



## City of Franklin, Tennessee

### FY 2019 Operating Budget

#### Revenue Management

*Lawrence Sullivan, Revenue & Licensing Manager*

##### Budget Summary

	2016 Actual	2017 Actual	2018		2019 Budget	2018 v. 2019	
			Budget	Estimated		\$	%
<b>Personnel</b>	908,625	994,342	1,028,410	972,969	1,035,446	7,036	0.7%
<b>Operations</b>	-715,667	-732,518	-719,674	-730,785	-723,396	-3,722	0.5%
<b>Capital</b>	0	0	0	0	0	-	0.0%
<b>Total</b>	<b>192,958</b>	<b>261,826</b>	<b>308,736</b>	<b>242,184</b>	<b>312,050</b>	<b>3,314</b>	<b>1.1%</b>

##### Departmental Summary

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

##### FY 2019 Outlook

While we will continue to work on providing excellent service to our customers in FY 2018, we have the expectation to improve our customer billing and payment options by implementing an Electronic Billing, Payment and Presentment (EBPP) platform in the future. We expect this to be revenue neutral where the costs of service are offset by savings in the reduction of mailing and fulfillment costs.

#### Performance Measures

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

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



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Performance Measures



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

#### Theme: None Specific

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

<b>Key:</b>	<b>Strategic Plan: FranklinForward</b>	
	<b>Sustainable Franklin</b>	
	<b>Tennessee Municipal Benchmarking Project</b>	
	<b>2016 Franklin Citizens Survey</b>	

### Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	<b>Bills</b>					
	Number of property tax bills issued	29,371	30,366	31,287	32,000	32,000
	Number of water & sewer bills issued	290,684	327,318	339,302	345,000	345,000
	<b>New requests for Service (Total)</b>	2,599	2,857	2,492	2,500	2,500
	Water (Monthly Average)	\$ 43.59	\$ 45.07	\$ 47.60	\$ 47.60	\$ 47.60
	Sewer (Monthly Average)	\$ 47.32	\$ 50.48	\$ 53.29	\$ 53.29	\$ 53.29
	Irrigation (Monthly Average)	\$ 189.76	\$ 217.57	\$ 248.55	\$ 248.55	\$ 248.55
	Delinquent Notices	37,964	36,702	36,616	36,000	36,000
	Water Shutoffs	812	866	764	750	750
	<b>Electronic</b>					
	Web Pay	21,434	29,778	35,337	35,930	35,930
	ACH/RPPS	69,650	81,330	82,377	83,760	83,760
	Bank Draft	65,846	76,639	81,806	83,180	83,180
	Lock Box	86,819	93,216	93,191	94,756	94,756
	<b>Paper</b>					
	Drop Box (2nd Avenue) / Mail	16,686	16,686	16,292	16,566	16,566
	In-Person Transactions	17,974	18,624	16,882	17,166	17,166
	Total Transactions	278,409	316,273	325,885	331,358	331,358
	% of total transactions electronic	87.6%	88.8%	89.8%	89.8%	89.8%
	% of total transactions paper	6.0%	5.3%	5.0%	5.0%	5.0%
	% of total transactions in-person	6.5%	5.9%	5.2%	5.2%	5.2%

### Efficiency Measures

		2015	2016	2017	2018*	2019*
	<b>Cost of processing bills (mailing and printing)</b>					
	Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.	4.50	4.50	4.50	4.50	4.50



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Collection Rate(s)					
	Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.6%	98.7%	99.4%	99.0%	99.0%
	<b>Tennessee Statewide Benchmarking Average</b>	<b>96.0%</b>	<b>97.1%</b>	<b>90.0%</b>	<b>TBD</b>	<b>TBD</b>
	Utility Collections as a Percentage of Utilities Billed (first year)	94.5%	96.7%	99.2%	97.0%	97.0%
	<b>Tennessee Statewide Benchmarking Average</b>	<b>95.6%</b>	<b>97.0%</b>	<b>75.5%</b>	<b>TBD</b>	<b>TBD</b>
	Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	87.60%	88.60%	89.82%	89.60%	89.60%

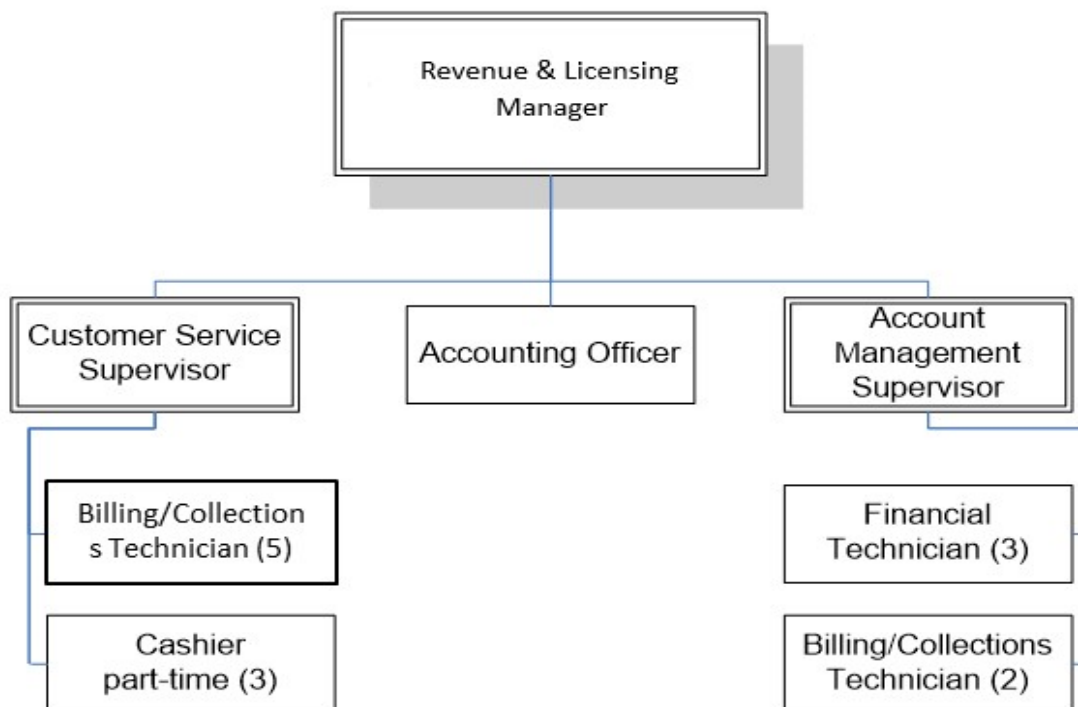
\* 2017 and 2018 data estimated.

#### Franklin Citizens Survey

(Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of Utility billing services	29%	50%	15%	5%

### Organizational Chart



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



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Revenue & Licensing Manager	Grade H	0	0	0	0	0	0	1	0	1	0
Asst City Recorder - Revenue Management	Grade G	1	0	1	0	1	0	0	0	0	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Accounting Officer	Grade E	1	0	1	0	1	0	1	0	1	0
Financial Technician I	Grade D	4	0	4	0	4	0	3	0	3	0
Billing/Collections Technician	Grade C	5	1	5	1	5	1	7	0	7	0
Cashier Part-Time	Grade B	0	5	0	5	0	5	0	3	0	3
<b>TOTALS</b>		<b>13</b>	<b>6</b>	<b>13</b>	<b>6</b>	<b>13</b>	<b>6</b>	<b>14</b>	<b>3</b>	<b>14</b>	<b>3</b>

### Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	695,332	738,773	755,056	718,000	757,854	2,798	0.4%
Employee Benefits	213,293	255,569	273,354	254,969	277,592	4,238	1.6%
<b>Total Personnel</b>	<b>908,625</b>	<b>994,342</b>	<b>1,028,410</b>	<b>972,969</b>	<b>1,035,446</b>	<b>7,036</b>	<b>0.7%</b>
<b>Operations</b>							
Transportation Services	9,870	7,435	11,750	10,000	10,000	(1,750)	-14.9%
Operating Services	722	1,230	1,100	1,379	1,300	200	18.2%
Notices, Subscriptions, etc.	882	1,376	2,525	2,500	2,500	(25)	-1.0%
Utilities	2,035	2,440	2,600	2,600	2,600	-	0.0%
Contractual Services	2,726	2,324	5,900	5,900	5,900	-	0.0%
Repair & Maintenance Services	501	899	1,200	1,200	1,200	-	0.0%
Employee programs	135	-	2,250	1,600	2,500	250	11.1%
Professional Development/Travel	1,129	711	2,720	2,540	2,540	(180)	-6.6%
Office Supplies	15,646	18,703	19,625	19,925	20,850	1,225	6.2%
Operating Supplies	1,537	1,471	3,260	2,660	2,800	(460)	-14.1%
Fuel & Mileage	-	-		40		-	0.0%
Machinery & Equipment (<\$25,000)	4,821	7,887	11,100	16,100	16,100	5,000	45.0%
Repair & Maintenance Supplies	255	-	-	-	-	-	0.0%
Property & Liability Costs	1,682	2,016	2,117	2,444	2,566	449	21.2%
Permits	31,043	20,887	36,000	24,000	24,000	(12,000)	-33.3%
Financial Fees	361,793	358,391	399,750	397,898	427,750	28,000	7.0%
Interfund Reimbursements	(1,150,444)	(1,158,288)	(1,221,571)	(1,221,571)	(1,246,002)	(24,431)	2.0%
<b>Total Operations</b>	<b>(715,667)</b>	<b>(732,518)</b>	<b>(719,674)</b>	<b>(730,785)</b>	<b>(723,396)</b>	<b>(3,722)</b>	<b>0.5%</b>
<b>Capital</b>						-	<b>0.0%</b>
<b>Total Revenue Management</b>	<b>192,958</b>	<b>261,824</b>	<b>308,736</b>	<b>242,184</b>	<b>312,050</b>	<b>3,314</b>	<b>1.1%</b>

	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
		<b>Personnel</b>								
=	81110	REGULAR PAY	686,202	717,009	775,674	524,555	715,000	782,232	813,521	846,062
	81120	OVERTIME PAY	9,130	21,764	3,000	14,599	3,000	3,000	3,000	3,000
	81199	VACANCY ADJUSTMENT			(23,618)			(27,378)	(28,473)	(29,612)
=	XWAGE	TOTAL WAGES	695,332	738,773	755,056	539,154	718,000	757,854	788,048	819,450
=	81410	FICA (EMPLOYER'S SHARE)	51,380	54,200	56,821	39,190	54,698	59,841	62,234	64,724
=	81420	MEDICAL PREMIUMS	123,557	153,648	180,362	123,160	164,208	180,908	198,999	218,899
=	81430	GROUP INSURANCE PREMIUMS	10,145	10,352	10,940	8,527	11,369	14,673	15,407	16,177
=	81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(26,069)	(32,223)	(37,518)	(28,128)	(37,500)	(46,074)	(50,681)	(55,750)
!	81450	RETIREMENT CONTRIBUTIONS	40,032	54,684	47,165	47,165	47,165	51,882	57,070	62,777
	81455	DEFERRED COMP MATCH	13,534	14,407	15,227	11,004	14,672	15,988	16,788	17,627
	81470	WORKERS COMPENSATION PREMIUMS	261	211	357	353	357	375	394	413
	81475	WORKERS COMPENSATION CLAIMS	453	290						
=	XBEN	TOTAL BENEFITS	213,293	255,569	273,354	201,271	254,969	277,592	300,211	324,867
=	XPER	TOTAL PERSONNEL	908,625	994,342	1,028,410	740,425	972,969	1,035,446	1,088,259	1,144,317
		<b>Operations</b>								
+	82110	MAILING & OUTBOUND SHIPPING SERVICES	9,847	7,435	11,750	3,644	10,000	10,000	10,000	10,000
	1	Mailing (followup and notices)								
	2	Utility Billing Notices (changes coming)								
	3	Various	9,847	7,435	11,750	3,644	10,000	10,000	10,000	10,000
	*	Amount missing from detail								
	82120	FREIGHT FOR INBOUND PURCHASED ITEMS	23							
=	XTRC	TOTAL TRANSPORTATION CHARGES	9,870	7,435	11,750	3,644	10,000	10,000	10,000	10,000
	82210	PRINTING & COPYING SERVICES, OUTSOURCED	76	183	600		300	300	300	300
	82240	TRANSCRIPTION FEES								
	82250	TESTING & PHYSICALS	567	573	500	673	500	500	500	500
	82299	OTHER OPERATING SERVICES	79	474		579	579	500	500	500
=	XOPSV	TOTAL OPERATING SERVICES	722	1,230	1,100	1,252	1,379	1,300	1,300	1,300
	82310	LEGAL NOTICES		417	1,000		1,000	1,000	1,000	1,000
+	82350	DUES FOR MEMBERSHIPS	618	695	1,000	300	1,000	1,000	1,000	1,000
	1	Tn Assoc of Municipal Clerks (TAMCAR)								
	2	CMFO								
	3	Int Assoc of Municipal Clerks (IIMC)								
	4	Govt Finance Officers Assoc (GFOA)								
	5	Various	618	695	1,000	300	1,000	1,000	1,000	1,000
	*	Amount missing from detail								
	82390	PUBLICATIONS, NON-TRAINING	264	264	525	268	500	500	500	500
=	XNSP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	882	1,376	2,525	568	2,500	2,500	2,500	2,500
	82420	WATER & SEWER SERVICE								
	82450	TELEPHONE SERVICE	1,029	1,050	1,300	710	1,300	1,300	1,300	1,300
	82455	CELLULAR TELEPHONE SERVICE								

	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
	82470	INTERNET & RELATED SERVICES	1,006	1,390	1,300	720	1,300	1,300	1,300	1,300
=	XUTIL	TOTAL UTILITIES	2,035	2,440	2,600	1,430	2,600	2,600	2,600	2,600
+	82510	COMPUTER SERVICES	2,568	1,929	2,650	1,160	2,650	2,650	2,650	2,650
	1	Impact Printer PM - Infoprint (IBM)								
	2	Various	2,568	1,929	2,650	1,160	2,650	2,650	2,650	2,650
	5	Programming Support for Credit Cards								
	6	Programming Support for PT import to Hansen								
	7	Programming Support for BL interface								
	*	Amount missing from detail								
	82520	LEGAL SERVICES			1,250		1,250	1,250	1,250	1,250
+	82599	OTHER CONTRACTUAL SERVICES	158	395	2,000	198	2,000	2,000	2,000	2,000
	1	Bad Debt Collections - Transworld								
	2	Bad Debt Collections - To be Determined		395	2,000	198	2,000	2,000	2,000	2,000
	4	Various	158							
	*	Amount missing from detail								
=	XCTS	TOTAL CONTRACTUAL SERVICES	2,726	2,324	5,900	1,358	5,900	5,900	5,900	5,900
	82610	VEHICLE REPAIR & MAINTENANCE SERVICES	126							
+	82620	EQUIPMENT REPAIR & MAINTENANCE SERVICES	375	899	1,200	523	1,200	1,200	1,200	1,200
	1	Copy Maintenance	375	899	1,200	523	1,200	1,200	1,200	1,200
	*	Amount missing from detail								
=	XRMSV	TOTAL REPAIR & MAINTENANCE SERVICES	501	899	1,200	523	1,200	1,200	1,200	1,200
	82750	EMPLOYEE RECOGNITION/RECEPTIONS			1,000		1,000	1,000	1,000	1,000
+	82780	TRAINING, OUTSIDE			1,250		600	1,500	1,500	1,500
	1	MTAS fees (16 at \$50)			1,250		600	1,500	1,500	1,500
	*	Amount missing from detail								
	82790	TRAINING, IN-HOUSE	135							
=	XEPG	TOTAL EMPLOYEE PROGRAMS	135		2,250		1,600	2,500	2,500	2,500
+	82810	REGISTRATIONS	880	475	2,120	375	1,940	1,940	1,900	1,900
	1	MTAS fees			1,020		1,020	1,020	1,000	1,000
	2	Rotary			680		500	500	500	500
	3	TGFOA Fall Conference			400		400	400	400	400
	4	Various	880	475	20	375	20	20		
	*	Amount missing from detail								
+	82820	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	249	236	200		200	200	200	200
	1	MTAS seminars/conferences								
	3	Various	249	236	200		200	200	200	200
	*	Amount missing from detail								
	82850	MEALS (OUTSIDE WILLIAMSON COUNTY)			200		200	200	200	200
	82890	OTHER TRAVEL EXPENSES			200		200	200	200	200
=	XPDT	TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	1,129	711	2,720	375	2,540	2,540	2,500	2,500
	83110	OFFICE SUPPLIES	14,921	17,946	17,750	8,455	18,000	18,250	18,000	18,000
	83120	OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)				119	875	1,000	1,000	1,000
	83130	EMPLOYEE BENEVOLENCE ITEMS	434	313	550	132	550	600	600	600
	83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	291	444	1,325	580	500	1,000	1,000	1,000
=	XOFS	TOTAL OFFICE SUPPLIES	15,646	18,703	19,625	9,266	19,925	20,850	20,600	20,600
	83250	SAFETY SUPPLIES			1,600		1,000	1,000	1,000	1,000

	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
	83260	UNIFORMS PURCHASED	1,537	1,471	1,660	73	1,660	1,800	1,800	1,800
=	XOPS	TOTAL OPERATING SUPPLIES	1,537	1,471	3,260	73	2,660	2,800	2,800	2,800
	83310	GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)				40	40			
=	XFUEL	TOTAL FUEL & MILEAGE				40	40			
+	83510	FURNITURE, FIXTURES (<\$25,000)	300	700			5,000	5,000	5,000	5,000
	1	Chairs	300	700			5,000	5,000	5,000	5,000
	2	Lighting								
	*	Amount missing from detail								
+	83530	MACHINERY & EQUIPMENT (<\$25,000)	1,355							
	1	Cash Drawers	1,355							
	2	Copy Machine								
	*	Amount missing from detail								
+	83540	COMPUTER HARDWARE (<\$25,000)	3,166	7,187	11,100	6,850	11,100	11,100	11,100	11,100
	1	Computers, monitors, keyboards								
	2	Printers								
	3	Scanners								
	4	Various	3,166	7,187	11,100	6,850	11,100	11,100	11,100	11,100
	*	Amount missing from detail								
	83550	COMPUTER SOFTWARE (<\$25,000)								
=	XMEU	TOTAL MACHINERY & EQUIPMENT (<\$25,000)	4,821	7,887	11,100	6,850	16,100	16,100	16,100	16,100
	83620	EQUIPMENT PARTS & SUPPLIES	255							
=	XRMS	TOTAL REPAIR & MAINTENANCE SUPPLIES	255							
	85110	PROPERTY INSURANCE	1,107	955	1,003	1,623	1,623	1,704	1,789	1,879
	85111	FRAUD INSURANCE				47	47	49	52	54
	85112	INLAND MARINE INSURANCE		30	32	30	30	32	33	35
	85113	AUTO PHYSICAL DAMAGE								
	85115	LIABILITY INSURANCE	465	769	807	186	186	195	205	215
	85116	E&O LIABILITY INSURANCE				402	402	422	443	465
	85119	UMBRELLA LIABILITY	110	145	152	156	156	164	172	181
	85120	PROPERTY DAMAGE COSTS								
	85140	SURETY/NOTARY BONDS		117	123					
=	XPLC	TOTAL PROPERTY & LIABILITY COSTS	1,682	2,016	2,117	2,444	2,444	2,566	2,694	2,829
+	85330	UTILITY DISTRICT FEES	31,043	20,887	36,000	12,331	24,000	24,000	24,000	24,000
	1	Milcrofton - Sewer	31,043							
	2	MVUD Data Fee		20,887	36,000	12,331	24,000	24,000	24,000	24,000
	3	Milcrofton - Solid Waste								
	4	Milcrofton - Stormwater								
	*	Amount missing from detail								
=	XPERM	TOTAL PERMITS	31,043	20,887	36,000	12,331	24,000	24,000	24,000	24,000
	85510	BANKING FEES	17,616	17,265	20,000	9,914	20,000	20,000	20,000	20,000
	85530	E-COMMERCE FEES								
+	85540	BILLING SERVICES	222,353	215,333	245,000	169,647	245,000	250,000	255,000	255,000
	1	Bill Presentment	222,353							
	3	EBill								

	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
	5	Bill Presentment - Utility bills (310,000 @ \$0.62/unit)		215,333	245,000	169,647	245,000	250,000	255,000	255,000
	6	Bill Presentment - Property Tax Notices (25,000 @ \$0.60/unit)								
	*	Amount missing from detail								
	85550	CASH SHORT/OVER								
	85555	PROPERTY TAX BILLING SERVICES	117,484	121,464	127,000	125,148	125,148	150,000	160,000	170,000
	85570	BAD DEBT EXPENSE (NET OF RECOVERIES)	4,340	4,329	7,750	1,677	7,750	7,750	8,000	8,000
	85580	LATE CHARGES								
=	XFLF	TOTAL FINANCIAL FEES	361,793	358,391	399,750	306,386	397,898	427,750	443,000	453,000
	87510	REIMB OF INTERFUND SERVICES	(1,150,444)	(1,158,288)	(1,221,571)	(1,221,571)	(1,221,571)	(1,246,002)	(1,270,922)	(1,296,341)
=	XREIMB	TOTAL INTERFUND SERVICES REIMBURSEMENTS	(1,150,444)	(1,158,288)	(1,221,571)	(1,221,571)	(1,221,571)	(1,246,002)	(1,270,922)	(1,296,341)
=	XOP	TOTAL OPERATIONS	(715,667)	(732,518)	(719,674)	(875,011)	(730,785)	(723,396)	(733,228)	(748,512)
		Capital								
=	XTOT	TOTAL EXPENDITURES	192,958	261,824	308,736	(134,586)	242,184	312,050	355,031	395,805