a percent of Expenditures  $\leq 25\%$   
*As defined by Standard & Poor's U.S. Local Governments General Obligation Ratings: Methodology and Assumptions dated September 12, 2013.*

## Property Tax Base

- Net Direct Debt as a percent of Full Value (Market or Taxable Value)  $\leq 1.75\%$   
*As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.*

As part of the City's effort to manage these metrics and the impact such have on the City's credit rating, the City, along with its Financial Advisor, will calculate the indicative ratings per Moody's and S&P's applicable local government criteria.

## VI. Bond Structure

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

### 1. Term

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

### 2. Capitalized Interest

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

### 3. Debt Service Structure

General Obligation debt issuance shall be planned to achieve relatively net level debt service or level principal amortization considering the City's outstanding debt obligations, while matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream. Debt which is supported by project revenues and is intended to be self-supporting will be structured to achieve level proportional coverage to expected available revenues.

**4. Call Provisions**

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

**5. Original Issuance Discount/Premium**

Bonds with original issuance discount/premium will be permitted.

**6. Deep Discount Bonds**

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

**7. Structured Products**

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

**VII. Types of Debt**

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

***Security Structure*****1. General Obligation 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.

The City's Financial Advisor shall not be permitted to bid on the City's competitive bond sale.

## **2. Negotiated Sale**

While the City prefers the use of a competitive process, the City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

- a. State prohibitions against negotiated sales,
- b. A structure which may require a strong pre-marketing effort such as a complex transaction or a "story" bond,
- c. Size of the issue which may limit the number of potential bidders,
- d. Market volatility is such that the City would be better served by flexibility in timing a sale,
- e. Whether the Bonds are issued as variable rate demand obligations,
- f. Whether an idea or financing structure is a proprietary product of a single firm.

The City's Financial Advisor shall not be permitted to serve as the underwriter on the City's negotiated bond sale.

## **3. Private Placement**

From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

The City's Financial Advisor shall not be permitted to purchase the City's debt through a private placement.

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

## **Senior Manager Selection**

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

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

## **Co-Manager Selection**

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

## **Selling Groups**



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

**Underwriter's Counsel**

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

**Underwriter's Discount**

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

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

**Evaluation of Underwriter Performance**

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

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

**Syndicate Policies**

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

**Designation Policies**

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

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

## **XII. Consultants**

### **Financial Advisor**

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

- Overall quality of the firm's proposal as an indicator of its probability for success.
- Relevant Financial Advisor experience with municipal government issuers and the public sector.
- Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing.
- Experience and demonstrated success as indicated by its listing of current major clients.
- The firm's professional reputation for integrity and compliance with state and federal law.
- Independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.
- Professional qualifications and experience of principal employees who will work for the City.
- Commitment to fair and equitable employment practices.
- 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.
- Perform annual credit/scorecard calculations using the applicable local government criteria as provided by Moody's and Standard & Poor's.
- Perform bi-annual review of the City's credit/scorecard calculations in comparison to peer cities.
- Conduct necessary analysis and feasibility studies relating to financing of City projects, including cash flows, sources and uses, and sensitivity analysis of variables in a financing, such as interest rate, maturities, and rate of principal redemption.
- Propose innovative financing techniques, which may assist the City in minimizing costs, simplifying debt financing or achieving the City's objectives.
- Provide consultation and research on tax issues faced by the City relative to the financing of public infrastructure.
- Advise the City in complying with and preparing continuing disclosure information pursuant to Security and Exchange Commission rules.
- Cooperate and confer with the City's Bond Counsel and other advisors retained by the City.
- Review all financing documents and advise the City's Finance Director accordingly.
- Undertake such additional actions as will lead to the prompt and successful delivery of the proceeds and the production and availability of bonds.
- Make recommendations on legislation, as requested, which may significantly affect the bond's cost of financing.

### **Conflict of Interest**

The City requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest. Specifically, underwriters shall clearly identify itself in writing as an underwriter and not a financial advisor from the earliest stages of its relationship with the City. The underwriter must clarify its primary role as a purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the City.

### **Bond Counsel**

The City shall enter into an engagement letter agreement with the legal counsel representing the City in a debt transaction. City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all legal requirements necessary for issuance, and a determination of the proposed debt's federal income tax status.

The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues.

#### **Disclosure by Financing Team Members**

All financing team members, and their associated costs to perform such services, either on an on-time or continued basis, will be required to provide full and complete disclosure to the City and its governing body. Any and all Financing Team Members shall also disclose agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

### **XIII. Disclosure**

The City will provide annual financial and economic information to the Electronic Municipal Market Access facility of the Municipal Securities Rulemaking Board. The City will also notify the MSRB of any of the following material events:

- Principal and interest payment delinquencies
- Nonpayment-related defaults
- Unscheduled draws on bond-related reserves
- Unscheduled draws on credit enhancements
- Substitution of credit or liquidity providers or the failure of performance on the part of a liquidity provider
- Adverse tax opinions or events affecting the tax-exempt status of any bonds
- Modifications to rights of bond holders
- Bond calls
- Defeasances
- Matters affecting collateral
- Rating changes

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the federal tax code.

### **XIV. Debt Policy Review**

The debt policy guidelines outlined herein are only intended to provide general direction regarding the future use and execution of debt, interest rate swaps and options. The City maintains the right to modify these guidelines and may make exceptions to any of them at any time to the extent that the execution of such debt, swap or option achieves City goals.

This policy will be reviewed no less frequently than annually. At that time the Finance Director will consider any recommendations for any amendments, deletions, additions, improvements or clarification.



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix F – Reserve Utilization Policy

#### General Fund Fund Balance Policy Addendum Order of Use of Funds

##### Stabilization Funds

Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. The City’s governing body has the authority to establish a Financial Stabilization Account that will be a **Committed Fund Balance**.

A Financial Stabilization Account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.) or financial stability.

For FY 2017 the City of Franklin projects to have \$21,168,790 in its stabilization account as follows:

<b>Urgent Event</b>	<b>Percent of Total 33%</b>	<b>Amount</b>
Contingency	5%	\$ 3,207,392
Emergency	5%	\$ 3,207,392
Cash Flow Stabilization	14%	\$ 8,980,699
Debt Service	3%	\$ 1,924,435
Property/Liability/Health	4%	\$ 2,565,914
Other Post Employment Benefits	<u>2%</u>	<u>\$ 1,282,957</u>
	33%	\$21,168,790

##### Authority to Commit Funds

The Board of Mayor and Aldermen has the authority to set aside funds for a specific purpose. Any funds set aside as Committed Fund Balance requires the passage of a resolution by a simple majority vote. The passage of a resolution must take place prior to June 30<sup>th</sup> of the applicable fiscal year. If the actual amount of the commitment is not available by June 30<sup>th</sup>, the resolution must state the process or formula necessary to calculate the actual amount as soon as information is available.

##### Default Order of Use of Funds

By default, when both restricted (by outside parties) and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it. When **committed (by the Board)**, assigned (usually by management) and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

##### Potential Use of Funds Resolution

The recognition of an urgent event must be established by the Board of Mayor and Aldermen or their designee (e.g. City Administrator). If established by the Board’s designee, the specific urgent event must be reported to the governing body at their next meeting.

Potential urgent events are:



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

### Appendix F – Reserve Utilization Policy

1. Disaster (flood, tornado, etc.) that funds must be expended prior to any potential reimbursement.
2. Health claims or other specific expenditures included within the stabilization fund exceeding a specified threshold. This would allow the stabilization funds in the General Fund to be used in cases of the specific expenditures exceed 10% of budgeted amount, or a specific amount such as \$100,000.

If due to an urgent event, funds are needed from the stabilization fund in excess of funds currently budgeted:

1. Anticipated funds in excess of budgeted funds will be temporarily deducted from the Stabilization fund.
2. After actual expenditures used are determined, a budget amendment will be submitted to the City's governing body to amend the budget for the excess funds used if unassigned funds are available.
3. In the event that unassigned funds are not available, the Board will replenish the Financial Stabilization Account balance to the established minimum level within four years in equal increments unless otherwise provided.

Date last reviewed: June 15, 2012

Updated numbers: May 2016



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TENNESSEE

*City of Franklin, Tennessee*  
**FY 2017 Operating Budget**

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**APPENDICIES: Operating Budget**

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Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I – Water & Sewer Forecasts (Operating & Capital) – FY 2018-2022**
  - **Appendix J - Pay Structure**



*City of Franklin, Tennessee*  
**FY 2017 Operating Budget**

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**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

**Appendix G: Budget by Accounts - General Fund**

		<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
						\$	%	
<b>Personnel</b>								
81110	REGULAR PAY	24,987,071	26,047,671	30,382,503	28,713,790	31,646,732	1,264,229	4.16%
81120	OVERTIME PAY	951,409	1,317,872	946,367	995,493	993,848	47,481	5.02%
81130	COURT OVERTIME PAY	87,020	110,068	103,097	118,239	121,000	17,903	17.37%
81150	TEMPORARY WORK BY NON-CITY EMPLOYEES	142,013	94,842	71,060	49,760	51,060	(20,000)	-28.15%
81160	CENSUS WORKERS	81,904					-	0.00%
81180	FIRE HOLIDAY PAY	289,921	273,906	317,314	317,314	317,988	674	0.21%
81199	VACANCY ADJUSTMENT			(1,022,619)		(1,043,390)	(20,771)	2.03%
<b>XWAGE</b>	<b>TOTAL WAGES</b>	<b>26,539,338</b>	<b>27,844,359</b>	<b>30,797,722</b>	<b>30,194,596</b>	<b>32,087,238</b>	<b>1,289,516</b>	<b>4.19%</b>
81210	MAYOR & ALDERMEN	104,087	129,160	129,267	129,267	129,267	-	0.00%
81220	CITY JUDGE	26,160	23,277	25,054	25,054	25,054	-	0.00%
81230	PLANNING COMMISSION & BOZA	10,676	9,650	14,708	14,708	14,708	-	0.00%
81250	JUDICIAL COMMISSION-WARRANTS	3,200	3,200	3,200	3,256	3,256	56	1.75%
<b>XOFF</b>	<b>TOTAL OFFICIALS FEES</b>	<b>144,123</b>	<b>165,287</b>	<b>172,229</b>	<b>172,285</b>	<b>172,285</b>	<b>56</b>	<b>0.03%</b>
81410	FICA (EMPLOYER'S SHARE)	1,932,714	2,166,960	2,244,770	2,215,036	2,294,390	49,620	2.21%
81420	MEDICAL PREMIUMS	5,408,165	6,180,804	7,546,171	7,075,522	8,283,169	736,998	9.77%
81430	GROUP INSURANCE PREMIUMS	497,828	517,798	545,640	579,243	546,991	1,351	0.25%
81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(1,435,074)	(1,644,166)	(1,620,377)	(1,624,900)	(1,787,972)	(167,595)	10.34%
81450	RETIREMENT CONTRIBUTIONS	3,202,447	2,089,183	2,243,496	2,276,230	2,915,391	671,895	29.95%
81455	DEFERRED COMP MATCH	122,475	177,909	174,501	211,273	234,616	60,115	34.45%
81460	UNEMPLOYMENT CLAIMS	12,424	8,953	16,000	5,500	16,351	351	2.19%
81470	WORKERS COMPENSATION PREMIUMS	221,572	264,497	272,304	261,063	288,113	15,809	5.81%
81475	WORKERS COMPENSATION CLAIMS	269,899	200,318	10,037	7,329	10,300	263	2.62%
81480	TOOL ALLOWANCE	6,107	3,176	6,000	6,000	7,000	1,000	16.67%
81481	CLOTHING ALLOWANCE	15,569	16,310	24,000	15,800	23,650	(350)	-1.46%
81482	CAR ALLOWANCE	19,754	18,923	19,100	16,824	19,100	-	0.00%
81490	MOVING EXPENSES		7,230				-	0.00%
<b>XBEN</b>	<b>TOTAL BENEFITS</b>	<b>10,273,880</b>	<b>10,007,895</b>	<b>11,481,642</b>	<b>11,044,920</b>	<b>12,851,099</b>	<b>1,369,457</b>	<b>11.93%</b>
<b>XPER</b>	<b>TOTAL PERSONNEL</b>	<b>36,957,341</b>	<b>38,017,541</b>	<b>42,451,594</b>	<b>41,411,801</b>	<b>45,110,622</b>	<b>2,659,028</b>	<b>6.26%</b>
<b>Operations</b>								
82110	MAILING & OUTBOUND SHIPPING SERVICES	43,575	39,534	46,917	42,730	45,777	(1,140)	-2.43%
82120	FREIGHT FOR INBOUND PURCHASED ITEMS	15,817	17,896	14,000	14,803	16,940	2,940	21.00%
82130	VEHICLE LICENSES & TITLES	3,408	3,163	2,816	1,908	3,167	351	12.46%
82140	VEHICLE TOW-IN SERVICES	6,138	9,369	6,981	13,465	13,645	6,664	95.46%
<b>XTRC</b>	<b>TOTAL TRANSPORTATION CHARGES</b>	<b>68,938</b>	<b>69,962</b>	<b>70,714</b>	<b>72,906</b>	<b>79,529</b>	<b>8,815</b>	<b>12.47%</b>
82210	PRINTING & COPYING SERVICES, OUTSOURCED	38,746	27,431	52,491	36,354	43,477	(9,014)	-17.17%
82230	ARCHIVING/RECORDS MANAGEMENT SERVICES	11,841	9,501	21,110	18,800	19,600	(1,510)	-7.15%
82240	TRANSCRIPTION FEES	18,875	18,090	22,000	11,233	18,265	(3,735)	-16.98%
82245	FINGERPRINTING FEES		60	60	60	160	100	166.67%
82250	TESTING & PHYSICALS	136,100	161,592	159,656	177,180	178,734	19,078	11.95%
82255	INVESTIGATIVE POLYGRAPHS	300	2,700		2,400	1,030	1,030	#DIV/0!
82260	UNIFORM RENTAL & SERVICES	30,741	32,064	28,780	32,680	28,701	(79)	-0.27%
82270	LANDFILL & BIOSOLIDS MANAGEMENT SERVICES	746		3,191	2,570	2,545	(646)	-20.24%
82280	LAB FEES		9,130	500	500	500	-	0.00%
82299	OTHER OPERATING SERVICES	8,477	8,873	8,235	7,385	7,130	(1,105)	-13.42%
<b>XOPSV</b>	<b>TOTAL OPERATING SERVICES</b>	<b>245,826</b>	<b>269,441</b>	<b>296,023</b>	<b>289,162</b>	<b>300,142</b>	<b>4,119</b>	<b>1.39%</b>
82310	LEGAL NOTICES	40,006	39,225	46,170	51,708	45,932	(238)	-0.52%
82320	CITY ELECTIONS	39,173		42,000	43,342		(42,000)	-100.00%
82330	CITIZENS ACADEMIES	17,848	10,951	19,890	15,825	19,953	63	0.32%
82340	LEADERSHIP RETREATS			8,510	8,510	8,520	10	0.12%
82350	DUES FOR MEMBERSHIPS	76,075	92,216	85,526	82,400	92,614	7,088	8.29%
82355	PROFESSIONAL STANDARDS / ACCREDITATION	7,235	21,725	16,549	25,770	17,360	811	4.90%
82360	PUBLIC RELATIONS & EDUCATION (CITY SPONSORI	73,153	61,851	88,160	111,742	101,036	12,876	14.61%
82370	PROMOTIONS & SPECIAL EVENTS (NOT CITY SPON	5,343	8,355	14,980	13,480	21,090	6,110	40.79%
82371	EMERGENCY RELIEF			106	1,065		(106)	-100.00%
82372	UNITED WAY CAMPAIGN	222		530	150	546	16	3.02%



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix G: Budget by Accounts - General Fund

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
						\$	%
82373 RECRUITMENT			25	25,082	13,325	13,300	53200.00%
82385 SPECIAL CENSUS	34,662				100,000	100,000	100.00%
82390 PUBLICATIONS, NON-TRAINING	42,440	37,709	40,261	40,892	36,771	(3,490)	-8.67%
<b>XNSP TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY</b>	<b>336,157</b>	<b>272,032</b>	<b>362,707</b>	<b>419,966</b>	<b>457,147</b>	<b>94,440</b>	<b>26.04%</b>
82410 ELECTRIC SERVICE	1,422,466	1,437,503	1,524,658	1,219,614	1,271,575	(253,083)	-16.60%
82415 ELECTRIC SERVICE-STREETLIGHTS	-	-	-	-	175,560	175,560	0.00%
82420 WATER & SEWER SERVICE	104,835	134,593	125,420	131,370	114,815	(10,605)	-8.46%
82430 STORMWATER SERVICE	29,771	26,156	31,581	21,494	22,765	(8,816)	-27.92%
82435 SOLID WASTE SERVICE	51,152	42,742	54,048	46,766	49,110	(4,938)	-9.14%
82440 NATURAL GAS SERVICE	65,989	71,358	62,562	41,755	53,270	(9,292)	-14.85%
82450 TELEPHONE SERVICE	90,015	93,347	96,342	67,348	70,212	(26,130)	-27.12%
82451 800 MHZ ACCESS LINE SERVICE	35,835	39,769	56,450	40,725	44,508	(11,942)	-21.16%
82455 CELLULAR TELEPHONE SERVICE	147,817	162,258	172,064	170,677	176,430	4,366	2.54%
82470 INTERNET & RELATED SERVICES	46,691	50,671	38,075	45,948	38,421	346	0.91%
82480 9-1-1 CHARGES	86,492	83,727	85,000	87,370	87,370	2,370	2.79%
82481 CDPD CHARGES	65,953	74,854	60,000	82,200	82,200	22,200	37.00%
82483 CONNECTION CHARGES				300	2,000	2,000	0.00%
<b>XUTIL TOTAL UTILITIES</b>	<b>2,147,016</b>	<b>2,216,978</b>	<b>2,306,200</b>	<b>1,955,567</b>	<b>2,188,236</b>	<b>(117,964)</b>	<b>-5.12%</b>
82510 COMPUTER SERVICES	1,259,045	1,662,115	1,483,530	1,594,387	1,596,513	112,983	7.62%
82520 LEGAL SERVICES	178,539	54,399	64,915	62,932	63,980	(935)	-1.44%
82530 AUDIT SERVICES	24,250	24,500	47,500	47,500	48,000	500	1.05%
82540 ENGINEERING SERVICES	53,517	87,429	580,150	480,150	630,200	50,050	8.63%
82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES	-	45,276	-	-	-	-	0.00%
82560 CONSULTANT SERVICES	219,509	304,072	646,367	512,018	450,550	(195,817)	-30.30%
82599 OTHER CONTRACTUAL SERVICES	74,541	156,621	183,653	157,935	200,693	17,040	9.28%
<b>XCTS TOTAL CONTRACTUAL SERVICES</b>	<b>1,809,401</b>	<b>2,334,412</b>	<b>3,006,115</b>	<b>2,854,922</b>	<b>2,989,936</b>	<b>(16,179)</b>	<b>-0.54%</b>
82610 VEHICLE REPAIR & MAINTENANCE SERVICES	780,105	688,355	640,980	685,219	693,530	52,550	8.20%
82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES	382,106	485,460	503,970	417,086	474,165	(29,805)	-5.91%
82640 PAVING & REPAIR SERVICES	79,966	54,271	5,000	5,000	114,750	109,750	2195.00%
82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES	27,140	12,411	13,500	13,500	14,400	900	6.67%
82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES	18,170	2,106	5,500	5,000	5,700	200	3.64%
82643 SIGN MAINTENANCE SERVICES	4,637	900	7,400	7,400	10,030	2,630	35.54%
82647 SIDEWALK REPAIR	-	-	-	-	-	-	0.00%
82649 FIBER OPTIC SERVICE	10,724	52,210	-	-	-	-	0.00%
82650 PARK & FIELD MAINTENANCE SERVICES	37,945	32,321	15,450	28,000	30,000	14,550	94.17%
82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICE	6,421	20,971	12,000	22,955	16,180	4,180	34.83%
82652 LANDSCAPING SERVICES	15,049	16,600	19,824	19,355	22,160	2,336	11.78%
82653 IRRIGATION SERVICES	10,484	3,303	6,055	8,585	6,950	895	14.78%
82654 GROUNDS MAINTENANCE SERVICES	3,140	1,108	7,253	3,000	13,336	6,083	83.87%
82655 TREE SERVICES	6,095	3,200	12,000	8,000	7,500	(4,500)	-37.50%
82660 BUILDING REPAIR & MAINTENANCE SERVICES	510,576	750,177	625,780	369,201	403,041	(222,739)	-35.59%
82699 OTHER REPAIR & MAINTENANCE SERVICES	32,591	12,693	7,000	9,500	9,255	2,255	32.21%
<b>XRMSV TOTAL REPAIR &amp; MAINTENANCE SERVICES</b>	<b>1,925,149</b>	<b>2,136,086</b>	<b>1,881,712</b>	<b>1,601,801</b>	<b>1,820,997</b>	<b>(60,715)</b>	<b>-3.23%</b>
82710 RETIREMENT SERVICES	7,650			5,500		-	0.00%
82720 TUITION ASSISTANCE PROGRAM	102,877	82,682	110,000	110,000	110,000	-	0.00%
82730 EMPLOYEE ASSISTANCE PROGRAM	14,638	15,092	20,000	20,000	18,000	(2,000)	-10.00%
82740 EMPLOYEE WELLNESS PROGRAM	14,414	12,477	24,000	22,000	26,000	2,000	8.33%
82750 EMPLOYEE RECOGNITION/RECEPTIONS	31,500	21,714	39,187	34,657	39,896	709	1.81%
82760 SAFETY PROGRAMS	48,236	36,335	52,000	42,000	52,060	60	0.12%
82780 TRAINING, OUTSIDE	213,721	188,959	321,762	276,505	320,998	(764)	-0.24%
82790 TRAINING, IN-HOUSE	20,671	44,891	73,150	69,480	67,398	(5,752)	-7.86%
<b>XEPG TOTAL EMPLOYEE PROGRAMS</b>	<b>453,707</b>	<b>402,150</b>	<b>640,099</b>	<b>580,142</b>	<b>634,352</b>	<b>(5,747)</b>	<b>-0.90%</b>
82810 REGISTRATIONS	86,540	106,039	141,265	134,978	155,437	14,172	10.03%
82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSC)	19,388	16,503	24,297	22,665	24,117	(180)	-0.74%
82830 AIR TRAVEL	23,955	25,382	64,057	44,376	65,627	1,570	2.45%
82840 LODGING	67,439	70,063	110,244	99,847	116,494	6,250	5.67%
82850 MEALS (OUTSIDE WILLIAMSON COUNTY)	14,547	12,952	45,541	36,719	46,192	651	1.43%
82890 OTHER TRAVEL EXPENSES	4,471	1,867	2,795	3,027	18,854	16,059	574.56%
<b>XPDT TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL</b>	<b>216,340</b>	<b>232,806</b>	<b>388,199</b>	<b>341,612</b>	<b>426,721</b>	<b>38,522</b>	<b>9.92%</b>



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix G: Budget by Accounts - General Fund

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
						\$	%
83110 OFFICE SUPPLIES	96,286	111,220	116,685	114,429	113,556	(3,129)	-2.68%
83120 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	2,898	2,002	10,130	9,970	8,060	(2,070)	-20.43%
83130 EMPLOYEE BENEVOLENCE ITEMS	3,498	2,773	4,720	7,963	4,715	(5)	-0.11%
83140 MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	62,648	76,668	59,390	66,354	68,348	8,958	15.08%
<b>XOFS TOTAL OFFICE SUPPLIES</b>	<b>165,330</b>	<b>192,663</b>	<b>190,925</b>	<b>198,716</b>	<b>194,679</b>	<b>3,754</b>	<b>1.97%</b>
83210 TRAINING SUPPLIES	32,108	19,961	43,761	39,965	42,131	(1,630)	-3.72%
83220 CHEMICALS & LAB SUPPLIES	443	710	1,000	1,000	1,000	-	0.00%
83230 PARKS SUPPLIES	(14,608)	(3,824)	-	-	-	-	0.00%
83240 MEDICAL SUPPLIES	35,611	36,583	26,932	31,192	26,903	(29)	-0.11%
83250 SAFETY SUPPLIES	29,849	38,381	39,353	38,643	36,960	(2,393)	-6.08%
83260 UNIFORMS PURCHASED	148,059	215,876	191,840	165,395	203,833	11,993	6.25%
83265 UNIFORMS, SPECIALIZED	151,923	146,596	99,100	107,250	147,353	48,253	48.69%
83270 CONSUMABLE TOOLS	16,121	21,404	21,960	21,610	21,970	10	0.05%
83280 FIREARMS & RELATED SUPPLIES	45,526	39,055	40,800	40,800	41,412	612	1.50%
83281 AMMUNITION	108,922	(30,640)	76,500	76,500	77,648	1,148	1.50%
83282 EVIDENCE SUPPLIES	7,163	7,694	3,142	3,250	3,174	32	1.02%
83290 SOLID WASTE CONTAINERS	846	1,744	2,000	4,000	4,000	2,000	100.00%
83299 OTHER OPERATING SUPPLIES	125,345	102,707	87,127	82,701	127,280	40,153	46.09%
<b>XOPS TOTAL OPERATING SUPPLIES</b>	<b>687,308</b>	<b>596,247</b>	<b>633,515</b>	<b>612,306</b>	<b>733,664</b>	<b>100,149</b>	<b>15.81%</b>
83310 GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSC)	653,029	499,319	594,741	445,480	425,007	(169,734)	-28.54%
83315 FUEL HEDGING COSTS	(10,790)	178,732	-	250,000	-	-	0.00%
83320 MILEAGE (INSIDE WILLIAMSON COUNTY)	9,760	1,103	2,020	2,074	2,770	750	37.13%
<b>XFUEL TOTAL FUEL &amp; MILEAGE</b>	<b>651,999</b>	<b>679,154</b>	<b>596,761</b>	<b>697,554</b>	<b>427,777</b>	<b>(168,984)</b>	<b>-28.32%</b>
83510 FURNITURE, FIXTURES (<\$25,000)	62,169	94,833	83,460	58,117	118,620	35,160	42.13%
83520 VEHICLES (<\$25,000)	36,597	89,881	-	10,805	10,000	10,000	0.00%
83530 MACHINERY & EQUIPMENT (<\$25,000)	480,603	605,364	657,398	534,098	388,848	(268,550)	-40.85%
83540 COMPUTER HARDWARE (<\$25,000)	574,962	317,145	715,680	702,831	848,294	132,614	18.53%
83550 COMPUTER SOFTWARE (<\$25,000)	231,168	136,277	108,980	94,865	177,683	68,703	63.04%
<b>XMEU TOTAL MACHINERY &amp; EQUIPMENT (&lt;\$25,000)</b>	<b>1,385,499</b>	<b>1,243,500</b>	<b>1,565,518</b>	<b>1,400,716</b>	<b>1,543,445</b>	<b>(22,073)</b>	<b>-1.41%</b>
83610 VEHICLE PARTS & SUPPLIES	330,771	392,998	424,700	560,471	573,775	149,075	35.10%
83611 REIMBURSEMENT FOR FLEET MAINT	(882,754)	(940,425)	(990,000)	(1,195,323)	(1,200,000)	(210,000)	21.21%
83620 EQUIPMENT PARTS & SUPPLIES	399,601	428,031	432,475	576,209	541,035	108,560	25.10%
83630 FIRE HYDRANT SUPPLIES	3,451	168	5,000	5,000	5,000	-	0.00%
83640 PAVING & REPAIR SUPPLIES	39,404	56,824	110,800	110,800	118,030	7,230	6.53%
83641 TRAFFIC SIGNAL PARTS & SUPPLIES	253,559	80,343	123,850	123,850	126,337	2,487	2.01%
83642 STREETLIGHT PARTS & SUPPLIES	66,134	31,324	38,800	38,800	40,140	1,340	3.45%
83643 SIGN SUPPLIES	(4,626)	36,125	31,480	31,980	33,355	1,875	5.96%
83649 FIBER OPTIC SUPPLIES	343	15,881	130,000	137,000	300,000	170,000	130.77%
83650 PARK & FIELD MAINTENANCE SUPPLIES	81,387	71,626	70,000	70,000	78,000	8,000	11.43%
83651 PARK & FIELD ELECTRICAL SUPPLIES	6,953	1,640	8,760	9,960	14,030	5,270	60.16%
83652 LANDSCAPING SUPPLIES	70,997	85,753	110,050	112,050	121,880	11,830	10.75%
83653 IRRIGATION SUPPLIES	1,000	35,643	9,800	23,750	21,200	11,400	116.33%
83654 GROUNDS MAINTENANCE SUPPLIES	554	3,793	5,654	8,475	8,330	2,676	47.33%
83655 TREE SUPPLIES	177	11,285	6,200	6,200	6,510	310	5.00%
83656 GRAFFITI REMOVAL SUPPLIES	-	294	200	200	200	-	0.00%
83660 BUILDING MAINTENANCE SUPPLIES	185,080	171,679	235,725	231,785	233,050	(2,675)	-1.13%
83690 DOG PARK SUPPLIES	-	-	1,500	1,500	1,545	45	3.00%
83699 OTHER REPAIR & MAINTENANCE PARTS & SUPPLI	14,719	140,352	12,212	3,990	9,253	(2,959)	-24.23%
<b>XRMS TOTAL REPAIR &amp; MAINTENANCE SUPPLIES</b>	<b>566,750</b>	<b>623,334</b>	<b>767,206</b>	<b>856,697</b>	<b>1,031,670</b>	<b>264,464</b>	<b>34.47%</b>
84110 K-9 OPERATIONS	11,038	8,569	15,300	10,000	15,530	230	1.50%
84111 CID OPERATIONS	19,258	7,801	11,220	11,220	11,388	168	1.50%
84112 CID VICE OPERATIONS	226	359	-	593	-	-	0.00%
84113 SRT OPERATIONS	14,424	14,264	12,750	14,000	12,941	191	1.50%
84117 INCIDENT COMMAND UNIT	1,567	3,920	2,040	-	2,071	31	1.52%
84118 SEX OFFENDER REGISTRY COSTS	882	496	408	400	414	6	1.47%
84119 LICENSE SEIZURE COSTS	2,790	4,036	-	-	-	-	0.00%
84121 CENTURY COURT FIRING RANGE OPERATIONS	20,034	9,750	10,200	10,200	10,353	153	1.50%
84122 CIRT OPERATIONS	15,970	9,659	17,500	5,000	17,763	263	1.50%





# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix G: Budget by Accounts - General Fund

	<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
						\$	%
84123 DIVE TEAM OPERATIONS	4,595	2,147	2,000	1,000	2,030	30	1.50%
84124 EXTRADITION EXPENSES	1,056	940	1,020	1,000	1,035	15	1.47%
84125 MOUNTED PATROL OPERATIONS	1,402	246	-	-	-	-	0.00%
84210 CENTURY COURT TRAINING CENTER OPERATIONS	1,656	410	10,000	3,000	10,000	-	0.00%
84550 STUDIO PRODUCTION	4,847	165	4,100	4,100	4,200	100	2.44%
84620 TREE BANK COSTS	16,638	40,465	156,049	-	75,000	(81,049)	-51.94%
84920 2ND AVE PARKING GARAGE OPERATIONS	-	17,425	18,365	250	250	(18,115)	-98.64%
84930 4TH AVE PARKING GARAGE OPERATIONS	-	-	515	400	500	(15)	-2.91%
84950 GRANT PROGRAMS	63,376	140,657	1,724,636	1,493,081	248,443	(1,476,193)	-85.59%
84951 ARRA#1 - JUSTICE ASSISTANCE	-	12,607	-	-	-	-	0.00%
<b>XOPU TOTAL OPERATIONAL UNITS</b>	<b>179,759</b>	<b>273,912</b>	<b>1,986,103</b>	<b>1,554,244</b>	<b>411,918</b>	<b>(1,574,185)</b>	<b>-79.26%</b>
85110 PROPERTY INSURANCE	89,477	102,408	102,717	188,550	179,347	76,630	74.60%
85112 INLAND MARINE INSURANCE	74,740	74,245	82,937	12,472	16,670	(66,267)	-79.90%
85113 AUTO PHYSICAL DAMAGE	21,632	19,683	21,142	19,630	21,442	300	1.42%
85115 LIABILITY INSURANCE	158,773	368,653	377,064	367,895	429,527	52,463	13.91%
85116 E&O LIABILITY INSURANCE	97,331	44,478	313	-	147	(166)	-53.04%
85117 VEHICLE LIABILITY INSURANCE	180,708	168,805	185,154	170,806	205,930	20,776	11.22%
85118 LAW ENFORCEMENT LIABILITY INSURANCE	150,683	-	895	-	-	(895)	-100.00%
85119 UMBRELLA LIABILITY	-	-	32,380	32,849	34,655	2,275	7.03%
85120 PROPERTY DAMAGE COSTS	(18,369)	12,095	2,076	79,430	52,351	50,275	2421.72%
85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES	-	(3,987)	-	(1,285)	-	-	0.00%
85125 LIABILITY CLAIMS/DEDUCTIBLES	13,899	25,850	12,105	20,605	12,710	605	5.00%
85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLES	29,529	16,769	11,045	5,804	5,507	(5,538)	-50.14%
85128 LAW ENFORCEMENT LIABILITY CLAIMS/DEDUCTIB	4,264	36,837	3,972	3,972	4,171	199	5.01%
85140 SURETY/NOTARY BONDS	287	903	1,100	1,213	1,214	114	10.36%
<b>XPLC TOTAL PROPERTY &amp; LIABILITY COSTS</b>	<b>802,954</b>	<b>866,739</b>	<b>832,900</b>	<b>901,941</b>	<b>963,671</b>	<b>130,771</b>	<b>15.70%</b>
85210 BUILDING & OFFICE RENTAL	-	5,276	-	-	-	-	0.00%
85220 PROPERTY TAX-RENTAL PROPERTY	-	-	450	350	460	10	2.22%
85240 EQUIPMENT RENTAL & LEASES	17,779	21,965	33,895	35,095	38,080	4,185	12.35%
85250 STORAGE RENTAL	5,677	6,042	5,253	5,001	5,253	-	0.00%
85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)	160	-	-	-	-	-	0.00%
85270 POST OFFICE BOX RENTAL	-	-	-	500	500	500	0.00%
<b>XRENT TOTAL RENTALS</b>	<b>23,616</b>	<b>33,283</b>	<b>39,598</b>	<b>40,946</b>	<b>44,293</b>	<b>4,695</b>	<b>11.86%</b>
85310 PERMITS	907	5,084	5,540	12,600	10,100	4,560	82.31%
85320 STATE FEES	11,412	14,079	20,175	19,718	23,850	3,675	18.22%
85325 FEDERAL FEES	2,500	103,952	270	74,806	275	5	1.85%
85330 UTILITY DISTRICT FEES	125,570	143,978	54,300	54,300	36,000	(18,300)	-33.70%
85340 RECORDING & FILING FEES	1,212	1,205	6,280	5,840	5,840	(440)	-7.01%
<b>XPERM TOTAL PERMITS</b>	<b>141,601</b>	<b>268,298</b>	<b>86,565</b>	<b>167,264</b>	<b>76,065</b>	<b>(10,500)</b>	<b>-12.13%</b>
85510 BANKING FEES	33,196	34,600	39,000	37,080	38,500	(500)	-1.28%
85520 INVESTMENT FEES	35,112	30,000	30,000	30,000	30,000	-	0.00%
85525 FINANCIAL ADVISOR FEES	16,224	16,000	16,500	16,000	16,000	(500)	-3.03%
85530 E-COMMERCE FEES	1,001	3,049	3,790	5,945	6,150	2,360	62.27%
85540 BILLING SERVICES	188,128	190,612	245,000	245,000	240,000	(5,000)	-2.04%
85550 CASH SHORT/OVER	120	-	100	-	-	(100)	-100.00%
85555 PROPERTY TAX BILLING SERVICES	113,232	115,616	121,700	117,484	122,000	300	0.25%
85560 PRIOR YEAR TAX WRITE-OFFS	897	-	-	-	-	-	0.00%
85570 BAD DEBT EXPENSE (NET OF RECOVERIES)	7,937	5,990	7,400	7,400	7,750	350	4.73%
85580 LATE CHARGES	109	63	-	-	-	-	0.00%
85590 BOND COMPLIANCE	-	-	500	500	500	-	0.00%
<b>XFLF TOTAL FINANCIAL FEES</b>	<b>395,956</b>	<b>395,930</b>	<b>463,990</b>	<b>459,409</b>	<b>460,900</b>	<b>(3,090)</b>	<b>-0.67%</b>
85990 MISCELLANEOUS	408,665	3,549	5,660	1,125	7,728	2,068	36.54%
<b>XOBE TOTAL OTHER BUSINESS EXPENSES</b>	<b>408,665</b>	<b>3,549</b>	<b>5,660</b>	<b>1,125</b>	<b>7,728</b>	<b>2,068</b>	<b>36.54%</b>
86600 LEASE/LOAN PRINCIPAL	1,046,540	1,697,589	2,132,606	1,949,165	2,331,148	198,542	9.31%
86700 LEASE/LOAN INTEREST	50,540	46,705	49,610	44,953	49,835	225	0.45%
86800 LEASE FEES	-	-	-	536,713	462,474	462,474	100.00%
<b>XDSV TOTAL DEBT SERVICE</b>	<b>1,097,080</b>	<b>1,744,294</b>	<b>2,182,216</b>	<b>2,530,831</b>	<b>2,843,457</b>	<b>661,241</b>	<b>30.30%</b>



**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

**Appendix G: Budget by Accounts - General Fund**

		<u>Actual 2014</u>	<u>Actual 2015</u>	<u>Budget 2016</u>	<u>Estd 2016</u>	<u>Budget 2017</u>	<u>Difference 16' vs. 17'</u>	
							\$	%
87110	CONTRACTED SERVICES	128,283	105,583	147,271	154,698	161,082	13,811	9.38%
87120	APPROPRIATIONS TO GOVERNMENTS	186,134	272,585	192,839	192,839	209,800	16,961	8.80%
87130	APPROPRIATIONS TO CIVIC ORGANIZATIONS	168,242	168,242	183,242	183,242	198,242	15,000	8.19%
<b>XAPP</b>	<b>TOTAL APPROPRIATIONS</b>	<b>482,659</b>	<b>546,410</b>	<b>523,352</b>	<b>530,779</b>	<b>569,124</b>	<b>45,772</b>	<b>8.75%</b>
87510	REIMB OF INTERFUND SERVICES	(2,355,000)	(2,575,478)	(2,597,247)	(2,597,249)	(2,707,180)	(109,933)	4.23%
<b>XREIMB</b>	<b>TOTAL INTERFUND SERVICES REIMBURSEMENT</b>	<b>(2,355,000)</b>	<b>(2,575,478)</b>	<b>(2,597,247)</b>	<b>(2,597,249)</b>	<b>(2,707,180)</b>	<b>(109,933)</b>	<b>4.23%</b>
88020	TRANSFER TO STREET AID & TRANSPORTATION	739,965					-	0.00%
88030	TRANSFER TO SANITATION	1,208,148	500,000				-	0.00%
88040	TRANSFER TO ROAD IMPACT	60,933					-	0.00%
88085	TRANSFER TO IN LIEU OF PARKLAND FUND		2,280,119				-	0.00%
88090	TRANSFER TO TRANSIT FUND	843,182	683,110	543,569	543,569	963,956	420,387	77.34%
<b>XTRAN</b>	<b>TOTAL TRANSFERS</b>	<b>2,852,228</b>	<b>3,463,229</b>	<b>543,569</b>	<b>543,569</b>	<b>963,956</b>	<b>420,387</b>	<b>77.34%</b>
<b>XOP</b>	<b>TOTAL OPERATIONS</b>	<b>14,688,938</b>	<b>16,288,930</b>	<b>16,772,400</b>	<b>16,014,926</b>	<b>16,462,227</b>	<b>(310,173)</b>	<b>-1.85%</b>
<b>Capital</b>								
89110	LAND ACQUIRED	111,511					-	0.00%
<b>XLAND</b>	<b>TOTAL LAND</b>	<b>111,511</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
89220	BUILDING DESIGN & CONSTRUCTION				36,559	250,000	250,000	100.00%
89230	BUILDING IMPROVEMENTS	2,400		46,350			(46,350)	-100.00%
<b>XBLDG</b>	<b>TOTAL BUILDINGS</b>	<b>2,400</b>	<b>-</b>	<b>46,350</b>	<b>36,559</b>	<b>250,000</b>	<b>203,650</b>	<b>439.37%</b>
89310	PARKS & RECREATION FACILITIES	62,338		26,000	26,000		(26,000)	-100.00%
<b>XIMPR</b>	<b>TOTAL IMPROVEMENTS</b>	<b>62,338</b>	<b>-</b>	<b>26,000</b>	<b>26,000</b>	<b>-</b>	<b>(26,000)</b>	<b>-100.00%</b>
89460	SIDEWALKS	29,255	26,470				-	0.00%
89470	TRAFFIC SIGNALS	15,791	235,315				-	0.00%
<b>XINFR</b>	<b>TOTAL INFRASTRUCTURE</b>	<b>45,046</b>	<b>261,785</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
89520	VEHICLES (>\$25,000)		119,866	18,500			(18,500)	-100.00%
89530	MACHINERY & EQUIPMENT (>\$25,000)	246,544	(48,989)	2,216,850	403,857	2,300,000	83,150	3.75%
89531	MACHINERY & EQUIPMENT (>25,000) NON-GRAN	1,200					-	0.00%
89540	COMPUTER HARDWARE (>\$25,000)	41,675					-	0.00%
89550	COMPUTER SOFTWARE (>\$25,000)	937,177	95,138	84,500	59,500	25,000	(59,500)	-70.41%
<b>XMEO</b>	<b>TOTAL MACHINERY &amp; EQUIPMENT (&gt;\$25,000)</b>	<b>1,226,596</b>	<b>166,015</b>	<b>2,319,850</b>	<b>463,357</b>	<b>2,325,000</b>	<b>5,150</b>	<b>0.22%</b>
<b>XCAP</b>	<b>TOTAL CAPITAL</b>	<b>1,447,891</b>	<b>427,800</b>	<b>2,392,200</b>	<b>525,916</b>	<b>2,575,000</b>	<b>182,800</b>	<b>7.64%</b>
<b>XTOT</b>	<b>TOTAL EXPENDITURES</b>	<b>53,094,170</b>	<b>54,734,271</b>	<b>61,616,194</b>	<b>57,952,643</b>	<b>64,147,849</b>	<b>2,531,655</b>	<b>4.11%</b>



*City of Franklin, Tennessee*  
**FY 2017 Operating Budget**

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**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

**Appendix H : Program Enhancement Requests** **Final**

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
<b>Parks</b>						
1	Parks Programming Specialist - Full Time	\$ 39,414	\$ 11,824	\$ 37,461	\$ 88,699	\$ 88,699
2	Parks Programming Specialist - Part-Time	\$ 26,119	\$ -	\$ 5,844	\$ 31,963	\$ -
3	Parks Programming Specialist - Seasonal	\$ 26,647		\$ 6,790	\$ 33,437	\$ -
4	Administrative Assistant	\$ 38,069	\$ 11,421	\$ 3,293	\$ 52,783	\$ 52,783
5	SUV Vehicle	\$ -	\$ -	\$ 31,138	\$ 31,138	\$ -
6	Heavy Duty Truck	\$ -	\$ -	\$ 46,500	\$ 46,500	\$ 16,198
7	Eastern Flank Furnishings	\$ -	\$ -	\$ 38,100	\$ 38,100	\$ 20,000
8	Bobcat	\$ -	\$ -	\$ 54,950	\$ 54,950	\$ -
9	Forklift	\$ -	\$ -	\$ 24,311	\$ 24,311	\$ 24,311
10	Harlinsdale Farm Park Gate Closures	\$ -	\$ -	\$ 56,863	\$ 56,863	\$ -
11	Fleming Parking Lot Lighting	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 20,000
12	FSSD & COF Property Master Plan	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000
<b>Total</b>		<b>\$ 130,249</b>	<b>\$ 23,245</b>	<b>\$ 380,250</b>	<b>\$ 533,744</b>	<b>\$ 256,991</b>
<i>(+/- 4.75 FTE)</i>						<i>(+1 FTE)</i>

<b>Fire</b>						
1	4 New Hires for Station 7	\$ 176,804	\$ 53,041	\$ 26,493	\$ 256,339	\$ -
2	Fiscal Analyst	\$ 20,967	\$ -	\$ 1,500	\$ 22,467	\$ 22,467
3*	Priority Dispatch / Emergency Fire Dispatch Software	\$ -	\$ -	\$ 90,005	\$ 90,005	\$ -
4	Three Additional Battalion Chief Positions	\$ 241,470	\$ 72,441	\$ 20,656	\$ 334,567	\$ -
5*	Stipend for AOS and Training Captain	\$ 10,630	\$ 3,189	\$ -	\$ 13,819	\$ -
6*	Target Solutions Software	\$ -	\$ -	\$ 13,315	\$ 13,315	\$ -
7	Apparatus Vehicle Camera System	\$ -	\$ -	\$ 24,500	\$ 24,500	\$ -
8	Three SWAT Medics	\$ 5,520	\$ -	\$ -	\$ 5,520	\$ -
9	Add Three (3) Fire Safety Officers	\$ 170,115	\$ 51,035	\$ 23,574	\$ 244,724	\$ -
10	Reclassification of Assistant Fire Marshal	\$ 8,558	\$ -	\$ -	\$ 8,558	\$ -
11	MedVaults	\$ -	\$ -	\$ 22,000	\$ 22,000	\$ -
12	Rope Rescue Equipment	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -
13	Large Highway Vehicle Stabilization Kit	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -
14	MDT's for Deputy Chiefs	\$ -	\$ -	\$ 17,990	\$ 17,990	\$ -
F1	Engine for Station 7 (FAC TAX)	\$ -	\$ -	\$ 569,000	\$ 569,000	\$ -
F2	Additional Battalion Chief Vehicle and Equipment (FAC TAX)	\$ -	\$ -	\$ 79,450	\$ 79,450	\$ -
F3	Technical Rescue Equipment (FAX TAX)	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 75,000
F4	Training Center Addition (FAC TAX)	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -
F5	Two Tornado Sirens (FAC TAX)	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
<b>Total</b>		<b>\$ 634,064</b>	<b>\$ 179,706</b>	<b>\$ 1,163,483</b>	<b>\$ 1,977,254</b>	<b>\$ 127,467</b>
<i>(+10 FTE)</i>						<i>(+/- 0 FTE)</i>

<b>Police</b>						
1	Marked Patrol Units	\$ -	\$ -	\$ 1,209,000	\$ 1,209,000	\$ 168,454
2	Unmarked Units	\$ -	\$ -	\$ 480,000	\$ 480,000	\$ 33,440
3	Vehicle Maintenance	\$ -	\$ -	\$ 87,800	\$ 87,800	\$ -
4	Rifle Plates (Body Armor)	\$ -	\$ -	\$ 39,000	\$ 39,000	\$ 39,000
5	Crime Analyst	\$ 60,981	\$ 18,294	\$ -	\$ 79,275	\$ 79,275
6*	Police Identifying Vests	\$ -	\$ -	\$ 13,000	\$ 13,000	\$ -
7	Traffic Sergeant	\$ 54,205	\$ 16,262	\$ -	\$ 70,467	\$ -
8	Window Security Film	\$ -	\$ -	\$ 14,700	\$ 14,700	\$ -
9	Records Phone Recorder	\$ -	\$ -	\$ 9,700	\$ 9,700	\$ -
10	Automated External Defibrillators	\$ -	\$ -	\$ 7,900	\$ 7,900	\$ 7,900
11	Radars	\$ -	\$ -	\$ 3,600	\$ 3,600	\$ -

\*Funded within FY 2016 Budget



**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

Appendix H : Program Enhancement Requests						Final
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
<b>Total</b>		\$ 115,186	\$ 34,556	\$ 1,864,700	\$ 2,014,442	\$ 328,069
		(+2 FTE)				(+1 FTE)
<b>Streets - Maintenance</b>						
1	Road Inspector (P/T)	\$ 33,000	\$ -	\$ -	\$ 33,000	\$ 33,000
2	Multi Deck Unit (Carothers)	\$ -	\$ -	\$ 81,550	\$ 81,550	\$ 27,591
3	Property Fence	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
4	Single Axle Dump	\$ -	\$ -	\$ 120,510	\$ 120,510	\$ 41,978
5	Pick-Up Truck	\$ -	\$ -	\$ 33,050	\$ 33,050	\$ 11,512
6	Utility Truck	\$ -	\$ -	\$ 57,956	\$ 57,956	\$ 20,188
7	Office Trailer	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ -
8	Utilities - Compost Facility	\$ -	\$ -	\$ 26,200	\$ 26,200	\$ -
9	SUV	\$ -	\$ -	\$ 39,750	\$ 39,750	\$ -
10*	Reclassification	\$ 4,228	\$ -	\$ -	\$ 4,228	\$ -
<b>Total</b>		\$ 37,228	\$ -	\$ 434,016	\$ 471,244	\$ 134,269
		(+5 FTE)				(+5 FTE)
<b>Streets - Fleet</b>						
1	Administrative Assistant	\$ 11,679	\$ 11,421	\$ -	\$ 23,100	\$ -
2	PM Technician	\$ 34,983	\$ 10,495	\$ -	\$ 45,478	\$ -
3	Equipment	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 6,700
<b>Total</b>		\$ 46,662	\$ 21,916	\$ 25,000	\$ 93,578	\$ 6,700
		(+1.5 FTE)				
<b>Streets - Traffic</b>						
1*	Sign Production Specialist (Reclassification)	\$ 4,800	\$ -	\$ -	\$ 4,800	\$ -
2	Reclassification Traffic Maintenance Supervisor	\$ 6,100	\$ -	\$ -	\$ 6,100	\$ -
3	Pick-Up Truck	\$ -	\$ -	\$ 33,475	\$ 33,475	\$ 11,660
4	High Mast Lighting Retrofit	\$ -	\$ -	\$ 175,560	\$ 175,560	\$ 175,560
<b>Total</b>		\$ 10,900	\$ -	\$ 209,035	\$ 219,935	\$ 175,560
<b>Engineering</b>						
1	Staff Engineer II	\$ 63,526	\$ 19,058	\$ 6,330	\$ 88,914	\$ 88,914
<b>Total</b>		\$ 63,526	\$ 19,058	\$ 6,330	\$ 88,914	\$ 88,914
		(+1 FTE)				(+1 FTE)
<b>TOC</b>						
1	Downtown Circulation & Parking Study	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
2	TOC Operator	\$ 44,914	\$ 13,474	\$ 4,180	\$ 62,568	\$ -
<b>Total</b>		\$ 44,914	\$ 13,474	\$ 254,180	\$ 312,568	\$ 250,000
		(+1 FTE)				
<b>Building &amp; Neighborhood Services</b>						
1	Vehicle Replacement x2 (Mid-size SUV)	\$ -	\$ -	\$ 45,150	\$ 45,150	\$ 7,864
2	Technology Fee Enhancements	\$ -	\$ -	\$ 78,600	\$ 78,600	\$ 78,600
3	Housing Reserve Fund Replenishment	\$ -	\$ -	\$ 55,729	\$ 55,729	\$ -
<b>Total</b>		\$ -	\$ -	\$ 179,479	\$ 179,479	\$ 86,464





# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix H : Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Final Funded
<b>Planning &amp; Sustainability</b>						
1	Preservation Planner	\$ (3,488)	\$ -	\$ -	\$ (3,488)	\$ (3,488)
2	Reclassification: Principal Planner	\$ 4,159	\$ -	\$ -	\$ 4,159	\$ 4,159
3	Adobe InDesign Licenses			\$ 1,080	\$ 1,080	
4	3D MODELING: PLW MODELWORKS			\$ 50,000	\$ 50,000	
5	Mobile Workshop			\$ 15,750	\$ 15,750	\$ 15,750
6	Professional Development			\$ 20,000	\$ 20,000	
<b>Total</b>		\$ 671	\$ -	\$ 86,830	\$ 87,501	\$ 16,421

(+/- 0 FTE)

### Administration (Administration & Communications)

1 (Admin.)	Kitchen Remodel	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ -
2 (Admin.)	Administration Office Furniture	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
1 (Comm.)	Public Relations & Education	\$ -	\$ -	\$ 6,200	\$ 6,200	\$ -
2 (Comm.)	Professional Development	\$ -	\$ -	\$ 2,100	\$ 2,100	\$ -
3 (Comm.)	HD Enhancements for Franklin TV	\$ -	\$ -	\$ 125,672	\$ 125,672	\$ 125,672
<b>Total</b>		\$ -	\$ -	\$ 151,972	\$ 151,972	\$ 125,672

### Project & Facilities Management

1	4th Ave Garage Vehicle Counting Control System	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ 70,000
2	City Hall Architectural Services	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
3	PD Community Room Tables and Chairs	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
4	PD Signage	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
5	PD Parking Deck	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000
6	Planning Dept. Upgrades for Staff and Developers	\$ -	\$ -	\$ 48,000	\$ 48,000	\$ -
7	Public Works Additional Parking/Storage	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ -
8	Finance Department Remodel and Upgrades	\$ -	\$ -	\$ 51,000	\$ 39,000	\$ 30,000
9	Human Resources Remodel	\$ -	\$ -	\$ 53,000	\$ 25,000	\$ -
10	Parking Garage Cameras 2nd and 4th avenues	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000
11	405 Hillsboro Building Removal	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
12	WWRP Admin. Floor Replacements at Offices	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
13	Public Works Facility FRP Board (First Floor)	\$ -	\$ -	\$ 9,500	\$ 9,500	\$ -
14	4th Avenue Garage Propane Generator	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ -
15	Public Works Sound Panels and A/V	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
<b>Total</b>		\$ -	\$ -	\$ 1,184,500	\$ 1,144,500	\$ 505,000

### Purchasing

1	Quarterly Updates to Spend Analysis	\$ -	\$ -	\$ 4,500	\$ 4,500	\$ -
2	Satisfaction Surveys of Departments and Vendors	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -
3	Software for Tracking Certificates of Insurance	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
4	Part-Time Purchasing Specialist	\$ 21,420	\$ -	\$ 6,375	\$ 27,795	\$ -
<b>Total</b>		\$ 21,420	\$ -	\$ 12,875	\$ 34,295	\$ 1,000

(+5 FTE)

### Information Technology

1	GPS/GIS Technician	\$ 40,000	\$ 12,000		\$ 52,000	\$ -
2	Reorganization	\$ 15,000			\$ 15,000	\$ 15,000



**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

Appendix H : Program Enhancement Requests						Final
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
3	DR Hardware			\$ 75,000	\$ 75,000	\$ 25,375
4	Data Domain			\$ 65,000	\$ 65,000	\$ 21,992
5	Vehicles (x2)			\$ 64,000	\$ 64,000	\$ 11,147
6	Kuhl Cisco License			\$ 50,000	\$ 50,000	\$ 16,917
7	FireEye Email Security			\$ 35,000	\$ 35,000	\$ 11,842
8	FireEye End Point Protection			\$ 85,000	\$ 85,000	\$ -
9	FireEye Central Management			\$ 16,000	\$ 16,000	\$ -
10	ISP Internet Circuit			\$ 16,595	\$ 16,595	\$ 16,595
11*	Video Security			\$ 90,600	\$ 90,600	\$ -
<b>Total</b>		\$ 55,000	\$ 12,000	\$ 497,195	\$ 564,195	\$ 118,868
(+1 FTE)						

Finance						
1	Copier Replacement		\$ -	\$ 16,000	\$ 16,000	\$ 16,000
2	Temporary Assistance for Short-Term Projects	\$ 25,000		\$ -	\$ 25,000	\$ -
3	Additional Personnel - Finance Analyst	\$ 48,182	\$ 14,455	\$ 800	\$ 63,437	\$ -
<b>Total</b>		\$ 73,182	\$ 14,455	\$ 16,800	\$ 104,437	\$ 16,000
(+1 FTE)						

Appropriations						
1	91X	\$ -	\$ -	\$ 13,608	\$ 13,608	\$ 13,608
2	Masonic Hall	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
3	I-65 Corridor Study	\$ -	\$ -	\$ 12,500	\$ 12,500	\$ 12,500
<b>Total</b>		\$ -	\$ -	\$ 41,108	\$ 41,108	\$ 41,108

Other						
1	Special Census			\$ 100,000	\$ 100,000	\$ 100,000
<b>Total</b>		\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000

<b>Total G/F Departments</b>		\$ 1,233,002	\$ 318,410	\$ 6,607,753	\$ 8,159,165	\$ 2,378,502
(+23.25 FTE)						(+3.5 FTE)

Sanitation and Environmental Services						
1	Re-distribute Labor Funds to Temporary Labor	\$ (24,132)	\$ (36,182)	\$ -	\$ (60,314)	\$ (60,314)
2	Cameras for Municipal Services Complex			\$ 15,000	\$ 15,000	\$ 15,000
3	CIP - BOPAE Drop-off Facility			\$ 752,500	\$ 752,500	\$ -
4	Replace 134.REL with 20-yard rear load (REL) truck			\$ 200,022	\$ 200,022	\$ 66,667
5	Replace 145.REL with 20-yard rear load (REL) truck			\$ 200,022	\$ 200,022	\$ -
6	Asphalt Replacement with Concrete			\$ 226,543	\$ 226,543	\$ -
7	Asphalt Replacement with Asphalt			\$ 100,006	\$ 100,006	\$ 100,006
8	Pressure Wash Building - inside & outside			\$ 28,000	\$ 28,000	\$ -
9	Add SES Crew Supervisor	\$ 39,374	\$ 11,812	\$ -	\$ 51,186	\$ -
10	Add Temporary Labor	\$ 10,000	\$ -	\$ -	\$ 10,000	\$ -
11	Replace Wheel Loader			\$ 250,000	\$ 250,000	\$ -
12	Replace office copier			\$ 20,000	\$ 20,000	\$ -
13	Rollout Container Cart Blaster			\$ 5,250	\$ 5,250	\$ -
14	Add Yard Tractor (FAC TAX)			\$ 124,522	\$ 124,522	\$ 124,522
15	Replace 172.SL with FEL and Curotto Can attachment			\$ 245,022	\$ 245,022	\$ -

\*Funded within FY 2016 Budget



**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

Appendix H : Program Enhancement Requests						Final
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
16	Furniture for Supervisor's Office			\$ 8,500	\$ 8,500	\$ -
<b>Total</b>		\$ 25,242	\$ (24,370)	\$ 2,175,387	\$ 2,176,259	\$ 245,881
<i>(+/-1FTE)</i>						<i>(-5 FTE)</i>
<b>Stormwater - Streets</b>						
1	Stormwater Inspector	\$ 48,000	\$ 14,400	\$ 375	\$ 62,775	\$ 62,775
2	Equipment Operator	\$ 38,000	\$ 11,400	\$ 375	\$ 49,775	\$ -
3	Skid Steer	\$ -	\$ -	\$ 41,600	\$ 41,600	\$ 41,600
4	Street Sweeper	\$ -	\$ -	\$ 207,732	\$ 207,732	\$ 69,244
5	Self Contained Leaf Vacuum	\$ -	\$ -	\$ 188,710	\$ 188,710	\$ -
<b>Total</b>		\$ 86,000	\$ 25,800	\$ 438,792	\$ 550,592	\$ 110,844
<i>(+2 FTE)</i>						<i>(+1 FTE)</i>
<b>Stormwater - Engineering</b>						
1	Stormwater Program Data Tracker and Viewer	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 6,000
<b>Total</b>		\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 6,000
<b>Transit</b>						
1	Extended Service	\$ -	\$ -	\$ 322,895	\$ 322,895	\$ 322,895
<b>Total</b>		\$ -	\$ -	\$ 322,895	\$ 322,895	\$ 322,895
<b>Water/Sewer Enterprise</b>						
1	Equipment Operator	\$ 38,069	\$ 11,421	\$ 800	\$ 50,290	\$ 50,290
2	Utilities Engineer	\$ 60,981	\$ 18,294	\$ 3,530	\$ 82,805	\$ 82,805
3	Utility Locate Contract Fees	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
4	Utility Locate Technician	\$ 70,720	\$ 21,216	\$ 81,133	\$ 173,069	\$ 126,402
5	Utility Locate Technician	\$ 70,720	\$ 21,216	\$ 81,133	\$ 173,069	\$ 126,402
6	Sanitary Sewer Vacuum Equipment	\$ -	\$ -	\$ 350,000	\$ 350,000	\$ 116,667
7	CCTV Inspection Equipment	\$ -	\$ -	\$ 275,000	\$ 275,000	\$ 91,667
8*	Reclassification	\$ 6,724	\$ -	\$ -	\$ 6,724	\$ -
<b>Total</b>		\$ 247,214	\$ 72,147	\$ 816,596	\$ 1,135,957	\$ 619,232
<i>(+6 FTE)</i>						<i>(+6 FTE)</i>
<b>Total All Departments</b>		\$ 1,591,458	\$ 391,987	\$ 10,367,423	\$ 12,350,868	\$ 3,683,354
<i>(+/- 32.25 FTE)</i>						<i>(+5.5FTE)</i>
<b>Funding Sources</b>						
		Compensation	Benefits	Expenses	Total	
General		\$ 1,233,002	\$ 318,410	\$ 5,704,303	\$ 7,255,715	\$ 2,081,669
Facilities		\$ -	\$ -	\$ 1,027,972	\$ 1,027,972	\$ 296,355
Hotel/Motel		\$ -	\$ -	\$ -	\$ -	\$ 125,000
Sanitation		\$ 25,242	\$ (24,370)	\$ 2,050,865	\$ 2,051,737	\$ 121,359
Stormwater		\$ 86,000	\$ 25,800	\$ 444,792	\$ 556,592	\$ 116,844
Transit		\$ -	\$ -	\$ 322,895	\$ 322,895	\$ 322,895
Water/Sewer		\$ 247,214	\$ 72,147	\$ 816,596	\$ 1,135,957	\$ 619,232
<b>All Program Enhancements</b>		\$ 1,591,458	\$ 391,987	\$ 10,367,423	\$ 12,350,868	\$ 3,683,354
<i>(+/- 32.25 FTE)</i>						<i>(+5.5FTE)</i>

\*Funded within FY 2016 Budget



# City of Franklin, Tennessee

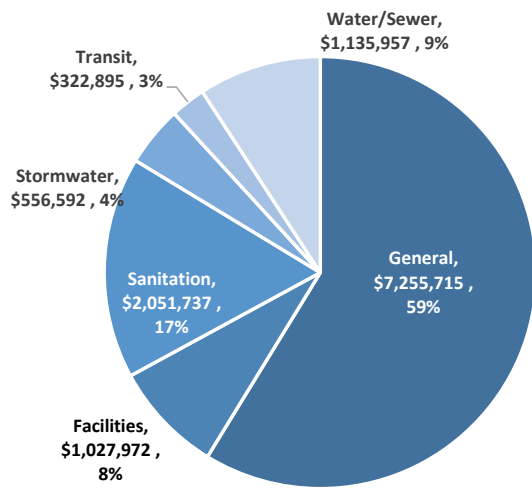
## FY 2017 Operating Budget

### Appendix H : Program Enhancement Requests

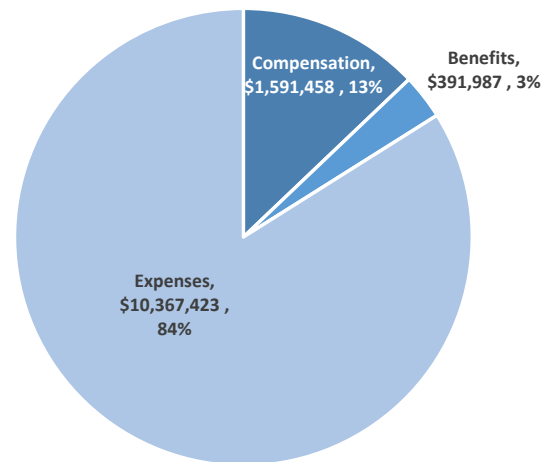
*Final*

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
<b>Breakouts:</b>						
<b>Expenses (All Funds)</b>						
	Operations			\$ 1,990,304		
	Vehicles			\$ 2,158,541		
	Equipment			\$ 3,270,606		
	Infrastructure			\$ 2,947,972		
<b>Total Expenses</b>				<b>\$ 10,367,423</b>		

**Funding Requests by Fund**



**Funding Requests by Category**



\*Funded within FY 2016 Budget



## Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

### Section Summary

The Water & Wastewater Fund provides for a five-year forecast of future revenues and planned personnel, operating and capital expenses. This is done to ensure:

- The operations are able to keep up with ever-growing demand within and outside of the City of Franklin;
- Sufficient revenues are raised to ensure that the Water & Wastewater enterprise remains revenue neutral to taxpayers; and,
- Proper capital planning can be achieved.

The City of Franklin regularly has contracted out to industry experts to assist in the evaluation and planning of short-term and long-term rate structures and impact fees for the Water & Wastewater Fund. The last rate study was presented in July 2014 to the Board of Mayor and Aldermen. Through those cost of service studies, the BOMA has adopted a second five-year plan to annually raise rates for both water & wastewater services, 3.5% and 6.75%, respectively. The rate increase for wastewater services will likely decrease to 5.5% annually based on a cost of service study performed in FY 2016. This information will be presented to the Board in April 2016. These annual rate increase is designed to achieve two things:

- Ensure sufficient revenue is earned to handle all operations and capital needs (including all planned rate-funded capital, plant process improvements, and distribution and collection systems renewal); and,

### Section Goals & Strategic Initiatives

The Water & Wastewater Fund for the City of Franklin, Tennessee has two major new projects which it must plan, build and pay for in the planning horizon of this document; namely, process improvements for both the Water Treatment Plant and the Wastewater Treatment Plant. Guided by the City's new Integrated Water Resource Plan (IWRP), capital needs and resource management are carefully and thoughtfully proposed not just over the planning horizon of this document, but for future generations of Franklin residents.

While it is important to plan for the future, it is always important to remember that forecasts cannot calculate or anticipate all potential changes and needs of future residents. What is known is clear; as Franklin continues to grow and the demands of the community change, costs will not be stagnant. Costs will also gravitate upwards due to inflation pressures and fixed cost increases which are inevitable over time. The challenge is, and will be, to balance the Water and Wastewater needs of the citizens of Franklin with the ratepayers ability to pay.

The ensuing pages provide staffing forecasts, budget requests and anticipated revenue collections from FY 2018-FY 2022.



# City of Franklin, Tennessee

## FY 2016-2017 Biennial Operating Budget

### Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

Position	Pay Grade	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		F-T	F-T	F-T	F-T	F-T

Future needs for staffing of the Water and Wastewater Services for the City of Franklin are forecast to remain essentially unchanged, except for the addition of one Equipment Operator in Water Distribution, beginning in FY 2018.

#### Water Section - Projected Personnel

##### Utility Billing

Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
<b>TOTALS</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

##### Water Distribution

Service Division Superintendent	I	1	1	1	1	1
Water Distribution Assistant Superintendent	G	1	1	1	1	1
Utilities Crew Chief	E	3	3	3	3	3
Backflow Inspector	E	2	2	2	3	3
Administrative Assistant	D	1	1	1	1	1
Inventory Specialist	D	1	1	1	1	1
One-Call Technicians	TBD	2	2	2	2	2
Equipment Operator	D	3	3	3	3	3
Utility Service Worker	C	4	4	4	4	4
<b>TOTALS</b>		<b>18</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>19</b>

##### Water Treatment Plant

Water Treatment Superintendent	H	1	1	1	1	1
Water Treatment Assistant Superintendent	G	1	1	1	1	1
Water Operator Sr	E	5	5	5	5	5
Water Operator 2	TBD	2	2	2	2	0
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	3	3	3	3	5
<b>TOTALS</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

#### Water Section Totals

**34      34      34      35      35**

#### WASTEWATER SECTION - Projected Personnel

##### Utility Administration

Director	L	1	1	1	1	1
Assistant Director of Operations	J	1	1	1	1	1
Assistant Director of Administration and Policy	J	1	1	1	1	1
GIS Specialist	E	1	1	1	1	1
Administrative Assistant	D	1	1	1	1	1
Administrative Secretary	B	0	0	0	0	0
Utility Inspector	F	3	3	3	3	3
Senior Utility Inspector	G	1	1	1	1	1
Office Manager	F	1	1	1	1	1
Utilities Engineer II	H	2	2	2	2	2
Grounds Worker	B	2	2	2	2	2
<b>TOTALS</b>		<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>

##### Wastewater Collection

Wastewater Collection Assistant Superintendent	G	1	1	1	1	1
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*City of Franklin, Tennessee*

**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

Position	Pay Grade	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		F-T	F-T	F-T	F-T	F-T

Future needs for staffing of the Water and Wastewater Services for the City of Franklin are forecast to remain essentially unchanged, except for the addition of one Equipment Operator in Water Distribution, beginning in FY 2018.

Construction Supervisor	TBD	1	1	1	1	1
TV Truck Sewer Inspector	D	2	2	2	2	2
Maintenance Technician	E	4	4	4	4	4
Utilities Crew Chief	E	3	3	3	3	3
Equipment Operator	D	3	3	3	3	3
Sewer Equipment Technician	D	4	4	4	4	4
One-C all Technicians	TBD	2	2	2	2	2
Utility Service Worker	C	7	7	7	7	7
<b>TOTALS</b>		<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>

**Water Reclamation**

Water Reclamation Superintendent	I	1	1	1	1	1
Assistant Water Reclamation Superintendent	G	1	1	1	1	1
Pretreatment Coordinator	F	1	1	1	1	1
Wastewater Operator Sr	E	5	5	5	5	5
Maintenance Technician	E	1	1	1	1	1
Equipment Operator	D	2	2	2	2	2
Wastewater Operator	D	8	8	8	8	8
<b>TOTALS</b>		<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

**WASTEWATER SECTION TOTALS**

**60      60      60      60      60**

**Total All Employees, Water & Wastewater**

**94      94      94      95      95**



**City of Franklin, Tennessee**  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
<b>Water</b>					
<b>Revenues</b>					
Interest Income	\$ 10,000	\$ 12,500	\$ 15,000	\$ 17,500	\$ 20,000
Rental Income	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Sale of Surplus Assets	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Use of Money &amp; Property</b>	<b>\$ 34,000</b>	<b>\$ 36,500</b>	<b>\$ 39,000</b>	<b>\$ 41,500</b>	<b>\$ 44,000</b>
Customer Service	\$ 10,157,310	\$ 10,612,816	\$ 10,925,072	\$ 11,243,573	\$ 11,468,445
Penalties	\$ 266,000	\$ 266,000	\$ 266,000	\$ 266,000	\$ 266,000
Service Charges	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Inspection Fees	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000
Other Service Revenue	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
<b>Customer Service</b>	<b>\$ 10,759,310</b>	<b>\$ 11,214,816</b>	<b>\$ 11,527,072</b>	<b>\$ 11,845,573</b>	<b>\$ 12,070,445</b>
Contributions from Developer					
Installation Fee	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>Capital Contributions</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Available Funds</b>	<b>\$ 10,893,310</b>	<b>\$ 11,351,316</b>	<b>\$ 11,666,072</b>	<b>\$ 11,987,073</b>	<b>\$ 12,214,445</b>
<b>Expenses</b>					
Personnel	\$ 2,340,117	\$ 2,434,916	\$ 2,536,630	\$ 2,645,897	\$ 2,763,420
Operations	\$ 7,048,084	\$ 7,294,270	\$ 7,513,656	\$ 7,815,767	\$ 8,105,018
Capital	\$ 1,505,749	\$ 1,711,037	\$ 1,716,588	\$ 1,722,417	\$ 1,803,538
<b>Total Water</b>	<b>\$ 10,893,950</b>	<b>\$ 11,440,223</b>	<b>\$ 11,766,874</b>	<b>\$ 12,184,081</b>	<b>\$ 12,671,976</b>
<b>Surplus/(Deficit)</b>	<b>\$ (640)</b>	<b>\$ (88,907)</b>	<b>\$ (100,802)</b>	<b>\$ (197,007)</b>	<b>\$ (457,531)</b>

\*More detail on Forecast years can be found in the Appendices Section.

**Water Forecast**

The five-year forecast for Water Services maintains current service levels and rate increases. The forecast shows the generation of an annual surplus of between \$250,000 to \$350,000 through FY 2021. This amount will fund costs of the projects identified through the Integrated Water Resource Plan. The FY 2018 through FY 2022 revenues are based on revenue requirements projected during the cost of service analyses and include debt service associated with the priority water distribution projects as approved by the BOMA (starting in 2018) and debt service associated with the Water Treatment Plant Upgrade (starting in 2017). Detail on rate funded capital can be found in the Appendices section.





**City of Franklin, Tennessee**  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
<b>Wastewater</b>					
<b>Revenues</b>					
Interest Income	\$ 80,000	\$ 90,000	\$ 100,000	\$ 110,000	\$ 120,000
Rental Income	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Sale of Surplus Assets	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Use of Money &amp; Property</b>	<b>\$ 81,800</b>	<b>\$ 91,800</b>	<b>\$ 101,800</b>	<b>\$ 111,800</b>	<b>\$ 121,800</b>
Customer Service	\$ 16,182,285	\$ 17,274,589	\$ 17,620,081	\$ 17,972,483	\$ 18,331,933
Inspection Fees	\$ 75,298	\$ 75,298	\$ 75,298	\$ 75,298	\$ 75,298
Other Service Revenue	\$ 66,115	\$ 66,115	\$ 66,115	\$ 66,115	\$ 66,115
<b>Customer Service</b>	<b>\$ 16,323,698</b>	<b>\$ 17,416,002</b>	<b>\$ 17,761,494</b>	<b>\$ 18,113,896</b>	<b>\$ 18,473,346</b>
Contributions from Developer					
Contributions Other					
Installation Fee	\$ 160,170	\$ 160,170	\$ 160,170	\$ 160,170	\$ 160,170
<b>Capital Contributions</b>	<b>\$ 160,170</b>	<b>\$ 160,170</b>	<b>\$ 160,170</b>	<b>\$ 160,170</b>	<b>\$ 160,170</b>
<b>Available Funds</b>	<b>\$ 16,565,668</b>	<b>\$ 17,667,972</b>	<b>\$ 18,023,464</b>	<b>\$ 18,385,866</b>	<b>\$ 18,755,316</b>
<b>Expenses</b>					
Personnel	\$ 4,111,702	\$ 4,269,118	\$ 4,437,436	\$ 4,617,641	\$ 4,810,814
Operations	\$ 6,261,824	\$ 6,389,261	\$ 6,254,398	\$ 6,376,290	\$ 6,514,339
Capital	\$ 4,170,675	\$ 4,452,856	\$ 4,747,072	\$ 5,074,153	\$ 5,264,948
<b>Total Wastewater</b>	<b>\$ 14,544,201</b>	<b>\$ 15,111,235</b>	<b>\$ 15,438,906</b>	<b>\$ 16,068,084</b>	<b>\$ 16,590,101</b>
<b>Surplus/(Deficit)</b>	<b>\$ 2,021,467</b>	<b>\$ 2,556,737</b>	<b>\$ 2,584,558</b>	<b>\$ 2,317,782</b>	<b>\$ 2,165,215</b>

*\*More detail on Forecast years can be found in the Appendices Section.*

**Wastewater Forecast**

The five-year forecast for Wastewater Services maintains current service levels and rate increases. The forecast shows the generation of at least \$2.7 million annually in surplus. This amount will fund costs of the projects identified through the Integrated Water Resource Plan. The FY 2018 through FY 2022 revenues are based on revenue requirements projected during the cost of service analyses and include debt service associated with the priority water distribution projects as approved by the BOMA (starting in 2018) and debt service associated with the Wastewater Treatment Plant Upgrade (starting in 2017). Detail on rate funded capital can be found in the Appendices section.



**City of Franklin, Tennessee**  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
<b>Reclaimed Water</b>					
<b>Revenues</b>					
Interest Income	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
<b>Use of Money &amp; Property</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>
Customer Service	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Penalties	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Inspection Fees	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Other Service Revenue	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
<b>Customer Service</b>	<b>\$ 202,000</b>	<b>\$ 202,000</b>	<b>\$ 202,000</b>	<b>\$ 202,000</b>	<b>\$ 202,000</b>
Instalation Fee	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Capital Contributions</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>
<b>Available Funds</b>	<b>\$ 204,500</b>	<b>\$ 204,500</b>	<b>\$ 204,500</b>	<b>\$ 204,500</b>	<b>\$ 204,500</b>
<b>Expenses</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	\$ 206,075	\$ 209,075	\$ 212,075	\$ 148,100	\$ 150,100
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Reclaimed Water</b>	<b>\$ 206,075</b>	<b>\$ 209,075</b>	<b>\$ 212,075</b>	<b>\$ 148,100</b>	<b>\$ 150,100</b>
<b>Surplus/(Deficit)</b>	<b>\$ (1,575)</b>	<b>\$ (4,575)</b>	<b>\$ (7,575)</b>	<b>\$ 56,400</b>	<b>\$ 54,400</b>

*\*More detail on Forecast years can be found in the Appendicies Section.*

**Reclaimed Water Forecast**

The five-year forecast for Reclaimed Water Services maintains current service levels and rates. The forecast shows small deficits in FY 2018 through FY 2020, but surpluses in FY 2021 and FY 2022.



*City of Franklin, Tennessee*  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
<b>Divisions</b>					
Water Distribution	2,028,347	2,094,221	2,146,818	2,220,945	2,300,519
Water Treatment/Plant	5,656,325	5,870,455	6,094,204	6,328,094	6,572,678
Utility Billing	175,609	182,823	190,572	198,904	207,876
Water General	3,033,669	3,292,724	3,335,280	3,436,137	3,590,904
<b>Total Water</b>	<b>10,893,950</b>	<b>11,440,223</b>	<b>11,766,874</b>	<b>12,184,081</b>	<b>12,671,976</b>
<b>Expense by Category</b>					
<b>Personnel</b>					
Salaries & Wages	1,574,233	1,603,097	1,632,539	1,662,570	1,693,201
Employee Benefits	765,885	831,818	904,091	983,327	1,070,218
<b>Total Personnel</b>	<b>2,340,117</b>	<b>2,434,916</b>	<b>2,536,630</b>	<b>2,645,897</b>	<b>2,763,420</b>
<b>Operations</b>					
Transportation Services	3,050	3,050	3,050	3,050	3,050
Operating Services	26,600	26,600	26,600	26,600	26,600
Notices, Subscriptions, etc.	9,750	9,750	9,750	9,750	9,750
Utilities	238,386	245,219	252,254	259,499	266,960
Contractual Services	164,125	159,125	134,125	164,125	169,125
Repair & Maintenance Services	96,000	96,000	96,000	96,000	96,000
Employee programs	7,650	7,650	7,650	7,650	7,650
Professional Development/Travel	8,900	8,900	8,900	8,900	8,900
Office Supplies	4,500	4,500	4,500	4,500	4,500
Operating Supplies	338,350	347,365	356,650	366,214	376,065
Fuel & Mileage	31,515	34,392	36,411	38,561	40,851
Supplies for Resale	4,049,510	4,211,491	4,379,950	4,555,148	4,737,354
Machinery & Equipment (<\$25,000)	79,161	81,623	84,206	86,920	89,769
Repair & Maintenance Supplies	244,300	244,300	244,300	244,300	244,300
Operational Units	1,278,025	1,341,927	1,409,023	1,479,474	1,553,448
Property & Liability Costs	84,887	89,131	93,588	98,267	103,181
Rentals	2,000	2,000	2,000	2,000	2,000
Financial Fees	16,800	16,800	16,800	16,800	16,800
Permits	38,100	38,100	38,100	38,100	38,100
Debt Service and Lease Payments	326,474	326,348	309,799	309,909	310,616
<b>Total Operations</b>	<b>7,048,084</b>	<b>7,294,270</b>	<b>7,513,656</b>	<b>7,815,767</b>	<b>8,105,018</b>
Buildings	2,431	2,553	2,680	2,814	2,955
Improvements	1,300,000	1,500,000	1,500,000	1,500,000	1,575,000
Machinery & Equipment (>\$25,000)	203,318	208,484	213,908	219,603	225,584
<b>Capital</b>	<b>1,505,749</b>	<b>1,711,037</b>	<b>1,716,588</b>	<b>1,722,417</b>	<b>1,803,538</b>
<b>Total Water Forecast</b>	<b>10,893,950</b>	<b>11,440,223</b>	<b>11,766,874</b>	<b>12,184,081</b>	<b>12,671,976</b>



*City of Franklin, Tennessee*  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
<b>Divisions</b>					
Wastewater Collection	2,808,652	2,902,758	2,768,530	2,875,335	2,989,392
Wastewater Plant	4,496,677	4,662,763	4,836,508	5,018,413	5,209,027
Utility Administration	1,100,650	1,161,624	1,180,414	1,221,931	1,266,050
Wastewater General	6,077,248	6,365,300	6,611,937	6,908,286	7,090,743
<b>Total Water</b>	<b>14,483,228</b>	<b>15,092,445</b>	<b>15,397,389</b>	<b>16,023,965</b>	<b>16,555,211</b>
<b>Expense by Category</b>					
<b>Personnel</b>					
Salaries & Wages	2,825,640	2,878,013	2,931,433	2,985,922	3,041,500
Employee Benefits	1,286,063	1,391,106	1,506,003	1,631,719	1,769,314
<b>Total Personnel</b>	<b>4,111,702</b>	<b>4,269,118</b>	<b>4,437,436</b>	<b>4,617,641</b>	<b>4,810,814</b>
<b>Operations</b>					
Transportation Services	3,500	3,500	3,500	3,500	3,500
Operating Services	432,853	450,458	468,193	486,065	504,080
Notices, Subscriptions, etc.	16,800	16,800	16,800	16,800	16,800
Utilities	1,542,423	1,588,985	1,636,937	1,686,331	1,737,202
Contractual Services	353,000	348,250	331,500	333,750	334,000
Repair & Maintenance Services	238,000	238,000	238,000	238,000	238,000
Employee programs	4,750	4,750	4,750	4,750	4,750
Professional Development/Travel	20,700	20,700	20,700	20,700	20,700
Office Supplies	7,150	7,150	7,150	7,150	7,150
Operating Supplies	299,714	307,089	314,687	322,512	330,572
Fuel & Mileage	124,064	128,956	134,052	139,363	144,898
Supplies for Resale	2	3	4	5	6
Machinery & Equipment (<\$25,000)	132,029	138,029	144,329	150,944	157,589
Repair & Maintenance Supplies	151,000	151,000	151,000	151,000	151,000
Operational Units	1,136,023	1,192,825	1,252,466	1,315,089	1,380,843
Property & Liability Costs	159,405	167,374	175,742	184,528	193,753
Rentals	3,500	3,500	3,500	3,500	3,500
Financial Fees	45,000	45,000	45,000	45,000	45,000
Permits	17,000	17,000	17,000	17,000	17,000
Debt Service and Lease Payments	1,574,913	1,559,895	1,289,092	1,250,307	1,224,002
<b>Total Operations</b>	<b>6,261,826</b>	<b>6,389,264</b>	<b>6,254,402</b>	<b>6,376,295</b>	<b>6,514,345</b>
Buildings	1,823	1,914	2,010	2,111	2,216
Improvements	3,100,000	3,350,000	3,589,073	3,858,254	4,000,000
Machinery & Equipment (>\$25,000)	1,068,852	1,100,942	1,155,989	1,213,789	1,262,732
<b>Capital</b>	<b>4,170,675</b>	<b>4,452,856</b>	<b>4,747,072</b>	<b>5,074,153</b>	<b>5,264,948</b>
<b>Total Wastewater</b>	<b>14,544,203</b>	<b>15,111,238</b>	<b>15,438,910</b>	<b>16,068,089</b>	<b>16,590,107</b>



*City of Franklin, Tennessee*  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
<b>Personnel</b>					
Salaries & Wages					
Employee Benefits					
<b>Total Personnel</b>	-	-	-	-	-
<b>Operations</b>					
Transportation Services	250	250	250	250	250
Operating Services	-	-	-	-	-
Notices, Subscriptions, etc.	100	100	100	100	100
Utilities	50	50	50	50	50
Contractual Services	-	-	-	-	-
Repair & Maintenance Services	12,000	12,000	12,000	12,000	12,000
Employee programs	-	-	-	-	-
Professional Development/Travel	-	-	-	-	-
Office Supplies	-	-	-	-	-
Operating Supplies	110,200	113,200	116,200	118,200	120,200
Fuel & Mileage	-	-	-	-	-
Supplies for Resale	-	-	-	-	-
Machinery & Equipment (<\$25,000)	2,000	2,000	2,000	2,000	2,000
Repair & Maintenance Supplies	15,500	15,500	15,500	15,500	15,500
Operational Units	-	-	-	-	-
Property & Liability Costs	-	-	-	-	-
Rentals	-	-	-	-	-
Financial Fees	-	-	-	-	-
Permits	-	-	-	-	-
Debt Service and Lease Payments	65,975	65,975	65,975	-	-
<b>Total Operations</b>	<b>206,075</b>	<b>209,075</b>	<b>212,075</b>	<b>148,100</b>	<b>150,100</b>
<b>Capital</b>	-	-	-	-	-
<b>Total Reclaimed Water</b>	<b>206,075</b>	<b>209,075</b>	<b>212,075</b>	<b>148,100</b>	<b>150,100</b>



# City of Franklin, Tennessee

## FY 2016-2017 Biennial Operating Budget

### Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
<b>WASTEWATER SECTION CIPS</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>TOTAL</b>
Spencer Creek Sanitary Sewer Replacement	\$ 1,290,000	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,770,000
Sewer Interceptor Point Repair Projects	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
James and Avondale Infrastructure Improvements	\$ 436,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 436,000
Forrest Crossing No1 forcemain rehab	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000
West End Circle Infrastructure Improvements	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Thompson Alley Infrastructure Improvements	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Frazier Drive Sanitary Sewer Rehabilitation	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Adams Street Infrastructure Improvements	\$ -	\$ 810,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 810,000
Evans Street Sewer Improvements	\$ -	\$ 452,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 452,500
Holiday Court Lift Station Rehabilitation	\$ -	\$ 260,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
West Main Infrastructure Improvements	\$ -	\$ 250,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,250,000
Franklin Road Improvements & Streetscape	\$ -	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,000
New Hope Academy Sewer Line Replacement	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Church Street Infrastructure Improvements	\$ -	\$ 25,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000



# City of Franklin, Tennessee

## FY 2016-2017 Biennial Operating Budget

### Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Berry Circle Sanitary Sewer Line	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Mallory/N Royal Oaks & Liberty Intersection Imp.	\$ -	\$ -	\$ 112,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 112,600
S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ 642,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 642,960
Gist Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
East McEwen Drive Improvements - Phase 4	\$ -	\$ -	\$ -	\$ 179,850	\$ 179,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 359,700
Beta Drive Extension	\$ -	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Eastview Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 20,000	\$ 212,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 232,500
South Prong Sanitary Sewer Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 217,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 217,500
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 1,165,000	\$ -	\$ -	\$ -	\$ -	\$ 1,285,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 179,280	\$ -	\$ -	\$ -	\$ -	\$ 179,280
Sanitary Sewer Rehab Btwn Strahl & W. Fowlkes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Buckworth Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Long Lane/Old Peytonsville Rd Connector at I-65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 73,500	\$ -	\$ -	\$ 97,500
McCarrthers Parkway Widening (Falcon Creek to SR-96)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 360,000	\$ 720,000



# City of Franklin, Tennessee

## FY 2016-2017 Biennial Operating Budget

### Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Jordan Road Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,400	\$ -	\$ 26,400
<b>WASTEWATER TOTAL</b>	<b>\$ 3,021,000</b>	<b>\$ 2,930,500</b>	<b>\$ 3,012,600</b>	<b>\$ 2,128,810</b>	<b>\$ 1,954,850</b>	<b>\$ 1,394,280</b>	<b>\$ 24,000</b>	<b>\$ 73,500</b>	<b>\$ 386,400</b>	<b>\$ 360,000</b>	<b>\$ 15,285,940</b>
<b>WATER SECTION CIPs</b>											
James and Avondale Infrastructure Improvements	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Old Carters Creek Pike Water Line	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 480,000
Bobby Drive Water Line Replacement	\$ 430,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 855,000
West End Circle Infrastructure Improvements	\$ 127,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 127,000
16" Water Line Long Lane Connector	\$ 60,000	\$ 25,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,085,000
Thompson Alley Infrastructure Improvements	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Adams Street Infrastructure Improvements	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,000
Franklin Road Improvements & Streetscape	\$ -	\$ 155,650	\$ 155,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 311,300
West Main Infrastructure Improvements	\$ -	\$ 150,000	\$ 1,500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,650,000
Water Line from Fourth Ave S to Berry Circle	\$ -	\$ 93,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,000
Church Street Infrastructure Improvements	\$ -	\$ 25,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
U.S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ 294,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 294,690





**City of Franklin, Tennessee**  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Gist Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Old Hillsboro Rd Water Line	\$ -	\$ -	\$ -	\$ 80,000	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 375,000
Murfreesboro Rd Water line Replacement	\$ -	\$ -	\$ -	\$ 67,500	\$ 675,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 742,500
Eastview Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 30,000	\$ 303,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 333,000
Lee Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ 15,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215,000
Beta Drive Extension	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000
Glass Lane Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,000
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000
Lewisburg Pike Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Alicia Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 585,000	\$ -	\$ -	\$ -	\$ -	\$ 665,000
Buckworth Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 313,500	\$ -	\$ -	\$ -	\$ -	\$ 313,500
Grassland Tank Demolition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ 270,000
Highway 96W Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 258,000	\$ -	\$ -	\$ -	\$ -	\$ 258,000



**City of Franklin, Tennessee**  
**FY 2016-2017 Biennial Operating Budget**

**Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022**

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

PROJECT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Manley Lane dead end removal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 445,000	\$ -	\$ -	\$ -	\$ 495,000
Liberty Pike water line replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 355,000	\$ -	\$ -	\$ -	\$ 355,000
Long Lane/Old Peytonsville Rd Connector at I-65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,500	\$ -	\$ -	\$ -	\$ 49,500
Scruggs Avenue Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 175,000	\$ -	\$ -	\$ 195,000
Morning Side Drive	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ 110,000
Carothers Parkway Widening (Falcon Creek to SR-96)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,000	\$ 165,000	\$ 330,000
Westview Apt Water Line Replacement (510 96W)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ 110,000
<b>WATER TOTAL</b>	<b>\$ 1,652,000</b>	<b>\$ 1,383,650</b>	<b>\$ 2,930,650</b>	<b>\$ 1,648,190</b>	<b>\$ 2,183,000</b>	<b>\$ 1,566,500</b>	<b>\$ 869,500</b>	<b>\$ 285,000</b>	<b>\$ 275,000</b>	<b>\$ 165,000</b>	<b>\$ 12,958,490</b>



**City of Franklin, Tennessee**  
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**Appendix J: Pay Scale - All Positions**

as of August 2014

The following table provides the most current pay scale for all City of Franklin employees. (last updated August 2014). Amounts shown below are for annual salaries. New positions added since August 2014 not included on this schedule. Passed by BOMA under Resolution 2013-54.

CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
1007	CITY ADMINISTRATOR	ADM	P	\$ 143,778	\$ 169,151	\$ 202,981
	NONE	NONE	O	\$ 127,803	\$ 150,356	\$ 180,427
1045	ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLANNING	N	\$ 113,603	\$ 133,650	\$ 160,380
1037	ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	N			
1812	CHIEF OF POLICE	POLICE	M	\$ 100,980	\$ 118,800	\$ 142,560
1042	CIP EXECUTIVE/CITY ENGINEER	ADM-CIP	M			
1033	CITY ATTORNEY	LEGAL	M			
1201	DIRECTOR OF ENGINEERING	ENG	L	\$ 89,760	\$ 105,600	\$ 126,720
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	L			
1406	FIRE CHIEF	FIRE	L			
1602	HUMAN RESOURCES DIRECTOR	HR	L			
1025	INFORMATION TECHNOLOGY DIR.	IT	L			
1504	PARKS DIRECTOR	PARKS	L			
1701	PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	L			
1606	ASSISTANT DIR HR/BENEFITS MGR.	HR	K	\$ 79,787	\$ 93,867	\$ 112,640
1106	BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	K			
1313	COMPTROLLER	FINANCE	K			
1415	FIRE DEPUTY CHIEF	FIRE	K			
1816	POLICE DEPUTY CHIEF	POLICE	K			
1909	SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	K			
1034	ASSISTANT CITY ATTORNEY	LEGAL	K			
2008	STREET DIRECTOR	STREET	K			
2400	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	IT	K			
2408	APPLICATIONS PROJECT LEADER	IT	J	\$ 70,921	\$ 83,437	\$ 100,124
1203	ASSISTANT DIRECTOR OF ENGINEERING	ENG	J			
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	J			
2001	ASSISTANT STREET DIRECTOR	STREET	J			
1611	EMPLOYEE RELATIONS MANAGER II	HR	J			
1401	FIRE BATTALION CHIEF	FIRE	J			
1424	FIRE CHIEF ASST-ADMINISTRATION	FIRE	J			
1420	FIRE CHIEF ASST-FIRE MARSHALL	FIRE	J			
1423	BATTALION CHIEF-TRAINING	FIRE	J			
2417	NETWORK MANAGER	IT	J			
1604	RISK MANAGER	HR	J			
1036	STAFF ATTORNEY I	LEGAL	J			
2413	SYSTEMS/DATABASE MANAGER	IT	J			
2411	TELECOMMUNICATIONS MANAGER	IT	J			
1417	ADMINISTRATIVE SERVICES OFFICER	FIRE	I	\$ 63,041	\$ 74,166	\$ 88,999
1913	ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	I			
1118	BUILDING OFFICIAL	BNS	I			
1041	COMMUNICATIONS MANAGER	ADM-COMM	I			
1711	PLANNING SUPERVISOR	PLANNING	I			
1613	EMPLOYEE RELATIONS MANAGER I	HR	I			
1419	EMS OFFICER	FIRE	I			
1040	FACILITIES PROJECT MANAGER	ADM-FACILITIES	I			
1404	FIRE CAPTAIN	FIRE	I			
1411	FIRE CAPTAIN/TRAINING OFFICER	FIRE	I			
2406	GIS MANAGER	IT	I			
1872	POLICE LIEUTENANT	POLICE	I			
1028	PURCHASING MANAGER	PURCHASING	I			
2323	SERVICE DIVISION SUPERINTENDENT	WATER-WD	I			
1212	STAFF ENGINEER III	ENG	I			
1207	TRAFFIC/TRANSPORTATION ENGINEER III	ENG-TOC	I			
2103	WATER RECLAMATION SUPERINTENDENT	WATER-SP	I			
1412	ASSISTANT FIRE MARSHAL	FIRE	H	\$ 56,036	\$ 65,925	\$ 79,110
1013	BUSINESS PROCESS IMPROVEMENT MGR & CITY COURT CLERK	FINANCE	H			



**City of Franklin, Tennessee**  
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**Appendix J: Pay Scale - All Positions**

as of August 2014

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CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
1516	FACILITIES SUPERINTENDENT	PARKS	H			
1311	FINANCIAL MANAGER	FINANCE	H			
1912	FLEET MAINTENANCE MANAGER	STREET-FM	H			
2416	INFORMATION SYSTEMS ANALYST II	IT	H			
2403	NETWORK ANALYST	IT	H			
1120	PLANS EXAMINER III	BNS	H			
1706	PRINCIPAL PLANNER	PLANNING	H			
2409	SHAREPOINT ANALYST	IT	H			
1202	STAFF ENGINEER II	ENG	H			
1209	STORM WATER MANAGEMENT COORDINATOR	ENG - STMWTR	H			
2010	TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	H			
1204	TRAFFIC/TRANSPORTATION ENGINEER II	ENG-TOC	H			
2322	UTILITIES ENGINEER II	ENG / WATER - ADM	H			
2202	WATER TREATMENT SUPERINTENDENT	WATER-WP	H			
1115	ZONING/DEVELOPMENT COORDINATOR	BNS	H			
1874	POLICE SERGEANT - PIO	POLICE	H			
1017	ASSISTANT CITY RECORDER - RECORDS	ADM	G	\$ 49,810	\$ 58,600	\$ 70,320
1012	ASSISTANT CITY RECORDER REVENUE MGMT	REV-MGT	G			
1111	BUILDING INSPECTOR IV	BNS	G			
2418	BUS. SERV APPLICATIONS ANALYST/SYSTEMS TRAINER	IT	G			
1026	CABLE TV PRODUCTION OPERATIONS SUPERVISOR	ADM-COMM	G			
1911	COLLECTION MANAGER	SANITATION & ENV SERV.	G			
1716	DEVELOPMENT SERVICES OPERATIONS ANALYST	ADM-PLANNING	G			
1421	FIRE AND LIFE SAFETY EDUCATOR	FIRE	G			
1418	FIRE INSPECTOR	FIRE	G			
1409	FIRE LIEUTENANT	FIRE	G			
1601	HUMAN RESOURCES GENERALIST	HR	G			
1710	LAND PLANNER (Reg Landscape Architect)	PLANNING	G			
2426	NETWORK TECHNICIAN II	IT	G			
1609	OCCUPATIONAL HEALTH & SAFETY SPECIALIST	HR	G			
1522	PARKS & RECREATION SUPERINTENDENT	PARKS	G			
1705	PLANNER SENIOR	PLANNING	G			
1119	PLANS EXAMINER II	BNS	G			
1873	POLICE SERGEANT	POLICE	G			
1022	PUBLIC OUTREACH SPECIALIST	ADM-COMM	G			
1214	RIGHT OF WAY AGENT	ENG	G			
1612	SAFETY COORDINATOR	HR	G			
2013	SENIOR ROAD INSPECTOR	STREET	G			
2405	SR. GIS SPECIALIST	IT	G			
1208	STAFF ENGINEER I	ENG	G			
1713	SUSTAINABILITY/GRANTS COORDINATOR	PLANNING	G			
2401	TELECOMMUNICATIONS TECHNICIAN II	IT	G			
1213	TRAFFIC OPERATIONS SUPERVISOR I	ENG-TOC	G			
2324	WASTEWATER COLLECTION ASSISTANT SUP'T.	WATER-SC	G			
2325	WATER DISTRIBUTION ASSISTANT SUP'T.	WATER-WD	G			
1218	WATER QUALITY SPECIALIST II	ENG - STMWTR	G			
2104	WATER RECLAMATION ASSISTANT SUP'T.	WATER-SP	G			
2201	WATER TREATMENT ASSISTANT SUP'T.	WATER-WP	G			
1114	ZONING ADMINISTRATOR	BNS	G			
1029	ACCOUNT MANAGEMENT SUPERVISOR	REV-MGT	F	\$ 44,276	\$ 52,089	\$ 62,507
1507	ATHLETIC FOREMAN	PARKS	F			
1101	BUILDING ASSOCIATE	BNS	F			
1108	BUILDING INSPECTOR III	BNS	F			
1038	CUSTOMER SERVICE SUPERVISOR	REV-MGT	F			
1513	FACILITIES FOREMAN	PARKS	F			
1005	FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	F			
1312	FINANCIAL ANALYST	FINANCE	F			
1405	FIRE ENGINEER	FIRE	F			
1122	HOUSING DEVELOPMENT COORDINATOR	BNS	F			
2109	INDUSTRIAL PRETREATMENT COORDINATOR	WATER-SP	F			
2424	INFORMATION SYSTEMS ANALYST I	IT	F			
1210	ITS SPECIALIST	ENG-TOC	F			



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as of August 2014

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CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
1709	LAND PLANNER (no TN Reg)	PLANNING	F			
2017	LANDSCAPE MAINTENANCE SUPERVISOR	STREET	F			
2422	LANDSCAPING & GROUNDS FOREMAN	PARKS	F			
1840	MASTER PATROL OFFICER/DETECTIVE	POLICE	F			
1123	NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	F			
2402	NETWORK TECHNICIAN I	IT	F			
0018	OFFICE MANAGER	VARIOUS	F			
1035	PARALEGAL	LEGAL	F			
1704	PLANNER	PLANNING	F			
1113	PLANS EXAMINER I	BNS	F			
1508	RECREATION FOREMAN	PARKS	F			
2009	ROAD INSPECTOR	STREET	F			
0057	SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	F			
2020	STORM WATER INSPECTOR	STMWTR - ST	F			
1715	SURETY COORDINATOR	PLANNING	F			
2410	TELECOMMUNICATIONS TECHNICIAN I	IT	F			
2022	TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	F			
2420	TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN	STREET-TRAFFIC	F			
2419	TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	F			
1908	TRANSFER STATION MANAGER	SANITATION & ENV SERV.	F			
2309	UTILITY INSPECTOR	WATER-WA	F			
2421	WATER QUALITY SPECIALIST I	ENG - STMWTR	F			
2423	ACCOUNTING OFFICER	REV-MGT	E	\$ 39,356	\$ 46,301	\$ 55,561
1521	ARBORIST	PARKS	E			
1883	ASSISTANT COMMUNICATIONS SUPERVISOR	POLICE	E			
1524	ATHLETIC CREW CHIEF	PARKS	E			
2321	BACKFLOW INSPECTOR	WATER-WD	E			
1107	BUILDING INSPECTOR II	BNS	E			
1039	CHIEF DEPUTY COURT CLERK	COURT	E			
2021	COMPOST FACILITY MANAGER	STREET	E			
	ENGINEERING ASSOCIATE	ENG	E			
1031	EXECUTIVE ASSISTANT	ADM	E			
1301	FINANCIAL TECHNICIAN II	FINANCE	E			
1407	FIREFIGHTER	FIRE	E			
2404	GIS SPECIALIST	IT	E			
1519	GROUND TURF CREW CHIEF	PARKS	E			
0053	INFRARED SYSTEM TECHNICIAN	STREET	E			
2425	IT HELP DESK ADMINISTRATOR	IT	E			
1518	LANDSCAPE MAINTENANCE CREW CHIEF	STREET	E			
2311	LIFT STATION TECHNICIAN	WATER-SC	E			
1501	MAINTENANCE CREW CHIEF	PARKS	E			
2107	MAINTENANCE TECHNICIAN	WATER-SP	E			
1110	NEIGHBORHOOD RESOURCES COORDINATOR	BNS	E			
1308	PAYROLL SPECIALIST	FINANCE	E			
1708	PLANNING ASSISTANT	PLANNING	E			
1870	POLICE OFFICER	POLICE	E			
1917	PREVENTIVE MAINTENANCE TECHNICIAN	STREET-FM	E			
1506	PROGRAMMING COORDINATOR	PARKS	E			
1044	PURCHASING SPECIALIST	PURCHASING	E			
1881	RECORDS SUPERVISOR	POLICE	E			
1525	RESEARCH & PLANNING SPECIALIST	PARKS	E			
1918	SAN & ENV SERV CREW SUPERVISOR	SANITATION & ENV SERV.	E			
1824	SR. COMMUNICATIONS OFFICER	POLICE	E			
2011	STORM WATER SUPERVISOR	STMWTR - ST	E			
2012	STREET CREW SUPERVISOR	STREET	E			
2006	TECHNICAL SUPPORT SPECIALIST	VARIOUS	E			
1205	TOC OPERATOR	ENG-TOC	E			
2014	TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	E			
2320	UTILITIES CREW CHIEF	WATER-WD	E			
2206	WASTEWATER OPERATOR SENIOR	WATER-SP	E			
2205	WATER OPERATOR SR	WATER-WP	E			
1117	ZONING ENFORCEMENT OFFICER	BNS	E			





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				Min	Mid	Max
0016	ADMINISTRATIVE ASSISTANT	VARIOUS	D	\$ 34,983	\$ 41,156	\$ 49,387
1610	BENEFITS TECHNICIAN	HR	D			
1102	BUILDING INSPECTOR I	BNS	D			
1820	COMMUNICATIONS OFFICER	POLICE	D			
1886	COMMUNICATIONS SUPPORT COORDINATOR	POLICE	D			
0051	EQUIPMENT OPERATOR	VARIOUS	D			
1882	EVIDENCE TECHNICIAN	POLICE	D			
1310	FINANCIAL TECHNICIAN I	REV-MGT	D			
1310	FINANCIAL TECHNICIAN I (A/P Specialist)	FINANCE	D			
1416	GENERAL SERVICES TECHNICIAN	FIRE	D			
1605	HUMAN RESOURCES TECHNICIAN	HR	D			
2319	INVENTORY SPECIALIST	PARKS/STREET/WATER	D			
0015	PERMIT TECHNICIAN	BNS/PLANNING	D			
1707	PLANNING ASSOCIATE	PLANNING	D			
1510	PROGRAM SPECIALIST	PARKS	D			
2314	SEWER EQUIPMENT TECH	WATER-SC	D			
2019	STRIPING TECHNICIAN	STREET-TRAFFIC	D			
2318	TV TRUCK SEWER INSPECTOR	WATER-SC	D			
2204	WASTEWATER OPERATOR	WATER-SP	D			
2203	WATER OPERATOR	WATER-WP	D			
1407T	FIRE CADET	FIRE	D (Tr)			
1870T	POLICE OFFICER TRAINEE	POLICE	D (Tr)			
0022	BILLING/COLLECTIONS TECH	REV-MGT	C	\$ 31,096	\$ 36,583	\$ 43,900
1011	DEPUTY COURT CLERK	COURT	C			
1021	DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	C			
1004	FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SES	C			
1905	HHW DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	C			
2016	LANDSCAPE MAINTENANCE WORKER SR	STREET	C			
2316	METER READER SENIOR	WATER-WB	C			
1502	PARKS MAINTENANCE WORKER	PARKS	C			
1027	PURCHASING TECHNICIAN	PURCHASING	C			
1030	RECORDING SECRETARY-BOMA	ADM	C			
1903	SAN & ENV SERV DRIVER/OPERATOR	SANITATION & ENV SERV.	C			
1914	SCALE OPERATOR	SANITATION & ENV SERV.	C			
2305	UTILITY SERVICE WORKER	WATER-WD	C			
0014	ADMINISTRATIVE SECRETARY	VARIOUS	B	\$ 27,640	\$ 32,518	\$ 39,022
1509	ATHLETIC WORKER	PARKS	B			
0023P	CASHIER (PT)	REV-MGT	B			
2005	CREW WORKER	STREET	B			
1018	CUSTODIAN	ADM-FACILITIES	B			
1901	DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	B			
1512	FACILITIES WORKER	PARKS	B			
1520	GROUNDS WORKER	PARKS	B			
2015	LANDSCAPE MAINTENANCE WORKER	STREET	B			
1517	LANDSCAPING WORKER	PARKS	B			
2303	METER READER	WATER-WB	B			
1877	PARKING ENFORCEMENT OFFICER	POLICE	B			
1880	RECORDS CLERK	POLICE	B			
0012	SAN & ENV SERVICES DISPATCHER	SANITATION & ENV SERV.	B			
1902	SAN & ENV SERVICES WORKER	SANITATION & ENV SERV.	B			
1523P	TREE WORKER (PT)	PARKS	B			
1043P	VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	B			
0003	SCHOOL PATROL	POLICE	A	\$ 24,569	\$ 28,905	\$ 34,686



HISTORIC  
FRANKLIN  
TENNESSEE

*City of Franklin, Tennessee*  
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**APPENDICIES: Reference**

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Under this section is:

- **Reference Information**
  - **Appendix K – Financial Indicators**
  - **Appendix L - Strategic Plan**
  - **Appendix M - Expenditure Classifications**
  - **Appendix N - Additional Demographic & Economic Information**
  - **Appendix O - Glossary of Terms**



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### **What are the financial indicators?**

A series of metrics which evaluate the City's fiscal health and performance over time (10 years). Revenues, expenditures, cost drivers, indebtedness, fund balances and capital investment will all be examined.

### **What is the goal of these indicators?**

By identifying and responding to financial trends, we help facilitate stability within local government, as well as the cost-effective delivery of desired services, thus minimizing impact on taxpayers.

### **Where do they come from?**

Financial analysts, city administrators and economists from professional organizations - International City/County Management Association, (ICMA), the Government Finance Officers Association (GFOA), Standard & Poor's, as well as data from the State of Tennessee and the City of Franklin, and the U.S. Census Bureau.

### **How many are there?**

Initially, there are thirteen (13) total indicators. They include:

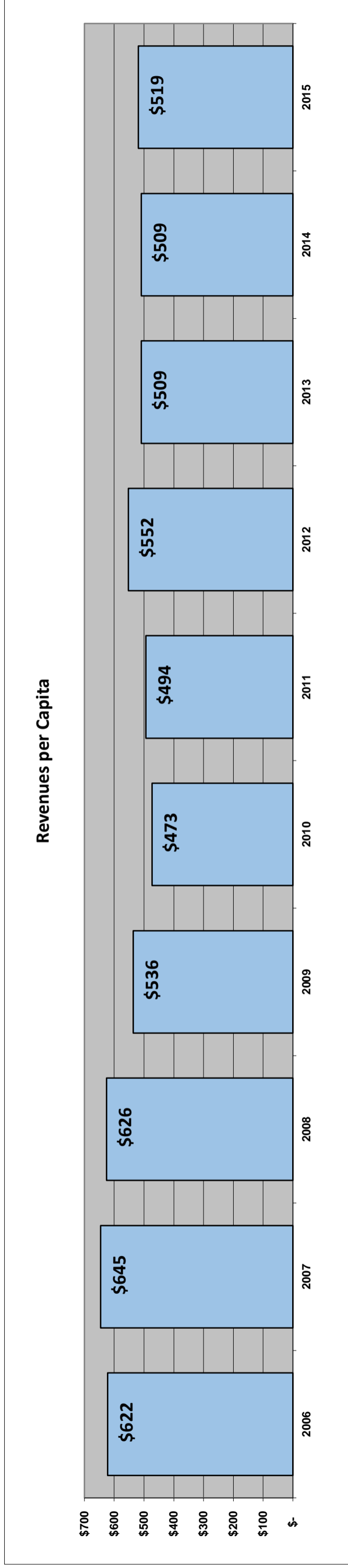
- Revenues per Capita
- Intergovernmental Revenues
- Revenues Related to Economic Growth (Elastic Revenues)
- Uncollected Property Taxes
- Expenditures per Capita
- Fringe Benefits
- Enterprise Operating Position
- Fund Balances
- Long-Term Debt - Debt Service (per Budget, Capita)
- Pension Obligations
- Unfunded Liabilities
- Capital Outlay

### **Are they final?**

No. These are in draft form until we complete the budget process. The first four are presented herein.

## Revenues per Capita

**Warning Trend:** Decreasing net operating revenues per capita (constant dollars)



Formula:

Net Operating Revenues (in constant dollars) / Population

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Net Operating Revenues (Governmental Funds)	\$ 59,710,361	\$ 63,501,167	\$ 71,499,595	\$ 62,728,734	\$ 56,419,973	\$ 66,273,959	\$ 75,325,336	\$ 71,018,807	\$ 76,577,600	\$ 79,603,497
Consumer Price Index (CPI)	194.30	199.10	203.13	208.01	212.05	214.73	218.31	223.20	226.76	231.01
CPI in Decimal form	1.94	1.99	2.03	2.08	2.12	2.15	2.18	2.23	2.27	2.31
Net Operating Revenues (in Constant Dollars)	\$ 30,731,014	\$ 31,894,107	\$ 35,198,588	\$ 30,157,030	\$ 26,606,794	\$ 30,863,425	\$ 34,504,474	\$ 31,818,034	\$ 33,770,330	\$ 34,458,747
Certified Population	49,412	49,412	56,219	56,219	56,219	62,487	62,487	62,487	66,370	66,370
<b>Revenues per Capita</b>	<b>\$ 622</b>	<b>\$ 645</b>	<b>\$ 626</b>	<b>\$ 536</b>	<b>\$ 473</b>	<b>\$ 494</b>	<b>\$ 552</b>	<b>\$ 509</b>	<b>\$ 509</b>	<b>\$ 519</b>

**Notes:**

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report. City of Franklin, TN, Franklin TN.

**Revenues per Capita:**

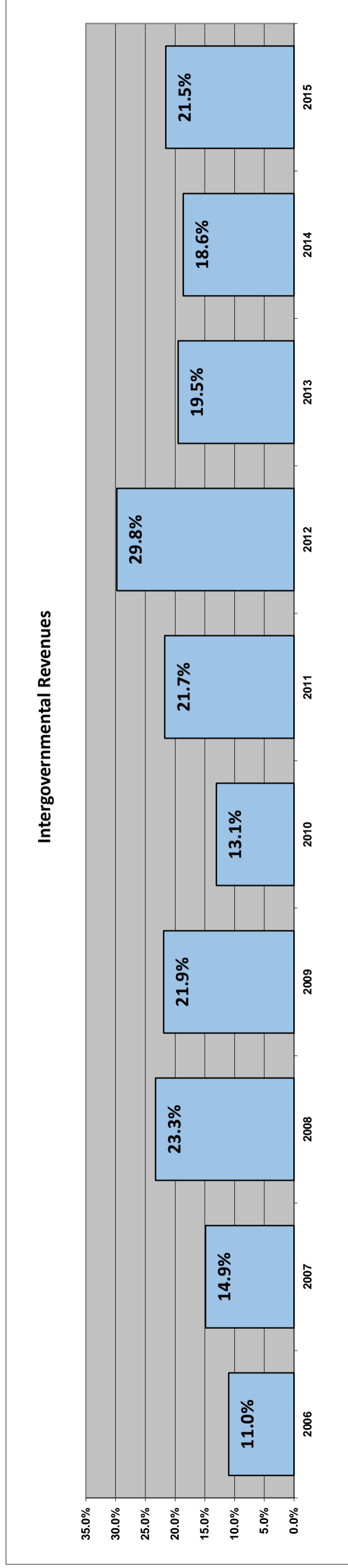
This indicator examines the amount of net operating revenues produced for the City of Franklin per capita in constant dollars. And the indicator shows that on the whole, the City has been trading water over the last decade. A predictable decline in revenues during the recession has only mildly rebounded, but not nearly to the same levels per capita as pre-recession.

The concern moving forward is although gross revenues will continue to rise, so too will Franklin's population, and there is not necessarily a precise correlation between the two. Increasing populations require more resources to maintain the same level of high quality services which have made

Franklin Trend	
favorable	
marginal	x
unfavorable	
uncertain	

## Intergovernmental Revenues

**Warning Trend:** Increasing amount of intergovernmental operating revenues as a percentage of gross operating revenues



**Formula:**

**Intergovernmental Operating Revenues / Gross Operating Revenues**

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Intergovernmental Revenues	\$ 7,039,176	\$ 10,246,007	\$ 17,980,903	\$ 15,100,893	\$ 8,155,250	\$ 16,698,318	\$ 25,631,707	\$ 15,973,111	\$ 16,290,803	\$ 19,789,750
Gross Operating Revenues	\$ 64,030,656	\$ 68,940,330	\$ 77,280,828	\$ 68,824,420	\$ 62,464,916	\$ 76,879,525	\$ 86,033,637	\$ 81,964,587	\$ 87,574,179	\$ 91,848,483
<b>Intergovernmental Operating Revenues as a % of Gross Operating Revenues</b>	<b>11.0%</b>	<b>14.9%</b>	<b>23.3%</b>	<b>21.9%</b>	<b>13.1%</b>	<b>21.7%</b>	<b>29.8%</b>	<b>19.5%</b>	<b>18.6%</b>	<b>21.5%</b>

**Notes:**

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report. City of Franklin, TN, Franklin TN.

**Intergovernmental Revenues:**

The City of Franklin relies on intergovernmental revenues for a significant portion of its overall revenue portfolio. These revenues are predominantly in the form of aid from the State of Tennessee. In FY 2015, 92% of all intergovernmental revenues came to the City from the State, (25% in the form of State Sales Taxes, 19% in the form of State Business Taxes, 16% from State Income Taxes, 12% in the form of Capital Project reimbursements 10% in the form of the Gasoline Tax, 5% in the form of all other funds and 4% for debt service contributions. The remaining 8% came from the federal government for CDBG and Transit activities.

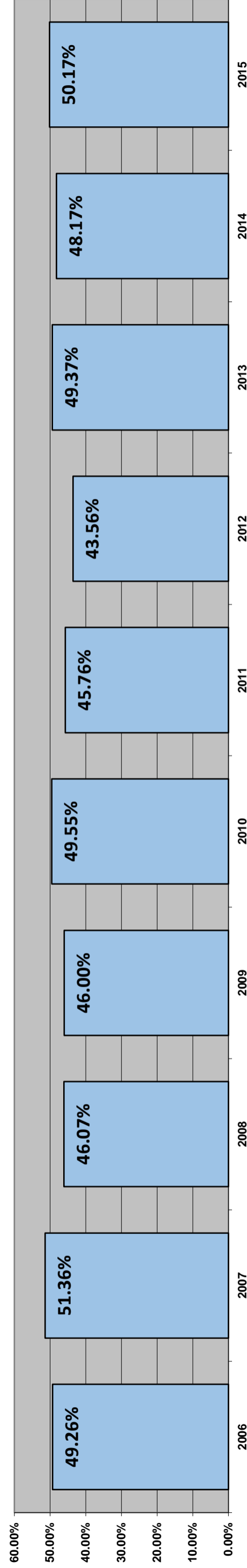
Taking away reimbursements for capital projects and debt service, the City of Franklin is still reliant on the State of Tennessee and the Federal Government for just under 1/5 of all operating revenues annually. Primary funding for road resurfacing and affordable housing efforts for the City comes from the State. Although an important funding source, this indicator shows that the amounts received from other governments are not as

Franklin Trend	
favorable	
marginal	x
unfavorable	
uncertain	x

## Revenues Related to Economic Activity

**Warning Trend:** Decreasing revenues related to economic activity as a percentage of net operating revenues

Revenues Related to Economic Activity



Formula:

Revenues Related to Economic Activity / Net Operating Revenues

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Local Sales Tax	\$ 22,005,703	\$ 23,885,264	\$ 23,185,434	\$ 21,152,554	\$ 20,969,821	\$ 22,720,666	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994
State Sales Tax	\$ 3,149,627	\$ 3,578,356	\$ 3,588,358	\$ 3,687,950	\$ 3,600,721	\$ 3,767,317	\$ 4,242,695	\$ 4,324,811	\$ 4,496,081	\$ 5,033,141
Business Tax	\$ 2,363,300	\$ 2,777,563	\$ 2,927,635	\$ 2,939,829	\$ 2,619,428	\$ 2,518,958	\$ 2,754,341	\$ 3,151,224	\$ 3,048,468	\$ 3,749,746
Building Permits & Licenses	\$ 1,893,095	\$ 2,375,558	\$ 3,240,869	\$ 1,077,335	\$ 766,173	\$ 1,318,725	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,208,560
<b>Total Revenues Related to Economic Activity</b>	<b>\$ 29,411,725</b>	<b>\$ 32,616,741</b>	<b>\$ 32,942,296</b>	<b>\$ 28,857,667</b>	<b>\$ 27,956,144</b>	<b>\$ 30,325,667</b>	<b>\$ 32,814,615</b>	<b>\$ 35,064,504</b>	<b>\$ 36,888,065</b>	<b>\$ 39,935,441</b>
<b>Net Operating Revenues</b>	<b>\$ 59,710,361</b>	<b>\$ 63,501,167</b>	<b>\$ 71,499,595</b>	<b>\$ 62,728,734</b>	<b>\$ 56,419,973</b>	<b>\$ 66,273,959</b>	<b>\$ 75,325,336</b>	<b>\$ 71,018,807</b>	<b>\$ 76,577,600</b>	<b>\$ 79,603,497</b>
<b>Revenues Related to Economic Growth</b>	<b>49.26%</b>	<b>51.36%</b>	<b>46.07%</b>	<b>46.00%</b>	<b>49.55%</b>	<b>45.76%</b>	<b>43.56%</b>	<b>49.37%</b>	<b>48.17%</b>	<b>50.17%</b>

**Notes:**

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report & FY 2017 Revenue Model. City of Franklin, TN, Franklin TN.

**Revenues Related to Economic Activity**

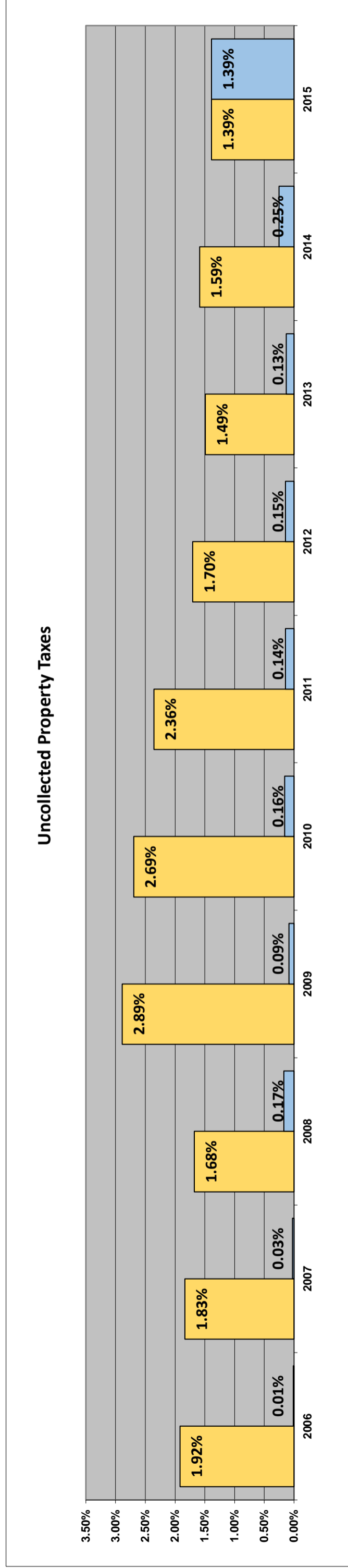
Revenues related to economic activity include construction related revenues such as building permit fees and licenses resulting from new construction and commerce related revenues such as the sales and business taxes. This indicator is important to monitor for several reasons. First, a decrease in building permit fees may be a leading indicator of smaller future adds to the property tax rolls, which affects another primary revenue stream. Second, this chart demonstrates that nearly one out every two dollars the City collects annually comes directly from economic activity. While this is good when the economy is strong, it illustrates again the delicate balance the City faces when economic times are not as favorable.

Franklin Trend	
favorable	
marginal	x
unfavorable	
uncertain	



## Uncollected Property Taxes

**Warning Trend:** Increasing amount of uncollected property taxes as a percentage of net property tax levy.



**Formula:**

**Uncollected Property Taxes / Property Tax Levy**

Fiscal Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Property Tax Levy	\$ 9,118,460	\$ 9,611,622	\$ 10,214,031	\$ 10,739,928	\$ 11,468,281	\$ 11,785,700	\$ 11,718,525	\$ 11,902,186	\$ 12,342,702	\$ 13,742,347
Property Tax Collections Within One Year	\$ 8,943,537	\$ 9,435,282	\$ 10,042,817	\$ 10,429,879	\$ 11,159,219	\$ 11,507,981	\$ 11,519,012	\$ 11,724,940	\$ 12,146,687	\$ 13,551,648
Uncollected Property Taxes After One Year	\$ 174,923	\$ 176,340	\$ 171,214	\$ 310,049	\$ 309,062	\$ 277,719	\$ 199,513	\$ 177,246	\$ 196,015	\$ 190,699
<b>Uncollected Property Taxes Collected within One Year as a % of Tax Levy</b>	<b>1.92%</b>	<b>1.83%</b>	<b>1.68%</b>	<b>2.89%</b>	<b>2.69%</b>	<b>2.36%</b>	<b>1.70%</b>	<b>1.49%</b>	<b>1.59%</b>	<b>1.39%</b>
Total Property Tax Collections	\$ 9,117,222	\$ 9,609,019	\$ 10,196,694	\$ 10,730,772	\$ 11,450,402	\$ 11,768,998	\$ 11,701,478	\$ 11,886,970	\$ 12,311,843	\$ 13,551,648
Uncollected Property Taxes	\$ 1,238	\$ 2,603	\$ 17,337	\$ 9,156	\$ 17,879	\$ 16,702	\$ 17,047	\$ 15,216	\$ 30,859	\$ 190,699
<b>Uncollected Property Taxes as a % of Tax Levy</b>	<b>0.01%</b>	<b>0.03%</b>	<b>0.17%</b>	<b>0.09%</b>	<b>0.16%</b>	<b>0.14%</b>	<b>0.15%</b>	<b>0.13%</b>	<b>0.25%</b>	<b>1.39%</b>

**Notes:**

Data comes from 2015 City of Franklin Comprehensive Annual Financial Report. City of Franklin, TN, Franklin TN.

**Uncollected Property Taxes:**

An increase in uncollected property taxes may indicate an inability by property owners to pay their taxes due to economic conditions. Additionally, as uncollected property taxes rise, liquidity decreases, resulting in less cash on hand for the City to invest. Bond rating organizations generally consider uncollected taxes in excess of five percent as a warning trend. Franklin has exceptionally strong collection rates, regardless of economic circumstances during the last decade.

Franklin Trend	
favorable	x
marginal	
unfavorable	
uncertain	



*City of Franklin, Tennessee*  
**FY 2017 Operating Budget**

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# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix L – **FranklinForward**. Strategic Plan

# FranklinForward

## Vision for 2033

Objectives for Developing a Strategic Plan

<https://performance.franklinton.gov>

### FUNDAMENTALS



- A plan that supports the City’s Mission:  
“Franklin will continually strive to be a community of choice for individuals, families, and businesses to grow and prosper through an excellent quality of life supported by exceptional, responsive, and cost-effective City services.”
- A plan that supports traditions important to our citizens:
  - We strive to determine our own destiny.
  - We pursue bold but attainable growth.
  - We collaborate with others to shape our future.
- A plan that reflects public service values:
  - Transparency in stewardship of public resources.
  - Accountability and integrity.
  - Emphasis on results that improve the community.

### THEMES



#### A Safe Clean and Livable City

Having a safe, clean, and livable city is a primary requisite for our citizens and they are supportive of the means necessary to assure the idyllic yet progressive character of Franklin. Residents want to live healthier, sustainable lives and will support services that deliver high standards. Franklin takes pride in the professionalism and quality of our police, fire, and emergency response teams. We understand the importance of code enforcement as a means of precluding declining and unsafe neighborhoods and business districts. The City recognizes its role as a steward of the environment as we deliver essential services while preserving the natural beauty of the community.

**Franklin will have safe neighborhoods supported by high-quality police, fire, and emergency services as well as effective code enforcement.**

- The Franklin Police Department will establish performance standards that help surpass current levels of low crime.



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

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- Goal: The violent crime rate in Franklin will remain at least half of the national average and decrease by 3% annually.
  - Benchmarks: The National Violent Crime Rate for 2011 was 386 per 100,000 residents. The Violent Crime Rate in Franklin was 166 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- Goal: The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.
  - Benchmarks: The Property Crime Rate Nationally was 2,908 per 100,000 residents. The Property Crime Rate in Franklin was 1,710 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- Goal: Franklin Police will establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.
  - Benchmarks: The National Clearance Rate for Violent Crimes in 2011 was 47 percent. The Violent Crime Clearance in Franklin was 76 percent (FBI, Crime in America, Uniform Crime Report).
  - Benchmarks: Nationally, the Property Crime Clearance rate was 18.6 percent. The Property Crime Clearance rate in Franklin was 33 percent (FBI, Crime in America, Uniform Crime Report).
- Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TEMBP).
  - Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) – (This metric captures total response time from the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.)
- Goal: The Franklin Fire Department will reduce property fire loss per \$1 million of appraised value.
  - Baseline: Fire Loss per \$1 million of Appraised Value was \$87.26 in 2012. – (This measures fire loss in dollars per \$1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with \$0 value.)

**Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.**

- Goal: Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey





## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

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- Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.
- Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.
  - Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)
  - Baseline: The current number of days to respond and resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
  - Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

**Franklin will provide high-quality water and wastewater treatment services that will meet the needs of our growing community.**

- Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)
  - Goal: To have a reliable, efficient, and scalable infrastructure
    - Baseline: Baseline energy costs for water and sewage delivery is \$1,595,352 (FY2012 sum actual expenditures from water fund and wastewater fund)
    - Baseline: Baseline of unaccounted water within the system is 20.8% (FY2012)
    - Baseline: Baseline of sanitary score is 97 (2012)
- Franklin will continue to meet or exceed regulatory requirements for water quality.
  - Goal: To have no violations of regulatory requirements for water quality.
    - Baseline: Zero water quality violations in 2012. (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)
- Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.
  - Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.
    - Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan.)
    - Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).



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### Appendices: Appendix L – **FranklinForward**. Strategic Plan

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

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
  - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a “Smarter City” by the Natural Resources Defense Council for sustainability (the first in Tennessee).
  - Baseline: To review the criteria for becoming a “Smarter City” and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>
- Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.
  - Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
  - Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).
- Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.
  - Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 ([www.usgbc.org/LEED](http://www.usgbc.org/LEED)).

#### **Franklin will be a leader in residential recycling efforts.**

- Goal: To increase the percent of diversion through the “blue bag” recyclable program by 3% per year.
  - Baseline: Current diversion of blue bag tonnage was 16% as a percent of the total tons of household garbage collected by City of Franklin. (March, 2013).
- Goal: To reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.
  - Baseline: Current household participation was 49% as a percent of the total number of household refuse stops by the City of Franklin. (March, 2013)
- Goal: To reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)
  - Baseline: As of 2012, collections were: Batteries = 9,341 lbs.; Oil = 576 gallons; Paint =



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendices: Appendix L – **FranklinForward**. Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.



#### An Effective and Fiscally Sound City Government Providing High Quality Service

Franklin citizens have high expectations for their government. As the city continues to grow, it must remain vigilant in the prudent management of taxpayer funds by continuously working to improve the quality, efficiency, and cost effectiveness of services demanded by its citizens. The pace of technological change and innovation in our world is accelerating, and the City depends on the expertise and creativity of its employees to integrate new ideas and tools that will improve service delivery and operational efficiency while maintaining the sense of personal touch our citizens have come to expect.

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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

- Franklin will develop a quality level of service expectation for its citizens.
  - Goal: To have 90% citizen satisfaction rated excellent/good for services as reported by community survey.
    - Baseline: Data to be collected in next community survey.
- Franklin will have a dynamic social media presence to increase effective communication with the public.
  - Goal: To continue to increase the public's use of social media forms of communication with the City of Franklin.
    - Baseline: Current communication contacts with citizens through website hits-32,662; social media: Facebook followers– 7,462, Twitter followers - 4350, YouTube views - 38,664.
- Citizens will have online access to city services.
  - Goal: To enhance online services for citizens.
    - Baseline: The City of Franklin currently has 100 services available for citizens to complete online in 2013.



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

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**Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.**

- Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without a over-dependence on a single dominant revenue source.
  - Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.
- Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).
  - Baseline: As of 2012, Moody's and Standard & Poor's have rated Franklin at AAA.

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

- Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.
  - Goal: To attract talented workers, the City of Franklin's salaries will target to the 70<sup>th</sup> percentile of the equivalent job expectations as reflected in the marketplace.
    - Baseline: 2012 average salary is 92.1% of target market index.
  - Goal: To actively recruit and retain a workforce representative of the community.
    - Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.
- Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.
  - Goal: To have a safe and healthy workplace.
    - Baseline: 21 Franklin employees had accidents in FY 2013.
    - Baseline: Number of lost work days by employees in FY2013. [Need data.]
  - Goal: To have effective training and development objectives within every employee's work plan
    - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
    - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
    - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendices: Appendix L – **FranklinForward**. Strategic Plan



#### Quality Life Experiences

Franklin citizens are proud of their community. They want to remain among the best places to live in the United States—a place envied for its engaging quality of life. People are invested in their neighborhoods as well as in the city. They willingly volunteer, participate, and support the many activities, recreational pursuits, and special events that bring them together as a community.

Franklin's rapidly growing and increasingly diverse population, both in age and ethnicity, is both a strength as well as a challenge to the vision of our city. Our citizens understand the importance of ensuring that everyone who works within our community is able to live within our community.

A critical part of sustaining our unique sense of inclusiveness is ensuring that a range of housing options is available for varying income and demographic groups. As our boundaries expand, the efficient and effective varieties of land uses—residential, commercial, open space, and institutional—are critical components for sustaining our vibrant community. Our citizens are concerned that traffic congestion is increasing everywhere—on major streets and in neighborhoods. They would like a functional transportation system, more bicycle and pedestrian connections between residential neighborhoods and shopping districts or employment centers, and better transit options, not only within the city but connecting the greater metropolitan region.

**Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.**

- Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.
  - Goal: To have 90% or better of citizens who consider Franklin's quality of life to be excellent/good.
    - Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.
  - Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.
    - Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.
  - Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.



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- Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).
- Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.
  - Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.
    - Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

**Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.**

- Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin
  - Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.
    - Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

**Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.**

- To reduce citizen perception of traffic congestion in Franklin
  - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
    - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.
  - Goal: To increase the Walkability Index Score for Franklin.
    - Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in [walkfriendly.org](http://www.walkfriendly.org).  
<http://www.walkfriendly.org/communities/community.cfm?ID=70> and <http://www.walkscore.com/TN/Franklin>
  - Goal: To become a more bicycle friendly community.



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- Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.
- To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services
  - Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.
    - Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)
  - Goal: To increase the number of riders using the Franklin Transit Authority.
    - Baseline: 52,034 riders in 2009 (Last data available on Nashville MPO site).
  - Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.
    - Baseline: [none: need data point related to air quality].

#### **Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.**

- Goal: To improve ranking as one of the 100 Best Places to live in the United States.
  - Baseline: Ranked of 52 (CNN Money Magazine, 2012).
- Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.
  - Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)
- Goal: To improve ranking as one of the top business-friendly cities in Tennessee.
  - Baseline: Ranked as 2nd in Tennessee (Beacon Center for Tennessee, 2012).
- Goal: To remain one of the top rated healthy cities in Tennessee.
  - Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)
- Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).
  - Baseline: 11.28 acres per 1,000 citizens (Parks Department).
- Goal: To remain below the national Cost of Living Index of 100.



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- Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).
- Goal: Maintain status as a Tree City U.S.A.
  - Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).
- Goal: To improve ranking as one of the best cities for start-up businesses in the United States.
  - Baseline: Ranked top 50 in the nation ([http://images.businessweek.com/ss/09/03/0327\\_smallcity\\_startups/43.htm](http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm)).
- Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.
  - Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)
- Goal: To reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).
  - Baseline: The 2010 census shows 7.4% of citizens live in poverty in Franklin (2010 Census).



### Sustainable Growth and Economic Prosperity

Franklin has a heritage of economic stability, defying many of the struggles faced in other communities and the nation. This heritage is a result of a dedication to sustainable growth through thoughtful public policy decisions and well-managed developments. The community values the diversity of high-quality and high-worth places—the mix of suburban and downtown shopping districts that serve the community’s needs and are magnets for out-of-town visitors; a vibrant corporate and office environment that is the home to industry-leading businesses of all sizes; well-designed and maintained parks and recreational gathering places that also focus on historical, cultural, or natural attributes; and opportunities to pursue a wide range of activities without leaving the community.

City leaders also understand the importance of having a self-sustaining economic engine that through collaboration and partnership with both private and public entities supports efforts that attract, retain, and create quality jobs to ensure a diverse economic base, a resilient and growing tax base, and thriving neighborhoods.

**Franklin will strategically manage its growth and the value of its assets.**

- Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.
  - Baseline: Citizen Perception reported through community survey.





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- Goal: Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.
  - Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)
- Goal: To increase the assessed valuation per square mile for land in City of Franklin
  - Baseline: Current assessed valuation per square mile is \$77,787,427 (Based on 41.28 sq. miles and property assessed value of 2012 of \$3,211,064,976. Finance Department)

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

- Opportunities for increasing tourism experiences.
  - Goal: To increase tourist visits to Franklin.
    - Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 ([www.carnton.org](http://www.carnton.org)).
  - Goal: To increase private investment in Franklin’s Historic Area.
    - Baseline: Franklin issued 116 Certificates of Appropriateness for construction in 2012 (Planning and Sustainability).
    - Baseline: The value of investment dollars from COA’s for 2012 was \$7,565,260 (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)
  - Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center
    - Baseline: [Need 2012 fiscal year data on number of participants or equivalent proxy]
- Opportunities for revenue enhancements through tourism and sales revenues.
  - Goal: To increase the revenue generated from Hotel/Motel taxes.
    - Baseline: Franklin received \$2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)
  - Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.
    - Baseline: \$24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)
  - Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center
    - Baseline: [Review Conference Center data for appropriate metrics]



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

- Encourage job growth and retention within the city.
  - Goal: To increase the number of jobs in the city over the previous year.
    - Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].
  - Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.
    - Baseline: Franklin’s unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).
- Encourage expansion and retention of business opportunities in the City of Franklin.
  - Goal: To increase the net number of business licenses within the city over the previous year.
    - Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
    - Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).
  - Goal: To increase the number of small businesses over the previous year.
    - Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)
  - Goal: To increase the number of businesses with more than 100 employees over the previous year.
    - Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).
  - Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.
    - Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).
  - Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.
    - Baseline: Franklin retail and commercial vacancy rate for 3<sup>rd</sup> Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

### **Appendix M – Chart of Account Definitions**

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. The following classifications are an abbreviated list of the City's complete Chart of Accounts. Further detail is available from the City's Finance Office. These categories provide definitions of the classifications used within departmental and divisional budgets within each fund.

#### **The classifications budgeted under Personnel are:**

**81100 SALARIES & WAGES**

Amounts paid to both permanent and temporary City employees, including personnel substituting for those in permanent positions. This category includes gross salary for personal services rendered while on the payroll of the City.

**81200 OFFICIALS FEES**

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

**81400 EMPLOYEE BENEFITS**

Amounts paid by the City on behalf of employees; these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, although not paid directly to employees, are part of the cost of personal services.

#### **The classifications budgeted under Operations are:**

**82100 TRANSPORTATION CHARGES**

Charges for transport services needed for City operations

**82200 OPERATING SERVICES**

Services necessary for the ongoing operations of the City.

**82300 NOTICES, SUBSCRIPTIONS, PUBLICITY**

Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.

**82400 UTILITIES**

Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.

**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.



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

### Appendix M – Chart of Account Definitions

- 82600 REPAIR & MAINTENANCE SERVICES**  
Expenditures for repair and Maintenance services not provided directly by City personnel.
- 82700 EMPLOYEE PROGRAMS**  
Primarily administered by Human Resources, these are programs established for employee development.
- 82800 PROFESSIONAL DEVELOPMENT / TRAVEL**  
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.
- 83100 OFFICE SUPPLIES**  
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.
- 83200 OPERATING SUPPLIES**  
Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.
- 83300 FUEL & MILEAGE (NON-TRAVEL)**  
Costs of operating vehicles on duty.
- 83400 SUPPLIES PURCHASED FOR RESALE**  
Supplies purchased for use in providing City services.
- 83500 EQUIPMENT (<\$25,000)**  
Equipment used with an item cost under \$25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.
- 83600 REPAIR & MAINTENANCE PARTS & SUPPLIES**  
Expenditures for supplies for repair and maintenance services provided directly by City personnel.
- 84000 OPERATIONAL UNITS**  
Costs incurred by departments for specific operational units or activities.
- 85100 PROPERTY & LIABILITY COSTS**  
Property and liability costs.
- 85200 RENTALS**  
Costs for renting or leasing land, buildings, equipment, and vehicles.



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

### **Appendix M – Chart of Account Definitions**

- 85300 PERMITS & FEES**  
Costs incurred by City for necessary permits and fees.
- 85500 FINANCIAL FEES**  
Costs incurred related to financial operations.
- 85900 OTHER BUSINESS EXPENSES**  
Business-related expenditures not classified elsewhere.
- 86000 DEBT SERVICE**  
Costs incurred by City for outstanding debt.
- 87000 APPROPRIATIONS**  
Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.
- 87500 REIMBURSEMENT FOR INTERFUND SERVICES**  
Amounts received by the General Fund from the Sanitation, Stormwater, and Water/Sewer funds for administrative services provided to these funds. The amounts are recorded in the General Fund as reductions of expenditures in Revenue Management, Administration, Capital Investment Planning, Facilities & Project Management, Human Resources, Law, Communications, Finance, Purchasing, and Engineering.
- 88000 TRANSFERS TO OTHER FUNDS**  
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.

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

- 89100 LAND**  
This includes cost for land and easements acquired for Capital projects.
- 89200 BUILDINGS**  
Includes costs for buildings acquired, building design & construction and various building improvements greater than \$25,000 that adds new capacity to a existing building or extends the estimated useful life of an existing building.
- 89300 IMPROVEMENTS**  
Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)
- 89400 INFRASTRUCTURE**



## *City of Franklin, Tennessee* **FY 2017 Operating Budget**

### **Appendix M – Chart of Account Definitions**

Includes costs of improving drainage, streets, adding, improving, and replacing curb and gutter, adding or improving gateway enhancement and streetscape, improving bridges and tunnels, adding or improving sidewalks, acquiring and installing traffic signals and installing or improving streetlights.

**89500**

**EQUIPMENT (>\$25,000)**

Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix N – Additional Demographic & Economic Information

The following tables provide additional detail about the City's finance, economic standing and overall demographics. Information is taken from the 2015 Comprehensive Annual Financial Report (CAFR).

#### City of Franklin, Tennessee

##### Revenue Capacity Information - Local Sales Tax Collections

FISCAL YEAR	Estimate of Taxable Sales to Local Sales Tax	Local Sales Tax Rate (City & Williamson County)	Total Local Sales Tax Collected	Less: County Portion (1/2 of tax)	Less: County Admin Fee (1% of City's 1/2 of tax)	Local Sales Tax Received by City	Percent of General Fund Revenue
2015	\$ 2,598,787,340	2.25%	\$ 58,472,715	\$ (29,236,358)	\$ (292,364)	\$ 28,943,994	50.35%
2014	2,447,114,882	2.25%	55,060,085	(27,530,042)	(275,300)	27,254,742	47.88%
2013	2,334,072,548	2.25%	52,516,632	(26,258,316)	(262,583)	25,995,733	49.35%
2012	2,172,607,228	2.25%	48,883,663	(24,441,831)	(244,418)	24,197,413	47.48%
2011	2,040,014,905	2.25%	45,900,335	(22,950,168)	(229,502)	22,720,666	44.81%
2010	1,882,812,211	2.25%	42,363,275	(21,181,637)	(211,816)	20,969,821	45.41%
2009	1,899,219,214	2.25%	42,732,432	(21,366,216)	(213,662)	21,152,554	42.25%
2008	2,081,744,916	2.25%	46,839,261	(23,419,630)	(234,196)	23,185,434	42.31%
2007	2,144,580,382	2.25%	48,253,059	(24,126,529)	(241,265)	23,885,264	45.08%
2006	1,975,820,696	2.25%	44,455,966	(22,227,983)	(222,280)	22,005,703	46.65%

Tennessee Code Annotated Section 67-6-702 authorizes the levy of a local option sales tax. The maximum rate authorized is 2.75%. The current rate is 2.25%. The tax is applied only to the first \$1,600 of any single article of personal property.

The City receives 1/2 of the 2.25% rate collected within the City. Williamson County receives the other 1/2, plus an administrative fee of 1% of the City's 1/2 of the tax.

Source: City of Franklin, Tennessee. *2015 Comprehensive Annual Financial Report. Page 93.*



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix N – Additional Demographic & Economic Information

City of Franklin, Tennessee		Personal Property Assessment				Public Utility Assessment		Total Taxable Assessed Value	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
		Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment				
FISCAL YEAR											
2015	\$ 1,628,904,915	\$ 1,586,857,868	\$ 163,708,520	\$ 53,322	\$ 60,066,953	\$ 471,130	\$ 3,440,062,708	\$ 11,413,859,405	30.14%	0.4065	
2014	1,572,195,410	1,549,098,572	156,642,888	69,209	55,553,796	-	3,333,559,875	11,065,624,425	30.13%	0.3765	
2013	1,523,744,360	1,487,649,998	148,889,463	1,275,280	56,228,260	-	3,217,787,361	10,442,405,019	30.81%	0.3765	
2012	1,492,455,650	1,477,904,852	152,009,171	915,060	54,282,799	471,130	3,178,038,662	10,298,785,436	30.86%	0.3765	
2011	1,396,203,808	1,171,557,561	148,428,180	531,997	52,470,801	-	2,769,192,347	9,963,638,570	27.79%	0.4340	
2010	1,371,758,898	1,140,259,084	129,518,412	572,304	47,032,940	192,390	2,689,334,028	10,225,661,696	26.30%	0.4340	
2009	1,322,570,226	1,029,940,678	121,389,801	-	42,896,113	192,390	2,516,989,208	9,637,668,952	26.12%	0.4340	
2008	1,227,826,775	1,000,170,840	125,258,855	-	46,132,783	192,390	2,399,581,643	7,948,798,841	30.19%	0.4340	
2007	1,130,759,300	967,302,320	116,376,596	-	45,208,630	221,540	2,259,868,386	7,433,188,531	30.40%	0.4340	
2006	838,883,725	719,932,760	98,346,952	-	38,205,538	685,190	1,696,054,165	6,162,312,297	27.52%	0.5500	

Source: Tax Aggregate Report of Tennessee

Note: Property of the City is reappraised periodically. Tax rates are per \$100 of assessed value.

Source: City of Franklin, Tennessee. 2015 Comprehensive Annual Financial Report. Page 94.





# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix N – Additional Demographic & Economic Information

#### City of Franklin, Tennessee

#### Revenue Capacity Information - Principal Property Taxpayers, Current Year and Nine Years Ago

<u>Taxpayer</u>	2006		2015	
	<u>Assessed Valuation</u>	<u>Percent of Total Valuation</u>	<u>Assessed Valuation</u>	<u>Percent of Total Valuation</u>
<u>Real and Personal Property Tax</u>				
Spectrum Properties			\$ 112,482,900	3.27%
CBL Associates (Galleria Mall)	\$ 36,411,360	2.15%	66,458,400	1.93%
Highwoods			57,704,500	1.68%
Boyle Investments	13,610,360	0.80%	50,583,400	1.47%
Trammell Crow Investments			37,403,500	1.09%
Lionstone Investments			29,792,480	0.87%
NWI/Duke Weeks			29,329,700	0.85%
SVT			27,582,600	0.80%
Berkshire Communities			24,208,600	0.70%
Venterra Realty			21,843,500	0.63%
Williams W. Fred Trust	16,366,760	0.96%		
Landings F C LP	15,861,235	0.94%		
Wyndchase LLC	14,784,000	0.87%		
Williamson County Farmers Coop	12,138,030	0.72%		
Franklin Cool Springs Corp	9,883,675	0.58%		
Alara Franklin Corp	9,600,000	0.57%		
Thoroughbred Village LLC	9,221,160	0.54%		
Noble Investments	8,792,520	0.52%		
<b>Totals</b>	<b>\$ 146,669,100</b>	<b>8.65%</b>	<b>\$ 457,389,580</b>	<b>13.30%</b>

\* Total assessed valuation in 2006 (tax year 2005) was \$1,696,054,165.

\*\* Total assessed valuation in 2015 (tax year 2014) is \$3,440,062,708.

Source: City of Franklin, Tennessee. 2015 Comprehensive Annual Financial Report. Page 96.



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix N – Additional Demographic & Economic Information

#### City of Franklin, Tennessee

#### Demographic and Economic Information - Principal Employers, Current Year and Nine Years Ago

Employer	2006			2015		
	Employees *	Rank	Percentage of Total City Employment	Employees **	Rank	Percentage of Total City Employment
Community Health Systems				3,092	1	8.26%
Nissan North America				1,850	2	4.94%
Williamson Medical Center	905	3	1.88%	1,400	3	3.74%
Parallon Business Solutions				1,100	4	2.94%
Verizon Wireless				1,001	5	2.67%
Lee Company	493	4	1.02%	910	6	2.43%
Optum				801	7	2.14%
Ford Motor Credit				800	8	2.14%
Healthways				717	9	1.92%
Mars Petcare				659	10	1.76%
Cool Spring Galleria	3,500	1	7.27%			
Primus	1,500	2	3.12%			
Progeny Marketing Innovations	450	5	0.94%			
Plastech Engineered Products	360	6	0.75%			
Civil Constructors, Inc.	350	7	0.73%			
APCOM Inc.	300	8	0.62%			
MedSolutions	265	9	0.55%			
Lasko Metal Products	250	10	0.52%			
Southern Land	220	11	0.46%			
Telco, Inc.	210	12	0.44%			
<b>Total</b>	<b>8,803</b>		<b>18.29%</b>	<b>12,330</b>		<b>32.93%</b>

\* City's 2006 Comprehensive Annual Financial Report. Prior to 2013, the CAFR represented Franklin employers by county statistics.

\*\* Williamson County Office of Economic Development, Williamson County Local Industry Employers 2015.

\*\*\* Williamson County Office of Economic Development does not report Williamson County Government, Williamson County Schools, and Cool Springs Galleria Mall in its Local Industry Employers 2015

Source: City of Franklin, Tennessee. 2015 Comprehensive Annual Financial Report. Page 104.



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix O – Glossary

**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.



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix O – Glossary

**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 \$25,000 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.

**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



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix O – Glossary

made necessary by growth. Such taxes may be expended only upon police, fire, sanitation, 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. It is also the legal level of budgetary control for the City.

**FUND BALANCE:** Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

**GENERAL FUND:** The general operating fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks.

**GENERAL OBLIGATION BONDS:** Debt issued by the City, repayment of which is backed by full taxing power.

**GFOA:** Government Finance Officers Association.

**HOTEL/MOTEL TAX FUND:** A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. 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.

**IN LIEU OF PARKLAND FUND:** A Special Revenue fund created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance in which funds collected from developments can be used for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.

**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



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix O – Glossary

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 \$25,000 (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 \$0.4065 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.





# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Appendix O – Glossary

**REVENUE BONDS:** Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

**ROAD IMPACT FUND:** A special revenue fund used to account for proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to assess and collect fees on new development thereby requiring the developer to pay for the costs of new road improvements.

**SANITATION & ENVIRONMENTAL SERVICES FUND:** A special revenue fund used to account for the City's sanitation collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.

**SPECIAL REVENUE FUND:** Special revenue funds are used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources are to be used to finance a particular activity. The City has nine (9) special revenue funds: Street Aid & Transportation, Sanitation & Environmental Services, Road Impact, Facilities Tax, Stormwater, Drug, Hotel/Motel, Transit System, and Community Development Block Grant (CDBG) funds.

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

**STREET AID & TRANSPORTATION FUND:** A special revenue fund used to account

for the receipt and usage of the City's share of State 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.



*City of Franklin, Tennessee*  
**FY 2017 Operating Budget**

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