

CITY OF FRANKLIN, TENNESSEE



FY 2018

Proposed Budget

Excellence Innovation Teamwork Integrity Action-Oriented



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

**Annual Operating &
Capital Equipment Budget
July 1, 2017 - June 30, 2018**

City of Franklin, Tennessee

The City of Franklin was founded October 26, 1799 and was named after Benjamin Franklin, a close friend of Dr. Hugh Williamson, a member of the Continental Congress for whom Williamson County was named.

The City, the county seat of Williamson County, is located 15 miles south of Nashville. Williamson County is located in a rich agricultural area, and, before the Civil War, was the wealthiest county in Tennessee, a status it still holds. Laid out on a portion of a 640-acre tract owned by Major Anthony Sharpe, a Revolutionary War Veteran, Franklin originally consisted of 109 acres that contained 200 lots. The original town plan was designed by Abram Maury, a surveyor and planter who came from Virginia in 1797.

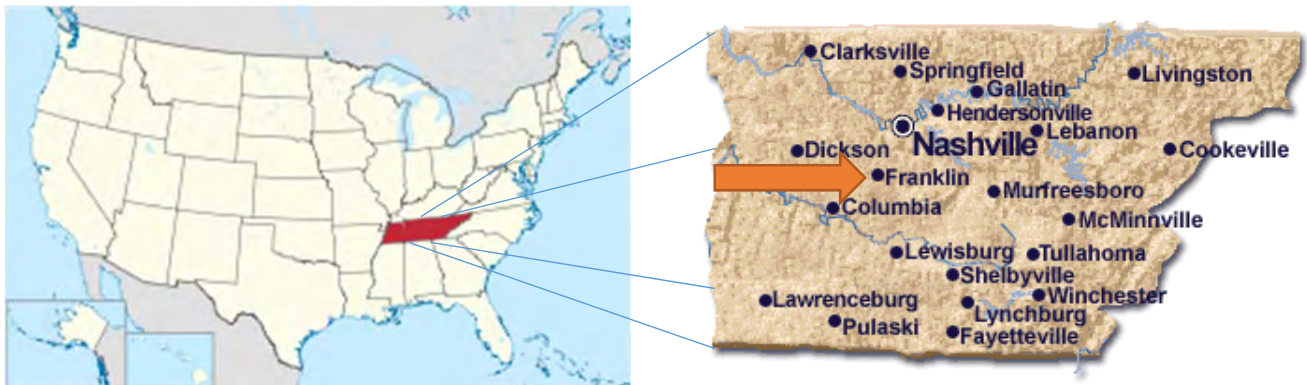
Franklin was the site of one of the bloodiest battles of the Civil War on November 30, 1864, when 20,000 Confederate soldiers made a series of charges over two miles of open ground. More than 8,000 northern and southern soldiers fell in little more than five hours.



The City of Franklin covers approximately an area of 41 square miles, and serves a population of 70,909 according to the City's 2017 special census. The City of Franklin is the ninth largest and one of the fastest growing municipalities in the State of Tennessee.

Today, Franklin has a robust and diversified economy. The City is known as a retail and banking center, with a large commercial area on its east side which includes retail outlets, a regional mall, and several corporate headquarters, including Big Idea Productions, CKE Enterprises (Carl's Jr/Hardees), Clarcor, Community Health Systems, Ford Motor Credit, Healthways, Jackson National Life, Mars Petcare, Nissan North America and Verizon Wireless. The area is also home to a regional conference center and several major hotel chains, including Aloft, Drury Plaza Hotel, Embassy Suites, Hilton, Homewood Suites, Hyatt Place, and Marriott.

Main Street in downtown Franklin has been carefully preserved and contains many buildings from the 19th century. Additions to the Downtown area include a Judicial Center and two parking facilities which greatly increases the amount of parking available to visitors and employees. The City has won numerous awards and honors including the National Main Street Award from the National Trust of Historic Preservation; "Number One Small Town in Tennessee;" and being designated a Preserve America Community by former First Lady Laura Bush. Also, the City received other community recognitions including: the National Trust for Historic Preservation identifying Franklin as one of "America's Distinctive Destinations," the readers of *Southern Living* magazine placed Franklin in the top ten "Best Small Towns" list, *Business Week* named Franklin the top city in Tennessee and among the top 50 nationally in terms of places to start a small business.





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Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

Clyde Barnhill

Brandy Blanton

Pearl Bransford

Beverly Burger

Margaret Martin

Dana McLendon

Ann Petersen

Michael Skinner

Eric Stuckey, City Administrator

Vernon Gerth, Assistant City Administrator of Community Development

Mark Hilty, Assistant City Administrator of Public Works

Kristine Tallent, Assistant City Administrator of Finance and Administration

Fred Banner, Information Technology Director

Emily Hunter, Planning & Sustainability Director

Lanaii Benne, Asst. City Recorder

Mike Lowe, Comptroller

Shauna Billingsley, City Attorney

Milissa Reiersen, Communications Manager

Chris Bridgewater, Bldg & Neighborhood Services Director

Lawrence Sullivan, Asst. City Recorder/City Court Clerk

Becky Caldwell, Sanitation & Environmental Services Director

Kevin Townsel, Human Resources Director

Lisa Clayton, Parks Director

Michael Walters Young, Budget & Strategic Innovation Manager

Deborah Faulkner, Police Chief

Brian Wilcox, Purchasing Manager

Rocky Garzarek, Fire Chief

Brad Wilson, Project & Facilities Manager

Michelle Hatcher, Interim Water Management Director

Joe York, Streets Director

Paul Holzen, Engineering Director/City Engineer



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The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the City of Franklin, Tennessee its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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May 5, 2017

Mayor Moore, Aldermen, and citizens of Franklin,

Franklin is on the rise! At the heart of this vibrancy is a community that values its history while investing in its future. Over the past year, our community has led the nation in job growth for four consecutive quarters, according to the U.S. Department of Labor. In 2016 alone, Franklin saw \$774 million of permitted investment. These statistics are a tribute to the strength of our local economy but even more to Franklin's excellent quality of life. Our city is honored to be a community that so many are choosing as a place to invest, build a business, raise a family, spend a vacation, and most of all, a place they proudly call "home."

This past fall, the City surveyed a wide range of Franklin citizens using a survey administered by over 500 communities across the United States. The results were very encouraging with 97% of survey respondents rating Franklin's quality of life as excellent or good (ranking 8th among the over 500 cities involved in the survey). The quality of City of Franklin services were rated excellent or good by 93% of respondents (ranking 13th). The City also received high marks for economic development (ranking 1st) and overall confidence in city government (ranking 8th). While we are encouraged by this very positive feedback, citizens did express concerns throughout the survey regarding the impact of growth affecting Franklin's quality of life—specifically, traffic, congestion, and housing affordability.

Franklin's growth and the investment in our community is certainly positive, but it does place significant challenges before us. Last year, the Board of Mayor and Aldermen (BOMA) moved decisively to put Invest Franklin in place, which dedicated \$0.10 of property tax to growth-related infrastructure/transportation investments (\$0.07) and to meet increasing demands for core city services (\$0.03). Over the past year, the Board has identified a "first tier" of Invest Franklin projects including McEwen improvements between Cool Springs and Wilson Pike; Franklin Road improvements between downtown and Harlinsdale; completion of the second phase of Hillsboro Road improvements (currently under construction); construction of sidewalks to better connect neighborhoods throughout the community; development of a large community park along Carothers South in southeast Franklin; construction of Fire Station 7 in southeast Franklin; and Franklin's share of the development of the county-wide public safety radio system. In addition to Franklin's initiatives, the State of Tennessee recently made an adjustment in its transportation funding formula for the first time since the 1980s. This funding will bring much-needed investment in state roadways to meet the demands of growth, addressing a backlog of over \$6 billion of approved state projects. Of particular local interest, the state is now moving forward with the extension of the northwest section of Mack Hatcher (Hillsboro to New Highway 96 West), a project rated as Franklin's top transportation improvement priority for over 10 years. Moving forward aggressively with investments in key infrastructure is essential to maintaining Franklin's quality of life.

The City's challenge is to welcome this incredible investment and interest in our community, along with the many opportunities it brings, while maintaining the qualities and character that make Franklin a special place to live. To that end, through the leadership of the Board of Mayor and Aldermen, the commitment of our talented staff team, and an engaged citizenry, Franklin continues to focus on the future. The City's adopted strategic plan, **FranklinForward**, focuses on four key strategic themes:

- A Safe, Clean, and Livable City
- An Effective and Fiscally Sound City Government Providing High-Quality Service
- Quality Life Experiences
- Sustainable Growth and Economic Prosperity

A series of goals have been established to guide and assess our progress as a community. Specific, measurable objectives have been identified that help our staff team measure performance and gauge success. Together, the strategic plan, goals, and objectives bring focus to our work and to the direction provided in the budget process. (The measures tied to the strategic plan are highlighted throughout this budget document.)

Budget Overview

The proposed 2017-18 (FY18) general fund budget is \$68,942,027, which represents an increase of 1.2% compared to the current \$68.1 million budget for 2016-17 (FY17). This budget increase is primarily due to cost increases in personnel expenses and the funding of expanded services in the areas of public safety, parks, and streets, all of which are significantly impacted by growth. The proposed FY18 budget for all funds is \$145,221,130 which represents an increase of 1.5% compared to FY17. Increased budgeted expenditures across funds include increases in the General, Transit, Stormwater, Street Aid, Road Impact, Debt Service, and Water/Sewer funds.

Highlights of the Proposed 2017-18 Budget

- The budget is balanced, with current revenues equaling expenditures.
- The budget is in compliance with the Board of Mayor and Aldermen's debt and fund reserve policies, significantly exceeding the reserve requirements.
- The City property tax remains unchanged at \$0.4176 per \$100 of assessed valuation. The Invest Franklin dedicated funding for infrastructure/transportation investment and support of City operations remains in place. The City of Franklin continues to maintain one of the lowest municipal property tax rates in the State of Tennessee.
- Overall, the proposed budget has a net increase of 8.5 positions across all funds, 5.5 of which are included in the general fund. This targeted group of new positions are in areas such as Parks, Fire, Engineering, Streets, Water Management, and Stormwater, all of which have been impacted by growth.
- The general pay increase for City team members will be effective the first pay period of July 2017. The proposed budget includes a general pay increase of 2.5% plus an additional performance-based pay increase of up to an additional 2.5%.
- The city's compensation plan will have a complete review. This analysis, initiated in FY17, recommends an overall 4% adjustment to all pay grades (following the annual pay adjustments) which has been included in the FY18 budget. There will also be a department-by-department review of positions to ensure the City's compensation plan remains highly competitive.

- Funding is provided for important investments in equipment replacements of \$3.9 million, technology enhancements of \$230,000, and facility improvements of \$350,000.
- A rate increase is proposed for residential garbage collection and recycling service. The proposed increase from \$16.50 per month to \$17.50 per month is the first increase of the residential service fee in four years.
- The proposed budget incorporates performance measures and sustainability initiatives for every department. The connection to our Strategic Plan, **FranklinForward**, is clearly linked to performance measures and objectives throughout the budget, including insights from the recently completed citizen survey.

Budget Process

The City of Franklin strives to have a budget process that is open and transparent to the community. The City’s budget process also must facilitate good decision-making by concentrating on community needs and focusing on Franklin’s future. To further these goals, our City team continues to enhance the budget process each year. A fundamental part of all budgeting is to make revenue and expense projections. Detailed revenue projections are incorporated into the process, including analysis of revenue history and trends along with a forecast of low-, medium-, and high-growth scenarios. Our goal is to be conservative, but as realistic as possible, in projecting funding capacity. The City’s detailed revenue analysis can be found within each fund included in this budget document.

In addition to projecting financial capacity, the City must assess current service levels and the associated cost of operations. Throughout the budget process, each department is asked to develop and justify a “base budget.” The base budget is defined as the cost to operate at current service levels in the upcoming year. By comparing the revenue forecast with the base budget expenditure projection, the amount of available capacity is determined. Departments identify new initiatives and ideas that allow the City to better meet community needs through the submission of “Program Enhancement Requests.” Each request includes detailed descriptions of the enhancement and an estimate of financial impact (revenue generated, costs avoided, one-time and ongoing expenses). All this information has been presented by each department to the Budget and Finance Committee, shared with the full Board of Mayor and Aldermen, and reviewed by the City Administrator and our budget team. Through the FY18 budget process, 153 program enhancements—totaling \$15.9 million—were submitted. While all of these initiatives had merit, the recommended budget includes enhancement items that best match community needs and continue the momentum of the City in a number of important service areas, such as public safety, infrastructure, and parks. A full listing of all program enhancements and the funding provided is available in Appendix H of this budget document. Below are highlights of these initiatives by Strategic Plan theme:



A Safe, Clean, and Livable City

- With the recent passage of legislation that provides “common sense” privacy protections to citizens, the Franklin Police Department will move forward with the purchase and deployment of 110 body worn cameras (funded by reserves) for police officers and support services/staffing (carryover from the FY17 budget, \$325,000).
- The replacement of 25 police vehicles, all of which have more than 100,000 miles on them (\$1.05 million).
- Virtual training equipment will be implemented that will enhance the quality and safety of training provided to Franklin officers (\$195,000).

- Replacement of Fire Tower 1 (\$1.06 million).
- Purchase of Fire Engine 7 (\$569,000) and Wildland Pumper (\$424,000).



Effective and Fiscally Sound City Government Providing High-quality Services

- Additional and replacement vehicles/equipment in Sanitation, Streets, Water Management, Stormwater, and Building and Neighborhood Services.
- Data storage and disaster recovery enhancement within the City's Information Technologies infrastructure (\$111,400).
- Establish an Intelligent Traffic System Specialist to work with traffic signal technology and signal timing throughout the city.
- Pavement preservation sealing program (\$300,000).
- Leak detection equipment purchase within Water Management (\$32,000).
- Architectural service for City Hall building plan (carryover from FY17, \$250,000).



Quality Life Experiences

- Purchase of the 80-acre Lockwood park parcel (including Robinson Lake) adjacent to the City's southeast park property (\$500,000).
- Begin implementation of recommendations for shared facility/field/open space use and improvements between the Franklin Special School District and the Franklin Parks Department.
- Parks programming staffing enhancements.
- Establishment of an Urban Forestry Division and Superintendent position.



Sustainable Growth and Economic Prosperity

- Funding for a pilot program to work with the development community supporting the development of attainable/work force housing (\$100,000).
- Additional stormwater staffing to support efforts to obtain Qualified Local Program status, allowing the City to implement regulatory approval on behalf of the State of Tennessee.
- Addition of Assistant Director of Planning and Sustainability.
- Funding for enhance Franklin Transit fixed route system with 30-minute pick-up frequency for all stops.
- Along with the Metropolitan Planning Organization and the Regional Transit Authority, funding of the I-65 corridor study connecting Nashville and Franklin (\$12,500).

General Fund Overview and Issues

Revenues. In total, general fund revenues for FY18 are projected at \$68.5 million, up 5.9% from the FY17 budget of \$64.7 million. The following is a brief summary of revenue by category.

Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 50.7% of total general fund revenue. The proposed FY18 budget projects local sales tax at \$34.7 million, an increase of 4.6% compared to the FY17 budget of \$33.2 million. The FY18 projection represents a growth of 4.5%, or \$1.5 million, compared to the estimate of \$31.6 million for the current year. The State of Tennessee Funding Board identified a range of 4.0% to 5.3% for statewide growth. Personal income is expected to rise by 4.8% in fiscal year 2018.

Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue (also referred to as state-shared revenue), accounts for 17.8% of total general fund revenue and is projected to be \$12.2 million, an increase of 9.2% compared to the FY17 budget of \$11.2 million. The largest source of this revenue increase is due to an additional \$500,000 of state-shared revenue thanks to an updated population for the City of Franklin. A special census (voluntary) was recently completed that documented a population of 70,909, a growth of approximately 5,000 citizens from the prior special census completed three years ago.

Property Tax. The third-largest revenue source for the City's general fund is property tax, which accounts for 9.9% of general fund resources. The amount of property tax revenue going to general fund operations for FY18 is \$6.7 million, compared to \$5.9 million in FY17. The general fund portion of property tax revenue is the result of the total property tax of \$19.4 million minus \$1.65 million due to the City's Industrial Development Board, plus an additional \$8.7 million for the debt service fund and fund reservations for the Street Aid & Transportation Fund and for Invest Franklin. The City's rate of \$0.4176 per \$100 of assessed valuation remains as one of the lowest property tax rates among cities across the State of Tennessee and the entire southeastern United States.

Alcohol Taxes. Local governments in Tennessee receive wholesale beer/liquor taxes from distributors and privilege taxes from local businesses that serve liquor by the drink. For the FY18 budget year, these various alcohol taxes are projected to generate \$4.1 million, accounting for 6% of general fund revenue. The projected FY18 revenue is 6.7% above the FY17 budget of \$3.9 million.

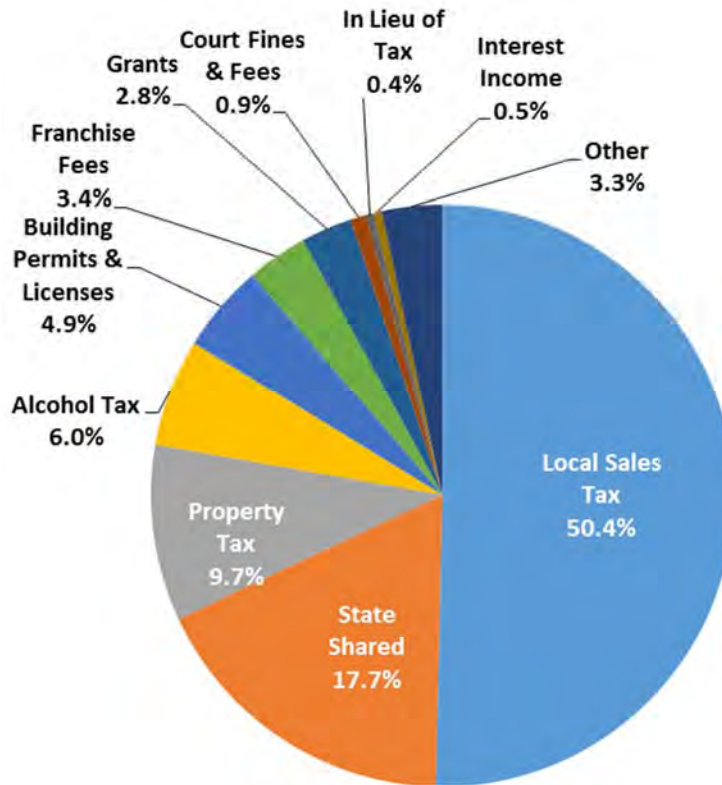
Building Permits and Licenses. As construction activity continues to grow, the City of Franklin is projecting building permit and license fees revenue of \$3.3 million in FY17, a substantial increase of nearly \$500,000 compared to budget. Based on projected construction activity, \$3.4 million in permit and licensing fees from various permits, licenses, and inspections is anticipated for FY18. These fees allow the City to capture the costs associated with providing construction-related services and accounts for 5% of the general fund revenue.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 3.4% of general fund revenue. For FY18, \$2.3 million is projected in franchise fees.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant funding for the Traffic Operations Center project

originally anticipated for expenditure in FY17 will shift into the FY18 budget. All other revenues in these categories are projected to be relatively stable compared to prior years.

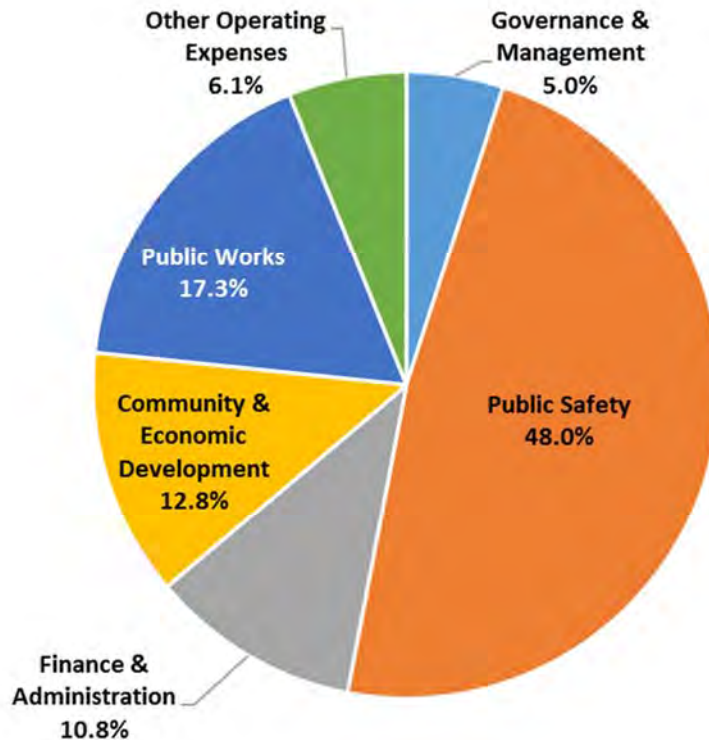
General Fund Revenue by Category – FY18



Expenditures. As described above, the total available resources within the general fund is \$68.5 million. Through the budget process, the expenditures necessary to maintain service levels are defined in the base budget. The base budget for FY18 is projected to be \$65.6 million. This provides an available capacity of \$2.9 million to fund service enhancements.

The following chart displays a summary of expenditure activities within the proposed budget by service area. Consistent with previous years, public safety functions account for nearly half (48.0%) of the total proposed general fund budget.

General Fund Expenditures by Major Service Area – FY18

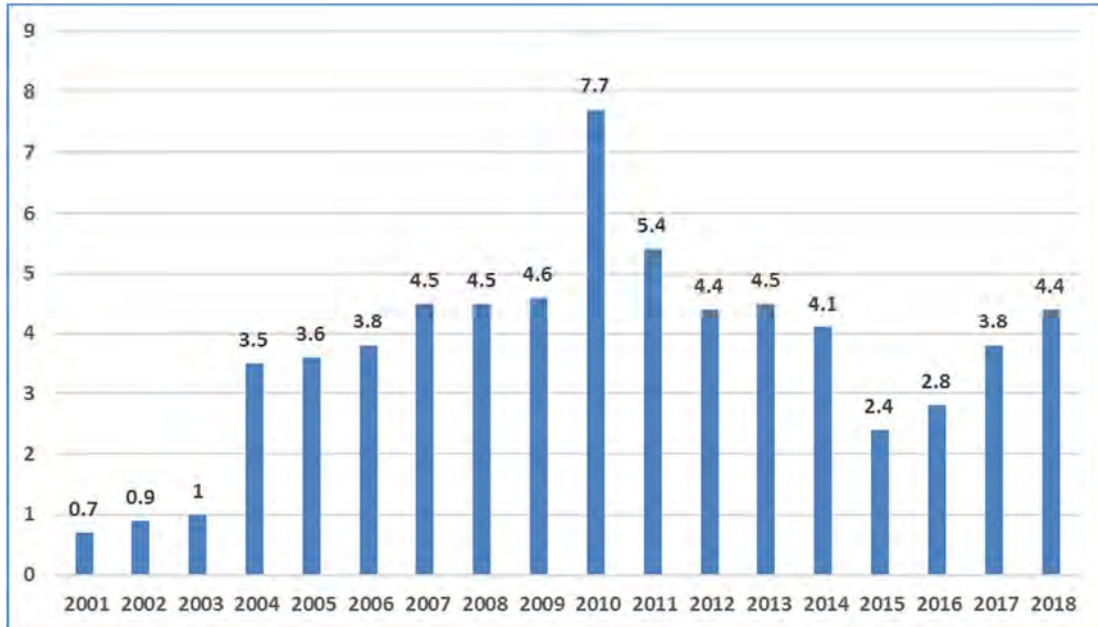


Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 70.2% of the City’s general fund budget. Overall, employment-related costs are projected at \$48.1 million, 6.3% higher than the current budget of \$45.2 million.

Pension Expense. At the end of December 2016, the City of Franklin closed its City Employee pension program and entered into an agreement with Tennessee Consolidated Retirement System (TCRS) for the ongoing administration of the pension system. While TCRS will administer and manage the “closed” City pension program, the City is still responsible to its oversight and for determining the appropriate annual contribution based on the advice of its actuary. City employees hired after December 31, 2016, will enter into the TCRS system upon hire and are full participants in the system. The initial City contribution to TCRS for enrollees is 6.5% of salary. Based on the advice of the actuary, a 15% increase in the City’s pension contribution is included in the FY18 budget. Overall, pension expenses for FY18 are projected at approximately 10% of total payroll.

The chart below depicts the employee pension expenditure level since 2001. It includes the 2009-10 one-time additional contribution of \$2 million from reserves to assist in managing these growth costs and lessen the impact on operating budgets going forward.

Pension Contributions by Fiscal Year - (Amounts in millions)



Position Vacancies. In an effort to control staffing costs, the City has continued to closely monitor vacant positions. Again this year, the recommended budget includes a turnover factor of 3.5% that is applied to budgeted wages and salaries. This method anticipates that there will be some employee turnover during the year that will result in budgetary savings. By conservatively estimating this amount, we are able to apply budget dollars to other non-personnel components of the budget. The City's actual vacancy experience over the past seven years has been approximately 6%. While conservative compared to recent experience, the 3.5% turnover factor employed in the budget should continue to be monitored closely.

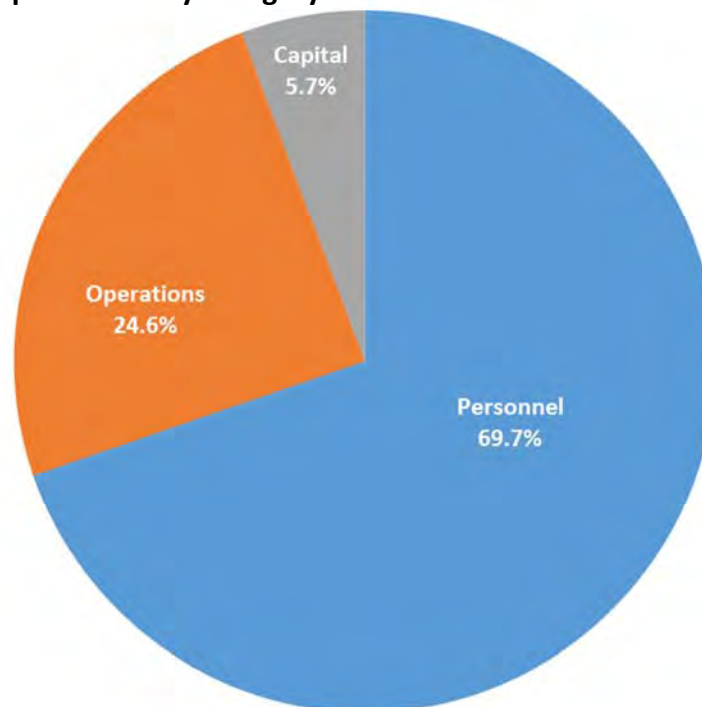
Salary Adjustment. The proposed FY18 budget includes a total \$1.3 million for annual pay adjustments. The annual pay increase for City team members will involve two components this year: 1) 60% of the pay adjustment will be allocated in an across the board 2.5% general pay increase and 2) an additional pay increase ranging from 0.5% to 2.5% will be provided to City team members based on their 2016 performance evaluations. As a result, City team members will receive pay increases ranging between 3% and 5% based on their performance. The pay adjustment will be effective the first pay period in July 2017. Also, the proposed budget includes \$50,000 to fund one-time pay supplements for outstanding, innovative ideas developed by City teams or individual team members.

Compensation Plan review. Three years ago, the City of Franklin completed implementation of a new, market-based classification and compensation plan. The new plan focused on making the City highly competitive in terms of attracting and retaining talented staff to serve the community. As part of the FY18 budget, a full update of the compensation plan is being implemented. This update will include two components: 1) an evaluation of the City's pay grades compared to market conditions and 2) a department-by-department review of positions compared to the market.

The first component of the compensation plan update has now been completed. Based on comparison of a representative sample of positions across the organization, it is recommended that the City adjust all pay ranges by 4%. The pay range adjustments will be implemented following the annual pay adjustments described above. The second component of the compensation plan review will take place over next several months as the City's consultant engages each department in reviewing positions of concern from a recruitment and retention standpoint. It is expected that any recommended pay grade changes will be brought to the Board for consideration during the first half of FY18.

Employee Benefits. In recent years, the City has adopted a specific approach to sharing health insurance costs with employees. Using this policy, the City pays 85% of the premium for single coverage and 80% of the premium for employee family coverage for active employees. Through this approach, we as an organization communicate to our team the importance of controlling healthcare expenses as we share in managing this cost together. Overall, a growth rate of 10% is projected for the City's health insurance costs. In FY18, the City will be modifying the structure of health insurance plan option for City team members. For many years, the City has offered either single or family coverage options. Going forward, the City will offer four options to its team members: single coverage, single plus spouse, single plus children, and family coverage. By expanding options, the City will enable employees to select the coverage option that best fits their needs.

General Fund Expenditures by Category – FY18



Operations. The operations expenditure category is a broadly defined category that encompasses non-personnel and non-capital activities. It includes utilities, supplies, contractual services, repairs and maintenance, and vehicle fuel. In total, operational expenses account for 24.6% of general fund expenditures. The proposed FY18 budget amount of \$16.5 million for operations is a decrease of 1.8% from the FY17 budget,

primarily due to continued cost containment measures, the elimination of one-time expenses, and lower gasoline prices.

Transfers to Other Funds. There are no operating subsidies to the Street Aid and Transportation Fund in 2017-18. The transfer to the Transit fund is \$892,993, a decrease from the current funding level of \$963,956. A \$250,000 budgeted subsidy is planned for the Sanitation and Environmental Services fund. The subsidy to this fund has moved from a \$4.47 million general fund subsidy in FY2008 to being budgeted very close to a self-sufficient fund today.

Capital Expenditures. Capital expenditures are defined as the purchase of equipment, vehicles, machinery, and computer hardware/software that has a multiyear useful life and a cost in excess of \$25,000. This category does not include the Capital Investment Program (CIP), which is the plan for implementation of large-scale public infrastructure and building projects. For the proposed FY18 general fund budget, capital expenditures are projected at \$3.9 million. This expenditure level is a substantial increase from the FY17 budget of \$2.7 million. The majority of FY18 expenditures are for replacement equipment. To assist in funding these capital equipment replacement, the FY18 budget will utilize the \$0.015 of property tax previously identified for capital investment funding. This funding represents approximately \$690,000.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY18 budget funds these organizations at \$460,347, a decrease of \$38,566 compared to the FY17 budget. The decrease is due to the elimination of annual funding for the J.L. Clay Senior Center, which has now been absorbed by the Williamson County Recreation program. While no new agencies were added to City funding, there were increases requested by several agencies. Additional funding was granted, but capped at a total increase of \$5,000 per agency. The FY18 budget does carry over from FY17 the one-time contribution of \$12,500 to the transportation/transit study of the Interstate 65 south corridor connecting Nashville and Franklin. City funding for the Williamson County Chamber of Commerce (\$25,000) continues along with funding of the business retention program conducted by the Chamber's Economic Development Office (\$20,000).

Cash Reserves and Bond Rating. Two key measures of a city's financial health are its reserves and its bond rating. The City has adopted a reserve policy that identifies a 33% general fund reserve as an important benchmark. The City of Franklin is projected to end the current fiscal year with a general fund reserve of \$41.2 million. With no draw from general fund reserves planned, this same fund balance is projected for FY18. \$41.2 million represents 59.8% of annual revenue and expenditures at the end of FY18. In 2014, the Board identified a policy to permit the use of reserves above 45% for "pay-as-you-go" funding of capital investment projects. Given this policy and the current projections for general fund cash reserves, up to \$10.2 million from reserves could be available for funding capital projects.

Clearly, the City is maintaining significant reserves to comply with BOMA policy and to protect against future economic downturns. The BOMA-adopted debt and fund reserve policy provides a needed framework for maintaining the City's Triple-A bond rating by both Moody's Investors Services and Standard & Poor's. Bond ratings generally reflect

both the overall financial strength of the governmental entity and the health of the local economy. Franklin's rating from two bond-rating agencies is the highest possible and places it in a select group of cities across the United States.

Other Operating Funds

Street Aid and Transportation Fund. The City receives the local share of the state gasoline tax to fund the maintenance of local streets. The proposed FY18 budget for this fund is \$3.2 million, an increase of 7.9% compared to the current year budget. Included in this budget is approximately \$689,756 from the City's property tax revenue to fund additional neighborhood street resurfacing. Approximately \$300,000 of additional revenue is projected in the Street Aid Fund due to additional gasoline tax from the recently passed IMPROVE Act (state transportation funding plan) and increased population as determined by the recently completed special census. Also, included in the budget is approximately \$175,000 for sidewalk repair and construction.

Sanitation and Environmental Services Fund. The FY18 budget for the City's Sanitation and Environmental Services Fund is \$8.5 million, a decrease of 10.7% compared to the FY17 budget. This budget decrease reflects a reduction in the acceptance of construction and demolition waste at the City's transfer station. Due to increased overall volume, the City has needed to prioritize the acceptance of residential refuse and non-construction-related waste. A corresponding reduction in expenditures for disposal services is included in the proposed budget. A rate increase from \$16.50 per month to \$17.50 per month is proposed within the budget for residential services. This increase, which will generate approximately \$330,000 of additional revenue, is the first change in the residential rate since 2014. Commercial rates were adjusted last year (FY17). While the City has dramatically decreased the amount of general fund subsidy (down from \$4.47 million ten years ago), transfers ranging from \$300,000 to \$750,000 per year have been needed in recent years to meet operating and fund balance requirements. A significant focus this year will be placed on developing a long term, multi-year rate plan. The goal will be to produce a multi-year plan similar to what is in place within the Water/Sewer utilities. In addition, the City will continue to examine the ability of the SES team to meet service needs driven by growth.

Road Impact Fund. Revenue collections within the road impact fund continue to be solid thanks to strong development activity. Based on expected development activity, revenue in this fund is projected at \$8.5 million. The proposed budget anticipates \$3 million in expenditures in the form of a transfer to the debt service fund. This transfer pays the principal and interest on arterial road projects that the City has undertaken to account for trip generation by new businesses and residential development. The fund also includes direct contributions to approved projects within the Invest Franklin Capital Investment program plus payments/offsets associated with existing agreements with developer who have provided right-of-way and/or have built elements of the City's arterial road network. The Board of Mayor and Aldermen is currently considering the expansion of the road impact fee to include collector roads.

Facilities Tax Fund. The facilities tax fund provides for the collection of privilege tax for new development to help pay for new public facilities/equipment attributable to growth. The recommended FY18 budget includes \$3.8 million for new Parks and Fire expenditures. The largest expenditure in the Facilities Tax Fund will be the construction of the new fire station in southeast Franklin (Fire Station 7). Fire Station 7 construction was approved as a part of the Invest Franklin capital investment program. Fire Station 8, located within the Westhaven

neighborhood, was opened in August of 2016. The facilities tax rates have not been updated since 2007.

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The rates for these services remain unchanged in the proposed budget and have not been reevaluated in more than ten years. The proposed budget is \$6.2 million for FY18, an increase of \$1 million from the FY17 budget. This increase is primarily due to the inclusion of larger capital improvement projects within the budget including stormwater components of approved Invest Franklin projects. The proposed budget also includes the addition of one new position, a water quality specialist. Additional staff will enable the City to better respond to increased development demand and regulatory requirements. Through this additional capacity, the City hopes to obtain Qualified Local Program status which will allow the City to act on behalf of the state in making regulatory determinations. This will improve the City's responsiveness and efficiency in working with development. The Board has also adopted Capital Investment priorities for large stormwater improvement projects funded by the stormwater utility.

Drug Fund. The drug fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are used to support drug investigations and related law enforcement initiatives. The proposed FY18 budget includes expenditures of \$259,646. The largest component of planned expenditures is the purchase of a replacement SWAT vehicle for the Police Department.

Hotel/Motel Tax Fund. The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the hotel/motel fund, the City has historically paid debt service on the Conference Center (this debt is now retired); the purchase of land for park expansions (Harlinsdale, Eastern Flank, and Carter Hill); capital improvements to parks; and certain streetscape elements of road improvements that beautify the city and encourage tourism. The City also dedicates one-fourth of the 4% tax to support the Williamson County Convention and Visitors Bureau. With strong regional tourism, revenue growth in the hotel/motel fund has been robust in recent years. The proposed FY18 budget provides for \$2.5 million in expenditures, which is a decrease of 8.6% compared to the FY17 budget. The recommended appropriation falls within the projected resources of the fund. Capacity within the Hotel/Motel Tax Fund will be available to fund priority initiatives identified in the Invest Franklin Capital Investment Program.

Parkland Dedication Fund. Several years ago, the City created a system through which residential development would contribute either park land/facilities or make a financial contribution for the expansion of park land/facilities to ensure park services and amenities can appropriately new neighborhoods. While funds have been collected for this purpose, FY18 marks the first use of these funds. In FY18, the City will make the first of three equal payments for the acquisition of 80 acres of parkland along Carothers South Road in southeast Franklin. This parcel, which includes Robinson Lake, is immediately north of the 180 acres the City owns for park development and the potential future water reclamation facility. Currently, the In Lieu of Parkland Fund includes a fund balance of \$4.4 million. In the months ahead, staff will be present several amendments to the existing Parkland Dedication Ordinance for BOMA consideration. Examples of these amendments include creating incentives for developers of residential property to incorporate amenities within their developments and better align the Fee In Lieu with the true cost of purchasing and developing new parks.

Transit Fund. The City maintains a special revenue fund to account for the operation of the Franklin transit system. The system is funded primarily by a general fund transfer, state and federal grants, and rider fares. The transfer to the Transit fund is \$892,993, a slight decrease from the current funding level of \$963,956. This decrease is due to planned increases in grants and fares as a result of the revamped fixed route service designed to link residents to employment opportunities and with a pick-up frequency of 30 minutes at all stops along the routes. In total, the transit budget is recommended at \$2.7 million.

Community Development Block Grant Fund. The City segregates funds received through the federally-funded Community Development Block Grant (CDBG) program to specifically benefit low- and moderate-income families and neighborhoods. For FY18, funding is expected to reach \$274,000, a decrease of 4.5% compared to the FY17 budget. CDBG funding is subject to federal appropriation and potential budget cuts. If federal budget cuts occur, appropriate reductions will need to be made to the City's CDBG program.

Debt Service Fund. In 2009-10 the City created a separate debt service fund. The fund is used to account for resources set aside to fund debt service and the actual principal and interest payments. The proposed FY18 budget for the debt service fund is \$14.1 million. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed FY18 budget includes \$8.7 million of property tax for payment of general obligation debt service. Other than property tax and federal rebates granted for Build America Bonds issued in 2009 and 2010, the fund receives transfers from various operating and special revenue funds to cover debt obligations related to those funds.

Water Management Fund. The City of Franklin operates a water treatment, water reclamation (wastewater treatment), and reclaimed water utility systems. The operations of the water management utilities are entirely funded through rate payer revenue. The proposed FY18 budget consists of \$11.8 million for water, \$13.7 million for water reclamation (wastewater collection/treatment), and \$206,075 for reclaimed water. Last year, the Board adopted water and wastewater utility rates for 2017 and 2018. The rate adjustments of 3.5% per year for water and 5.5% per year for wastewater reflect the findings of an updated cost-of-service study for each utility. Through this independent study, the City projects the costs necessary to operate the utilities and allocates costs into the rate structure. Since 2009, the City has adopted five-year rate plans based on projected costs of operation.

Summary

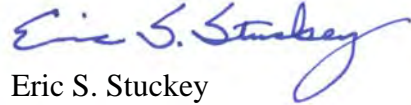
The City of Franklin continues to experience dynamic population and economic growth. Our reserves are at strong levels, our debt obligations are manageable, and our tax rate is among the lowest in the state and country. The City leadership team has taken decisive action over the past several years to control costs and live within our means while finding new, innovative ways to deliver exceptional services to the community. Continued strong financial management, implementation of technology, adoption of best practices, and strategic investment will position the City of Franklin to succeed and thrive in the years to come.

Many throughout the City organization contributed countless hours toward the completion of the recommended budget. Their commitment to public service and to the betterment of the City of Franklin is inspiring. Specifically, I would like to extend my appreciation to Assistant City Administrators Kristine Tallent (a new addition to our team), Mark Hilty, and Vernon Gerth; Budget and Analytics Manager Michael Walters Young; Human Resources team members Ally White, Natasha Parker and our new HR Director Kevin Townsel; Financial Analyst Lori Pope;

Comptroller Mike Lowe; our leadership team (department directors and other key staff); and the Administration and Finance department staff, whose support and leadership have been instrumental to the budget process.

Finally, I offer my gratitude to the Board of Mayor and Aldermen for their leadership, stewardship, and support. Through your leadership and the efforts of our great team, the City of Franklin continues to chart a course for a promising future.

Respectfully submitted,



Eric S. Stuckey
City Administrator

ORDINANCE NO. 2017 – 19

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ADOPTING A BUDGET FOR THE FISCAL YEAR 2017-2018; PROVIDING AN EFFECTIVE DATE"

WHEREAS, the City Charter, Article VIII, provides for adoption of an annual budget for departments of the City of Franklin; and

WHEREAS, an annual budget process appropriating funds to the various departments and divisions of the City government for the fiscal year beginning July 1, 2017, has been completed in accordance with state law and local ordinances; and

NOW, THEREFORE BE IT ORDAINED, by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:

SECTION I: That the annual budget for the City of Franklin for the Fiscal Year 2017-2018 shall be, and is hereby established as set forth in the document attached hereto and entitled:

“City of Franklin, Tennessee
Annual Operating & Capital Equipment Budget
July 1, 2017 – June 30, 2018”

SECTION II: That each fund of the City shall limit its expenditures to the amount appropriated; that any changes or amendments to the appropriations set forth in the budget shall be made in accordance with the City Code, Article VIII.

SECTION III: That revisions to the organizational charts, which are approved as part of the budget, may be amended by Resolution so long as the amendment has no negative financial implications to the City or Department.

SECTION IV: That this Ordinance shall take effect on July 1, 2017, from and after the passage on Third and Final Reading; the health, safety and welfare of the citizens of the City of Franklin requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By: _____
ERIC S. STUCKEY
City Administrator

By: _____
DR. KEN MOORE
Mayor

PASSED FIRST READING: _____
PUBLIC HEARING: _____
PASSED SECOND READING: _____
PASSED THIRD READING: _____

Property Tax Ordinance

ORDINANCE NO. 2017-20

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2017-2018; PROVIDING AN EFFECTIVE DATE"

WHEREAS, the City Charter, Article II and Article IX, provides for the assessment, levy and collection of City taxes,

NOW, THEREFORE,

SECTION I: BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the owners of all property, real, personal and mixed, within the corporate limits of the City of Franklin (except such property as shall be exempt by the laws of the State of Tennessee) shall for the fiscal year 2017-2018 pay a tax of 41.76 Cents (\$.4176) to and for the use of the City of Franklin on each One Hundred Dollars (\$100.00) of assessed valuation of such property, and pay a proportional amount of tax for each amount of assessed valuation under One Hundred Dollars (\$100.00) all of said taxes to be collected by the proper officers of the City of Franklin for use in funding in whole or in part the budget as adopted by this ordinance.

SECTION II: BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the tax rate stated in Section 1 shall be divided as follows:

General Fund	17.51 cents (\$.1751) or percentage approximate to 42% based on the certified tax rate. (Inclusive of proceeds from the tax increment financing district)
Debt Service Fund	18.89 cents (\$.1889) or percentage approximate to 45% based on the certified tax rate.
Street Aid Fund	1.50 cents (\$.0150) for street maintenance.
General Fund – Capital Funding Account	3.86 cents (\$.0386) for capital projects approved by the Board.

SECTION III: BE IT FINALLY ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that this ordinance shall take effect from and after its passage on Third and Final Reading, the health, safety and welfare of the citizens of Franklin requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY: _____

BY: _____

**ERIC S. STUCKEY
City Administrator**

**DR. KEN MOORE
Mayor**

PASSED FIRST READING

PUBLIC HEARING:

PASSED SECOND READING

PASSED THIRD READING:

Refuse and Trash Disposal Rate Ordinance

ORDINANCE 2017-21

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE TO AMEND APPENDIX A – COMPREHENSIVE FEES AND PENALTIES, CHAPTER 17 REFUSE AND TRASH DISPOSAL, OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."

WHEREAS, the City Charter, Article VIII, provides for adoption of an annual budget for all departments of the City of Franklin, and

WHEREAS, an annual budget process appropriating funds to the various departments and divisions of the City government for the fiscal year beginning July 1, 2017 has been completed in accordance with state law and local ordinances,

NOW, THEREFORE, BE IT ORDAINED, by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:

SECTION I: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Appendix A, Chapter 17 of the Franklin Municipal Code is hereby amended and the following substituted in lieu thereof:

“Appendix A, Chapter 17, Refuse and Trash Disposal

Residential	
1st container	\$17.50 per month (one pick-up/week)

SECTION II. BE IT FINALLY ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF Franklin, Tennessee, that this Ordinance shall take effect for billing cycles beginning July 1, 2017, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By: _____
ERIC S. STUCKEY
 City Administrator

By: _____
DR. KEN MOORE
 Mayor

PASSED FIRST READING: _____
 PUBLIC HEARING: _____
 PASSED SECOND READING: _____
 PASSED THIRD READING: _____

RESOLUTION NO. 2017-32

A RESOLUTION OF THE BOARD OF MAYOR AND ALDERMEN FOR THE CITY OF FRANKLIN ADOPTING THE ESTIMATE OF REVENUES AND EXPENDITURES FOR THE WATER AND SANITARY SEWER UTILITY FUND FOR FISCAL YEAR 2017-2018 AND FISCAL YEAR 2018-2019; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Franklin owns and operates a water and sanitary sewer utility system under authorization of the Municipal Charter, and

WHEREAS, this Utility Fund is an enterprise fund of the City in accordance with generally accepted accounting principles, and

WHEREAS, it is now deemed in the public interest to provide for authorization of the amendment to the estimate of revenues and expenditures for such fund.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE THAT:

SECTION 1: That the amendment to the Statement of Estimated Revenues and Expenditures for the Water and Sewer Utility Fund, for Fiscal Year 2017-2018 and for Fiscal Year 2018-2019, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2017 – June 30, 2018" which is attached hereto as if set forth herein and is approved and adopted.

SECTION 2: That this Resolution shall be effective upon adoption.

ADOPTED THIS ____ DAY OF _____ 2017.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By: _____
Eric S. Stuckey
City Administrator/Recorder

By: _____
Dr. Ken Moore
Mayor

Approved as to Form:

By: _____
Shauna R. Billingsley
City Attorney



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee
FY 2018 Operating Budget

BUDGET SUMMARY

Under this section is:

- **City of Franklin Information & Organization**
- **Budget Planning**
- **All Funds Summary**
- **General Fund Summary**
- **Personnel Changes**
- **Debt Information**



City of Franklin, Tennessee
FY 2018 Operating Budget

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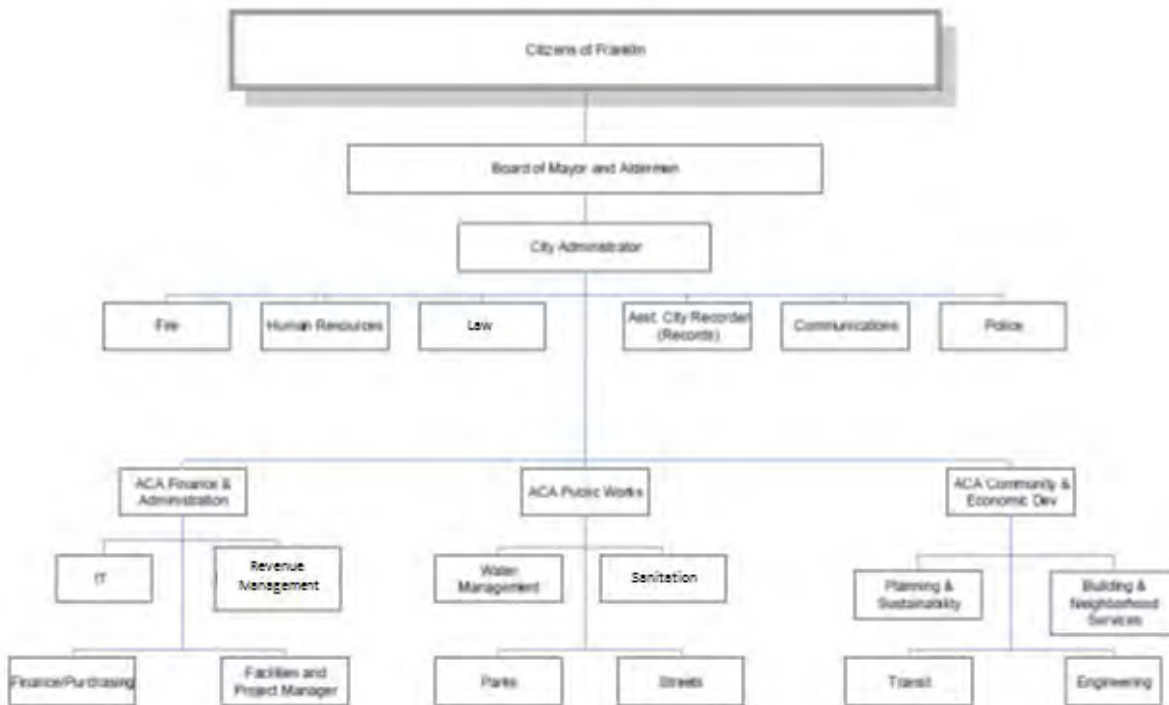
City of Franklin, Tennessee

FY 2018 Operating Budget

City of Franklin Information & Organization

Our Vision: *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.*

Organizational Chart



Structure of City Government

Responsible to its citizens, the mission of the City government is to foster community cooperation, innovation, and opportunity by providing quality services to Franklin residents and businesses in an efficient, effective, and economical manner.

The City government is organized under four (4) primary operating units. Each operating unit is presented in this budget with its various departments, divisions, and funds.

1. Governance & Management / Public Safety
 - a. Elected Officials (General Fund)
 - b. Administration Department (General Fund)



City of Franklin, Tennessee

FY 2018 Operating Budget

City of Franklin Information & Organization

- c. Human Resources (General Fund)
- d. Law (General Fund)
- e. Communications (General Fund)
- f. Police (General Fund)
- g. Fire (General Fund)

- 2. Finance & Administration
 - a. Finance (General Fund)
 - b. Purchasing (General Fund)
 - c. Information Technology (General Fund)
 - d. Revenue Management (General Fund)
 - e. Court (General Fund)
 - f. Project & Facilities Management (General Fund)

- 3. Economic & Community Development
 - a. Building & Neighborhood Services (General Fund)
 - b. Planning & Sustainability (General Fund)
 - c. Engineering / Traffic Operations Center (General Fund)
 - d. CDBG (CDBG Fund)
 - e. Economic Development (General Fund)
 - f. Transit (Transit System Fund)

- 4. Public Works
 - a. Streets (General, Stormwater, and Street Aid Funds)
 - b. Parks (General Fund)
 - c. Sanitation & Environmental Services (Sanitation & Environmental Services Fund)
 - d. Water Management (Water/Wastewater/Reclaimed Fund)

Profile of the City

The City of Franklin, incorporated in 1799, is located in Middle Tennessee. The local economy is a well-balanced blend of healthcare, financial, agricultural, wholesale, retail, manufacturing, and service industries. No single industry is critical to the region's economy. The City of Franklin covers an area of approximately 41 square miles, and serves a population of 70,909 according to the 2017 Special Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population increasing almost 70 percent between 2000 and 2010.

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



City of Franklin, Tennessee

FY 2018 Operating Budget

City of Franklin Information & Organization

The City of Franklin has operated under a Mayor/Board of Aldermen form of government under state charter since 1903. Policy-making and legislative authority are vested in a governing board consisting of the Mayor and eight (8) other members (Aldermen). The Board is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the City Administrator. The City Administrator is responsible for carrying out the policies and ordinances of the governing board, for preparing an annual budget, for overseeing the day-to-day operations of the government, and for hiring the heads of the various departments. The Board is elected on a non-partisan basis. Board members serve four-year staggered terms, with four Aldermen elected at large and the remaining four elected by ward two years later. The Aldermen elected by wards must live within the ward in which they represent. The Mayor also serves a term of four years.



The City of Franklin provides a full range of services, including police and fire protection and emergency services; the construction and maintenance of highways, streets, and other infrastructures; sanitation pickup and disposal; operation of a city court; implementation of storm water regulations and remedies; operations of an inner-city trolley system, and the operation of a city-wide park system. The City of Franklin also has its own water, sewer, and reclaimed water system.

The annual budget serves as the foundation for the City of Franklin's financial planning and control. All departments of the City of Franklin are required to submit requests for budget appropriations to the City Administrator in the first quarter of the calendar year. The Administrator, in concert with the Chief Financial Officer, uses these requests as a starting point for developing a proposed budget. After numerous meetings with department heads, the Administrator presents the budget to the Board of Mayor and Aldermen for approval.

Three meetings of the full board and a public hearing are necessary for approving the budget. The appropriated budget is prepared by fund, function, and department. At any time during the year,



City of Franklin, Tennessee
FY 2018 Operating Budget

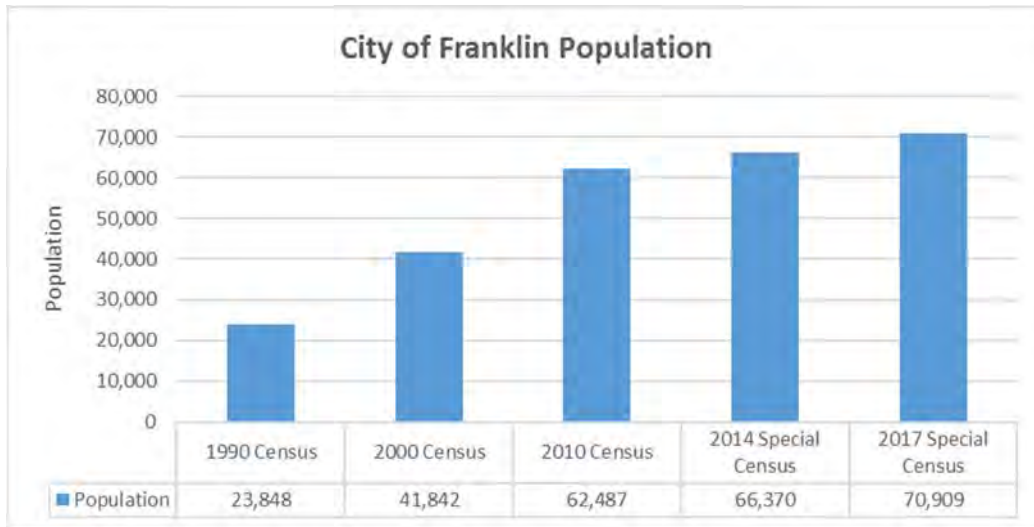
City of Franklin Information & Organization

the Mayor may make transfers of appropriations within a department. A transfer of appropriations between departments however requires three more readings by the Board and a public hearing.

Demographics

Additional Demographic information can be found in the Appendices.

<u>Income</u>	<u>Franklin</u>	<u>Williamson County</u>
Median Household Income	\$79,124	\$87,419
Average Household Income	\$98,340	\$116,204
Per Capita Income	\$38,672	\$43,316



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,157	5%	6,550	5%
High School	17,688	41%	51,082	42%
Bachelor's Degree	15,531	36%	42,767	35%
Graduate Degree	7,765	18%	21,808	18%
Total	43,141		122,207	

Data provided by United States Census Bureau, Williamson County Economic Development .

Awards & Recognitions



City of Franklin, Tennessee

FY 2018 Operating Budget

City of Franklin Information & Organization

**#1 Best Town in Tennessee - 2015,
2016 - Niche Rankings**

BEST SOUTHERN TOWN
GARDEN AND GUN MAGAZINE

Best Cities for Home Ownership (#11)
NERDWALLET

Cities on the Rise
NerdWallet

Best Places to Live
Money Magazine 2012

Top 100 Places to Live
Relocate America

America's Favorite Towns (#8)
Travel and Leisure Magazine

Control Authority Pretreatment Excellence Award – Water Reclamation Facility
Kentucky/Tennessee American Water Works Association and Water Environment Federation

BEST PLACE IN TENNESSEE (#11)
MOVOTO REAL ESTATE

**Best Towns for Families
(#3)**
Family Circle Magazine

**Most Business Friendly
Cities in TN (#2)**
The Beacon Center

**BEST TOWNS IN TENNESSEE FOR YOUNG
FAMILIES (#4)**
NERDWALLET

MOST BEAUTIFUL TOWN TOP 5 FINALIST
RAND McNALLY/USA TODAY POLL

#10 Best Town to Retire in USA
USA Today/Bankrate 2015

Municipal Field of the Year – Parks Department
Tennessee Turf Grass Association

**Top 50 Cities to start a
business**
BusinessWeek

#1 in Land Trust Preservation in Tennessee
LAND TRUST FOR TENNESSEE

**Top 5 Most Romantic Main
Streets**
National Trust for Historic Preservation

**National Savvy Award – Communications
Division**
National City/County Communicators & Marketers Association (3CMA)



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee FY 2018 Operating Budget

Budget Planning

Budget Preparation & Philosophy

In January, City staff outlines budget goals and a schedule for the upcoming fiscal year. During February, March and April, budget interviews were conducted by the Budget and Finance Committee with departments. Normally budget goals are discussed with the Board's Budget and Finance Committee and department staff.

After reviewing the current fiscal year 2016-17 budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. Departments were asked to present two budgets. The first, a base or 'level-service' budget demonstrated how much it will cost the City to provide the same level of service in FY 2018 that it does in the current fiscal year. The second, identified program enhancements – any new or additional staff, major expenses or small capital equipment, or new programs. For each enhancement, departments filled out a one-page form which documented the basic information of program enhancements – both in a numeric and narrative format – in priority order. The goal of this method of budgeting was to easily demonstrate a) the ongoing costs of operations and b) additional needs of departments. Program enhancements were added to the budgets and are included within the departmental budgets included herein. All program enhancements requested are provided in the Appendices.

Budget officers recognize the need to maintain a strong financial position overall, consistent objectives with budget goals, a balance of revenue to expenditures, and long-term cost implications. We recognize that adoption of an annual budget establishes a short term (i.e., one year) fiscal plan. Short term fiscal decisions can have long term fiscal impacts. Each year in the Capital Investment Program (CIP) we seek to discuss and evaluate long term fiscal trends and then utilize that for short term spending and service level decisions during the annual budget process, recognizing the demands anticipated with continued growth projections. Decisions on new programs or services require the same consideration.

The City of Franklin is committed to efficient operations and ethical standards in all services provided to our citizens and visitors. In conjunction with the beginning of the budget preparation process, Department Directors are encouraged to again emphasize our continuing commitment to operational excellence. While much of the focus and debate within the community centers on growth and development issues, the operations of City government have remained focused on continuous improvement.

The City has been able to maintain an outstanding level and quality of services delivered to the residents and businesses of this City. For the past few years, several departments have participated in a benchmarking project with other Tennessee cities. Results from those studies show that Franklin residents receive an above average level of service. In order to evaluate and monitor our services, departments also include performance measures tied to the City's Strategic Plan – **FranklinForward**. More can be found on **FranklinForward** in the Appendices and online at <https://performance.franklintn.gov>



City of Franklin, Tennessee **FY 2018 Operating Budget**

Budget Planning

Departments within the City participate in peer group studies and continue to review and adopt “best practices” that are recommended by the International City Managers Association, the Government Finance Officers Association, American Public Works Association, American Planning Association, and other national and international organizations.

City of Franklin departments and staff have received annual awards and recognition. For example, here are only a few of the extremely positive recognitions to the City of Franklin in the past year:

- Aaa (Triple A) Bond Rating by both Moody’s Investors Services and Standard & Poor’s
- GFOA Award for Excellence and Financial Reporting (25th year)
- GFOA Distinguished Budget Presentation Award (9th year)
- Tennessee 3-Star Award for Community Economic Preparedness (13th year)
- Tree City USA (13th year)
- Fire ISO Rating of 1
- Police Department Accreditation

As we do each year, we respectfully request of the Board of Mayor and Aldermen that, as you read the facts, figures, and percentages set forth on these pages, you look beyond the statistics and examine the numerous programs and services provided daily to the residents of this community. Many facets of the community’s daily life are impacted by municipal government. Whether it is maintaining the roads or drainage system, responding to an emergency, enforcing building and zoning codes, or providing a park for children to play in, the City of Franklin is directly involved in the quality of life for local citizens.

The annual budget reflects the quality of life, development policies and service level priorities of the Board and the citizens of Franklin. The relationship between the budget review and approval process and the high quality level of services available within this community are cited above.

Budgetary Planning Processes

The City of Franklin prides itself on responsible and innovative planning processes for all of its services – whether it be financial, land use or service delivery decisions. The table on the following page summarizes those plans which have a direct and an indirect impact upon the Fiscal Year 2018 Operating and Capital Budget.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget Planning

Budgetary Planning Processes			
PLANNING PROCESS	PLANNING PROCESS FOCUS	DESCRIPTION OF PROCESS	IMPACT ON OPERATING BUDGETS
Strategic Planning	Long range planning focus of 5-10 years. Financial and non-financial objectives for budget year.	Departmental plans are developed with assistance from Administration and Finance. Goals and objectives are included in the operating budget. The City's budget system includes at least 5 additional years beyond the current budget year.	Allows for departmental goals to be aligned with Board and central administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this planning process.
Revenue Forecasting	Short to mid-term planning from 1 to 5 years.	As mentioned above, the City's budget system allows up to 5 additional year beyond the current budget.	Helps to shape goals and objectives from the planning process above toward implementation. The City developed a residential recycling program from the planning process during fiscal year 2011.
Capital Improvements Plan	Short to mid-term planning from 1 to 5 years.	With input from the City's Capital Investment Committee, these plans are developed with a focus on priority projects.	Top priority projects are emphasized as the operating budgets are developed and proposed. Projects may be proposed as presented or scaled back depending on operating resources.
Vehicle/Equipment Replacment	Short to long-term planning from 3 to 10 years.	Acquisition of capital equipment is planned based on life cycle.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of capital are considered in developing the budget.
Computer/Hardware Replacement	Short to long-term planning from 3 to 10 years.	Whereas servers may last beyond a 5 year window, computer hardware and non-major software may become obsolete in a much shorter timeframe. Major software is anticipated to last (with period upgrades) potentially 10 years before replacement.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of computer capital are considered in developing the budget.
Street Condition Assessment	Long term planning from 12 to 20 years.	Street maintenance costs have been developed to maintain streets at desired condition.	Street maintenance is a major item within the operating budget. The amount set aside has increased with passage of the IMPROVE Act for FY 2018.



City of Franklin, Tennessee








FY 2018 Operating Budget

Budget Planning





Budget Goals

Setting targeted goals is vital to accomplishment of any plan. For a financial plan to succeed, targeted goals are vital in guiding policymakers and civil servants in ensuring city services are provided in the most effective manner possible. The FY 2018 Budget goals are provided herein showing both the type of goal but where (and if) the proposed goal ties into FranklinForward, the City of Franklin's Strategic Plan.

Financial Goals

	<ul style="list-style-type: none"> Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
	<ul style="list-style-type: none"> Continue to pursue options for revenue diversification among property taxes, sales taxes, fees, interest earnings, other income, and state shared revenues with expenditure growth reviewed annually in terms of population increases and desired public service levels.
	<ul style="list-style-type: none"> Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
	<ul style="list-style-type: none"> Pursue additional revenue sources when and where appropriate.
	<ul style="list-style-type: none"> Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.
	<ul style="list-style-type: none"> Maintain compliance with the City's adopted debt policy and capital funding program.
	<ul style="list-style-type: none"> Leverage local funds through the pursuit of grant opportunities.

Non-Financial Goals







	<ul style="list-style-type: none"> Maintain and enhance services to citizens. Avoid employee layoffs and other actions that would negatively impact the delivery of City services.
	<ul style="list-style-type: none"> Focus on the delivery of projects approved through the 2017-26 Capital Investment Program and supported by the Invest Franklin initiative
	<ul style="list-style-type: none"> Focus on continued maintenance and improvement to the water and wastewater infrastructure by advancing rate-funded capital projects.
	<ul style="list-style-type: none"> Develop, adopt, and implement programs and policies, which create and sustain a positive economic environment within the City of Franklin supporting job growth and private investment.









City of Franklin, Tennessee

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	<ul style="list-style-type: none"> Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position.
	<ul style="list-style-type: none"> Continue an emphasis on maintenance of facilities and equipment with replacement of the City's fixed assets as necessary, which include equipment, infrastructure, and facilities.
	<ul style="list-style-type: none"> Continue and further enhance our commitment to employee training and professional development, and thereby providing a positive work environment for teamwork, individual and department initiatives, productivity, and individual development.
	<ul style="list-style-type: none"> Maintain and continue to enhance the compensation and benefit plan for employees within our financial capabilities; to retain and attract qualified and motivated employees in a highly competitive market.
	<ul style="list-style-type: none"> Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.
	<ul style="list-style-type: none"> Encourage Community improvement projects to maintain and enhance the appearance and functionality of the City's existing residential neighborhoods and business area.


Specific Fiscal Year 2018 Initiatives

	<ul style="list-style-type: none"> Work towards the development of a program of incentives for affordable and workforce housing in the City of Franklin.
	<ul style="list-style-type: none"> Continue the emphasis that will maintain and enhance existing level of services to the citizens of Franklin to focus upon core values of excellence, innovation, teamwork, integrity and an action-orientation.
	<ul style="list-style-type: none"> Support and connect the City's operational efforts to long-term planning initiatives that have been completed in recent years and/or is currently underway. These key planning efforts include the Board-adopted strategic plan <i>FranklinForward</i>, the Integrated Water Resource Plan (IWRP), the Comprehensive Transportation Plan, the Park's Master Plan, the Greenway/Open Space Plan, and the neighborhood street resurfacing program.
	<ul style="list-style-type: none"> Review and update the City's Pay Plan based on market data ensuring that the City is a highly competitive employer.
	<ul style="list-style-type: none"> Continue efforts to recruit qualified employees including efforts to diversify the workforce.
	<ul style="list-style-type: none"> Continue to work on a long-term assessment of City Hall facilities and operational needs due to growth, service requirements, and technology.



City of Franklin, Tennessee FY 2018 Operating Budget

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	<ul style="list-style-type: none">• Move forward with implementation of projects identified by the Board of Mayor and Aldermen with the 2017-26 Capital Investment Program and supported by the Invest Franklin initiative.
	<ul style="list-style-type: none">• Continue to identify opportunities to expand and enhance the City's communication with the public through various strategies and mediums.
	<ul style="list-style-type: none">• Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
	<ul style="list-style-type: none">• Continue the City's participation in the benchmarking program through UT-MTAS, the city-wide performance measurement program connecting measures to the Board's strategic plan, FranklinForward, and further development and build out of the City's Open Performance website - http://performance.franklintn.gov.
	<ul style="list-style-type: none">• Support the sustainability efforts identified by staff and the City's Sustainability Commission.
	<ul style="list-style-type: none">• Continue work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County and throughout Middle Tennessee.



City of Franklin, Tennessee
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Basis of Budgeting & Accounting

The City of Franklin budgets and accounts on a basis consistent with U.S. Generally Accepted Accounting Principles (GAAP) for the General Fund, the Debt Service Fund and the Special Revenue Funds. The Board of Mayor and Aldermen (BOMA) approves and appropriates the budgets for these funds annually. The BOMA may transfer or appropriate additional funds for expenditures not anticipated at the time of budget adoption.

Budget Calendar

The following calendar demonstrates key dates used to develop, review, present and finally adopt the FY 2018 budget.

Budget Materials Distributed	November 2016
Department Requests Due	January 20, 2017
Initial Meetings with Finance	3 weeks before budget presentation
Initial Meetings with City Administrator	2 weeks before budget presentation
Proposed Department Budgets Distributed to Committee and Board for Budget Presentations	1 week before budget presentation
Budget Presentations to Finance Committee	Each Finance Committee meeting in January, February, March, and April
Proposed Budget Distributed to Board of Mayor and Aldermen	Friday, May 5, 2017
Budget Hearings (as needed)	Thursday, May 11, 2017
Budget Notice	No later than 10 days before 2nd Reading
First Reading of Budget & Tax Rate Ordinances (Solid Waste + Water Rates Ordinances, if necessary)	Tuesday, May 23, 2017
Second Reading (Public Hearing)	Tuesday, June 13, 2017
Third & Final Reading	Tuesday, June 27, 2017
New Fiscal Year	Tuesday, July 1, 2017



City of Franklin, Tennessee FY 2018 Operating Budget

Budget Planning

Economic Outlook

Despite a slow start, with GDP growing by only 0.6 percent in the first quarter, 2016 was the seventh year of recovery since the end of the 2007-2009 recession. The U.S. economy continued its expansion with inflation-adjusted gross domestic product (GDP) increasing by 1.6 percent. This growth is slightly lower than in previous years, but it indicates that the U.S. economy overall remains on a steady footing, even as growth in certain sectors has faltered. The current forecast for 2017 is for inflation-adjusted GDP to increase by 2.3 percent, if world economies do not become more volatile as anti-globalization sentiments become more prominent.

As in most years, the backbone of the U.S. economy in 2016 was growth in consumer demand. Consumption spending grew by 2.7 percent in 2016, offsetting drags on the economy from trade and investment spending. This growth in consumption was fueled by a labor market approaching full employment. The labor market added 2.5 million jobs, creating a total of 144.3 million jobs in the economy. This makes 2016 the third year that post-recession nonfarm payrolls outnumbered their pre-recession peak.

Job gains have not been even across the economy. Both manufacturing and natural resources/mining shed jobs in response to plummeting energy prices, a strong dollar, and tepid global demand growth. The natural resources and mining sector lost 121,000 jobs, and the manufacturing sector lost 31,000 jobs. The education & health services sector performed best, creating 639,000 jobs in 2016. Despite these positive labor market signals, productivity in 2016 remained well below the levels recorded before the recession.

Since the labor market performed well throughout 2016 and the unemployment rate remained well below 6.5 percent, the Federal Reserve was expected to raise interest rates each quarter following an initial interest rate hike in December 2015. However, the Fed held off on another interest rate hike until December 2016 amid concerns about the U.S. economy. Because of disappointing growth, interest rates rose more slowly than expected. Both the 90-day Treasury bill rate and federal funds rate hit 0.4 percent in the fourth quarter of 2016. The 30-year mortgage rate fell in 2016, down to 3.7 percent in the fourth quarter.

Despite the falling mortgage rate, housing growth in 2016 was lackluster compared to growth in 2015. Residential fixed investment grew by a disappointing 4.7 percent, although housing starts hit 1.2 million. Increasing prices for both new and existing houses persisted, continuing an upward trend that began in 2011.

Falling energy prices depressed inflation in 2016, as the Consumer Price Index grew by only 1.3 percent, well below the Fed's target of 2 percent. The federal deficit reached \$587.3 billion in 2016, edging the federal debt up to \$20 trillion, making 2016 the fifth year in a row that the federal debt has been larger than U.S. GDP. Overall federal spending grew by only 0.7 percent,



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while state and local spending grew by 0.9 percent. In inflation-adjusted terms, government spending still has not reached the levels recorded before the 2007-2009 recession. Federal spending is expected to rise in 2017 with the inauguration of President Donald Trump. He has proposed a tax reform and infrastructure stimulus package that may boost inflation and upset the Fed's announced position on raising interest rates slowly.

U.S. GDP in 2017 and 2018 is on track to grow steadily, with forecasted increases of 2.3 and 2.6 percent, respectively. During 2017, GDP growth is expected to be consistent each quarter and inflation is expected to rise. The Consumer Price Index is expected to be up 2.5 percent.

The Tennessee economy performed well in 2016, despite the modest growth in the national economy. Nominal personal income growth for the state matched national growth of 3.6 percent; that compares to 2015, when income growth in Tennessee outstripped national growth by more than a percentage point. The state labor market has been especially resilient, with nonfarm employment advancing 2.4 percent for the year compared to 1.8 percent growth for the U.S. Particularly noteworthy was the 2.7 percent gain in manufacturing employment in Tennessee, while the nation's manufacturing sector was losing jobs. The state unemployment rate averaged 4.6 percent in 2016, just under the 4.9 percent national unemployment rate, and well below the 5.8 percent state rate registered in 2015. In Tennessee, the number of unemployed fell 10.3 percent in 2015 and 18.1 percent in 2016.

Stronger inflation-adjusted output and income growth are expected this year and through 2018. Tennessee's inflation-adjusted gross domestic product (GDP) is expected to be up 2.1 percent in 2017 and 2018, while the U.S. is expected to see slightly stronger growth of 2.3 percent and 2.6 percent. The state's nominal income growth of 4.5 percent will align closely with the 4.6 percent growth rate expected for the nation. Because of the tightening labor market, nonfarm employment in Tennessee will see slower growth of 1.4 percent; national employment is expected to advance 1.3 percent. Tennessee's unemployment rate is projected to average 4.8 percent for the year, slightly above the 4.6 percent rate expected for the nation.

Viewing employment on long term basis, nonfarm employment in Tennessee grew between 2006 and 2016 at a sluggish pace of 0.6 percent per year but still slightly outpaced national job growth of 0.5 percent. Employment growth during this decade was dampened by the Great Recession and stronger employment gains are expected over the next 10 years. In Tennessee, the compounded growth rate of nonfarm employment is projected to expand by 1 percent, which is slightly faster than the 0.9 percent growth rate forecasted for the national economy. All broad sectors of the Tennessee economy are projected to enjoy some job growth over the next 10 years. However, job gains in the manufacturing, financial activities, and other services sectors will be below 0.25 percent annual growth. Job growth will be strongest in the professional and business services sector, followed by education & health services, and natural resources, mining, & construction, all of which will see job gains exceeding 1.7 percent annually.



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The state unemployment rate will continue its downward trend with an annual unemployment rate projected at 4.6 percent for most of the decade, falling to 4.5 percent in 2022 and remaining there through 2026. Over the next 10 years, population growth in the state will match the growth rate of the nation at 1 percent per year. Despite the declining unemployment rate, the labor force participation rate, which was pegged at 60 percent in 2016, is projected to drift downwards and fall to 57.8 percent by 2026.

Current unemployment reports show that Williamson County, at 3.5 percent, had the lowest unemployment rate among all Tennessee counties in October 2016, followed by Davidson County at 3.7 percent. Nine of the 10 lowest unemployment rates came from counties located in middle Tennessee. The only county outside the region included in this group was Knox County, which at 4.1 percent had the eighth lowest rate in the state. Conversely, 55 Tennessee counties had unemployment rates equal to or above 6 percent in October 2016. Over the next 10 years, nominal personal income in Tennessee is projected to grow by 4.5 percent annually. This is below the 4.8 percent income growth forecasted for the nation, but well above the 3.7 percent compound annual growth rate that the state registered between 2006 and 2016.

Average per capita income in Tennessee is well below the national average, registering at 86 percent of the national average in 2016. This gap is projected to expand further by 2026, when it will fall to 83 percent, as national income is projected to grow faster than state income while Tennessee's population grows faster than the nation's.

The quality of the labor force, as measured by education, skill level, and health has a strong influence on long-term economic growth. Unfortunately, Tennessee falls well below the national average in both educational attainment and health status, which may help explain why average income levels and unemployment rates in many Tennessee counties also lag the national average. The percentage of Tennesseans with a bachelor's degree or higher was only 24.9 percent in 2015, compared to the U.S. rate of 29.8 percent. Only six Tennessee counties had rates above the national average: Davidson, Knox, Rutherford, Shelby, Washington, and Williamson.

Williamson County continues to buck the statewide trend, being recognized as the "healthiest" county in the State and by maintaining demographics that are positive in educational, age, and financial metrics. Williamson County (\$87,419) and Davidson County (\$55,411) are the only two counties with per capita income above the national average. Williamson County maintains a 95% high school graduation rate, and 54% of the adult population has a bachelor's degree.



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INDICATOR	Jan-16	Dec-16	Jan-17	% Month Over Month	% Year Over Year
Labor Force-Williamson Co	108,260	112,750	113,720	0.9%	5.0%
Employment-Williamson Co	105,040	108,360	109,790	1.3%	4.5%
Unemployment-Williamson Co	3,220	4,390	3,930	-10.5%	22.0%
Unemployment %-Williamson Co	3.0%	3.9%	3.5%	-11.2%	16.2%
Unemployment Rate-Franklin	3.1%	3.3%	3.7%	12.1%	19.4%
Employment-Franklin	38,110	39,560	39,390	-0.4%	3.4%
Population - Franklin	72,272		74,440		3.0%

Source: Bureau of Labor Statistics, TN Dept. of Employment Security, and US Census Bureau, Franklin Department of Planning and Sustainability

From September 2015 to September 2016, the U.S. Bureau of Labor Statistics reported that Williamson County had the largest percentage increase in job growth among 391 largest U.S. counties. The gain of 6.7 percent compared to the national job growth rate of 1.5 percent. That is the fourth consecutive quarter in which Williamson County led the nation in employment growth. A national study projected that 25,340 jobs will be created by 2024 in Williamson County, with the three largest growth areas in the categories of administrative support and office, sales-related, and business and financial operations. Health care, automotive, financial and retail sectors play a prominent role throughout the region.

The Greater Nashville Association of Realtors reports that home sales in March 2017 were 9% higher than in March of last year, and building permits were 18% above last year. In addition to home sales, median prices for single family residential properties and condominiums were up by 7% and 6% respectively. In Franklin, building permits issued for residential housing totaled 1,028 dwelling units in 2016 compared to 865 in 2015; of that total, 882 were single family residential units. Additional capacity in the pipeline for residential construction has increased to a total of 9,097 dwelling units based on land use planning, zoning and approved development plans. Growth resulting from apartments and condominiums has shifted in the current market environment to increased interest in single family homes. New residential developments approved in 2016 included 1,345 dwelling units.



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Indicator	Last Year	This year	Difference
Home closings-Nashville area	3,141	3,420	8.9%
Inventory available-Nashville area	11,951	10,710	-10.4%
Median price residential-Williamson Co	419,380	449,900	7.3%
Median condominium-Williamson Co	235,550	249,900	6.1%
Dwelling unit building permits-Franklin	865	1,028	18.8%
Average hourly earnings-TN	\$21.46	\$22.72	5.9%
Local sales tax collections YTD (millions)	20.6	21.6	4.7%
State sales tax collections YTD (millions)	5,427	5,581	2.8%

Source: Greater Nashville Association of Realtors, Franklin Development Report-2016, Tennessee Department of Employment Security, MTSU-BERC Housing Report, Tennessee Department. of Revenue

Supporting the positive outlook for Franklin are announcements by several development firms of large commercial, retail and office developments in Franklin. Almost \$2 billion in mixed use projects are currently in development and should be completed over the next five years. Those projects include Ovation, Franklin Park, and Berry Farms. An announcement was made in April that a \$270 million development near McEwen Drive and Mallory will add another 850,000 square feet of retail and office space. The vacancy rate on Class A office space in the Cool Springs area is less than 3%, and the new projects will provide much needed capacity.

Sources: UT Center for Business Research; MTSU Business & Economic Research Center; Tennessee State Funding Board; St Louis Federal Reserve; Tennessee Department of Revenue; U S Bureau of Labor Statistics; Williamson County Economic Trends Report; Tennessee Department of Employment Security



City of Franklin, Tennessee

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Fund Summary

Budgeted Funds

The City of Franklin, Tennessee, like most governmental entities, organizes its finances into funds. 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, and the City adheres to the requirements of state law in its annual budgeting by adopting an annual appropriated budget for its general and special revenue funds

In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced. This means planned expenditures equal anticipated revenues. Fund revenues and expenditures are budgeted using modified accrual accounting concepts where expenditures are recognized when incurred and payment is due, and revenues are recognized when they are measurable and available (generally collected within 60 days). This is the same basis as used in the City's audited financial statements.

In addition to the General Fund (the City's primary operating fund), the City has various separate special revenue funds and a capital projects fund that are restricted as to how the revenues can be used. These special funds are detailed below. It should be emphasized that these funds, except for the Water & Wastewater, the Sanitation & Environmental Services and the Stormwater funds, do not include any personnel costs.

Street Aid Fund - Special Revenue fund for the accounting of the portion of State gasoline tax that is shared with cities, based on population. State law requires that these funds be used for the maintenance of streets and sidewalks.

Sanitation and Environmental Services Fund – Special Revenue fund for the accounting of fees collected in the disposal and collection of residential and commercial garbage.

Stormwater Fund – Special Revenue fund for the accounting of fees collected for the purpose of preventive maintenance of drainage areas, as well as remediation of circumstances that cause flooding and pollution.

Road Impact Fee Fund – Special Revenue fund for the accounting of expenditures in accordance with City Ordinance 88-13 on the proceeds of road impact fees from new development.

City Facilities Tax Fund – Special Revenue fund for the accounting of fees collected for the expenditures specified in City Ordinance 88-12, which assesses a privilege tax on the business of development.

County Facilities Tax Fund – Special Revenue fund for the accounting of City's portion of the Williamson County Adequate School Facilities Tax. This separate fund for the accounting of these revenues is established with the FY 2018 Budget.

Drug Fund – Special Revenue fund for the accounting of drug fines collected for the purpose of furthering drug investigations.



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Hotel/Motel Tax Fund – Special Revenue fund for the accounting of hotel/motel taxes collected for the purpose of retiring the City debt on the City /County Conference Center and for purchase, development and servicing of debt for park property intended to promote tourism. (Examples include Harlinsdale Farm and Eastern Flank Battlefield)

In Lieu of Parkland Fund – 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.

Transit System Fund – Special Revenue fund for the accounting of activities of the City’s mass transit system.

Community Development Block Grant (CDBG) Fund – Special Revenue fund for the accounting of federal CDBG grant monies and their expenditures.

Debt Service Fund – Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

Water and Wastewater Fund – Proprietary Fund for the accounting of user charges and fees and expenses of the operations of the City’s Water, Wastewater, and Reclaimed Water system. This fund also is included in the City’s audited financial statements. A summary budget is provided herein, and forecasts provided in the Appendices Section.

The City has only one (1) additional fund that is not included in this budget document:

Capital Projects Fund – Capital Project fund for the accounting of bond proceeds and expenditures in conjunction with long range capital projects. Although not required to be included in this budget, this fund is included in the City’s audited financial statements.

The following pages provide a summary presentation of all funds budgeted and appropriated by the City of Franklin, Tennessee.

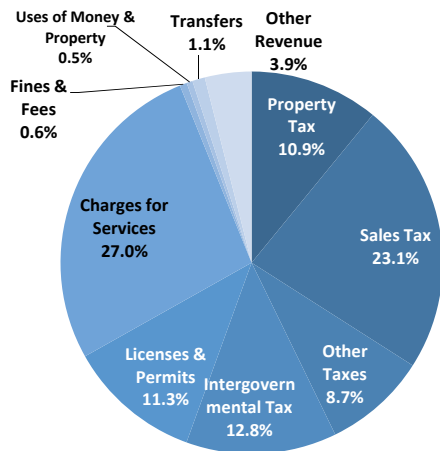


Fund Summary: Budget Summary - All Funds

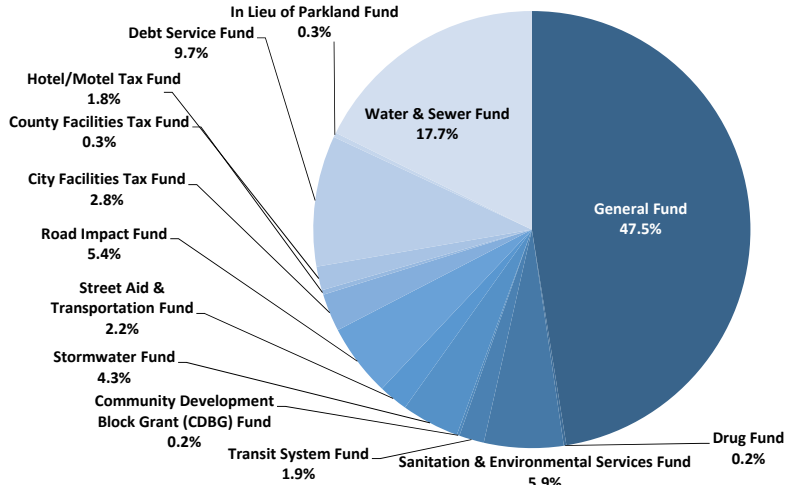
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

	Actual 2015 A	Actual 2016 B	Budget 2017 C	Estimated 2017 D	Budget 2018 E	Difference '17 vs. '18 F (E-C)	G (E/C)
Revenues							
Property Tax	\$ 12,427,040	\$ 12,872,000	\$ 14,442,318	\$ 14,218,237	\$ 16,393,815	\$ 1,951,497	13.5%
Sales Tax	\$ 28,943,994	\$ 31,306,367	\$ 33,183,778	\$ 33,227,253	\$ 34,722,480	\$ 1,538,702	4.6%
Other Taxes	\$ 9,716,417	\$ 7,484,682	\$ 10,268,415	\$ 14,949,858	\$ 13,133,335	\$ 2,864,920	27.9%
Intergovernmental Tax	\$ 17,186,096	\$ 20,986,388	\$ 17,263,640	\$ 16,137,349	\$ 19,155,908	\$ 1,892,268	11.0%
Licenses & Permits	\$ 10,551,413	\$ 19,683,422	\$ 7,204,683	\$ 13,113,738	\$ 16,984,810	\$ 9,780,127	135.7%
Charges for Services	\$ 32,211,808	\$ 38,209,785	\$ 37,341,727	\$ 38,095,041	\$ 40,584,268	\$ 3,242,541	8.7%
Fines & Fees	\$ 1,028,585	\$ 845,422	\$ 702,050	\$ 874,476	\$ 916,035	\$ 213,985	30.5%
Uses of Money & Property	\$ 256,481	\$ 1,066,784	\$ 7,521,523	\$ 761,707	\$ 755,667	\$ (6,765,856)	-90.0%
Transfers	\$ 8,364,579	\$ 5,925,840	\$ 3,632,896	\$ 4,746,338	\$ 1,607,887	\$ (2,025,009)	-55.7%
Other Revenue	\$ 1,663,613	\$ 2,512	\$ 7,955,542	\$ 6,854,230	\$ 5,921,261	\$ (2,034,281)	-25.6%
Total - All Funds Revenues	\$ 122,350,027	\$ 138,383,204	\$ 139,516,572	\$ 142,978,228	\$ 150,175,465	\$ 10,658,893	7.6%
Expenses							
General Fund	\$ 54,734,271	\$ 59,759,734	\$ 68,127,169	\$ 65,328,633	\$ 68,942,027	\$ 814,858	1.2%
Drug Fund	\$ 84,623	\$ 105,011	\$ 142,500	\$ 123,200	\$ 259,646	\$ 117,146	82.2%
Sanitation & Environmental Services Fund	\$ 8,061,990	\$ 8,908,459	\$ 9,552,982	\$ 8,597,699	\$ 8,532,870	\$ (1,020,112)	-10.7%
Transit System Fund	\$ 2,298,495	\$ 1,688,509	\$ 2,298,603	\$ 2,278,240	\$ 2,690,829	\$ 392,226	17.1%
Community Development Block Grant (CDBG)	\$ 451,705	\$ 265,324	\$ 286,975	\$ 286,500	\$ 274,000	\$ (12,975)	-4.5%
Stormwater Fund	\$ 3,401,177	\$ 2,456,181	\$ 5,209,623	\$ 3,518,678	\$ 6,219,664	\$ 1,010,041	19.4%
Street Aid & Transportation Fund	\$ 2,404,452	\$ 2,399,899	\$ 2,962,440	\$ 2,963,078	\$ 3,145,600	\$ 183,160	6.2%
Road Impact Fund	\$ 2,960,579	\$ 2,974,006	\$ 8,375,140	\$ 7,156,027	\$ 7,793,080	\$ (582,060)	-6.9%
City Facilities Tax Fund	\$ 2,018,259	\$ 4,627,576	\$ 4,274,789	\$ 1,502,313	\$ 4,049,100	\$ (225,689)	-5.3%
County Facilities Tax Fund	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	0.0%
Hotel/Motel Tax Fund	\$ 2,514,790	\$ 3,680,208	\$ 2,797,432	\$ 2,629,985	\$ 2,557,655	\$ (239,777)	-8.6%
Debt Service Fund	\$ 12,244,986	\$ 12,772,944	\$ 13,220,298	\$ 13,054,873	\$ 14,056,253	\$ 835,955	6.3%
In Lieu of Parkland Fund	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	100.0%
Water & Sewer Fund	\$ 20,922,557	\$ 19,830,520	\$ 25,393,657	\$ 23,667,085	\$ 25,700,407	\$ 306,750	1.2%
Total - All Funds	\$ 112,097,884	\$ 119,468,372	\$ 143,141,608	\$ 131,606,312	\$ 145,221,130	\$ 2,079,522	1.5%
Personnel	\$ 46,778,025	\$ 50,880,683	\$ 55,731,274	\$ 55,065,888	\$ 59,244,699	\$ 3,513,425	6.30%
Operations	\$ 57,165,407	\$ 62,381,369	\$ 70,103,470	\$ 68,150,834	\$ 65,676,311	\$ (4,427,159)	-6.32%
Capital	\$ 8,154,452	\$ 6,206,319	\$ 17,306,864	\$ 8,389,590	\$ 20,300,120	\$ 2,993,256	17.30%
Total - All Funds Expenses	\$ 112,097,884	\$ 119,468,372	\$ 143,141,608	\$ 131,606,312	\$ 145,221,130	\$ 2,079,522	1.5%
Surplus / (Deficit) All Funds	\$ 10,252,143	\$ 18,914,832	\$ (3,625,036)	\$ 11,371,916	\$ 4,954,334		

FY 2018 Revenues



FY 2018 Expenses





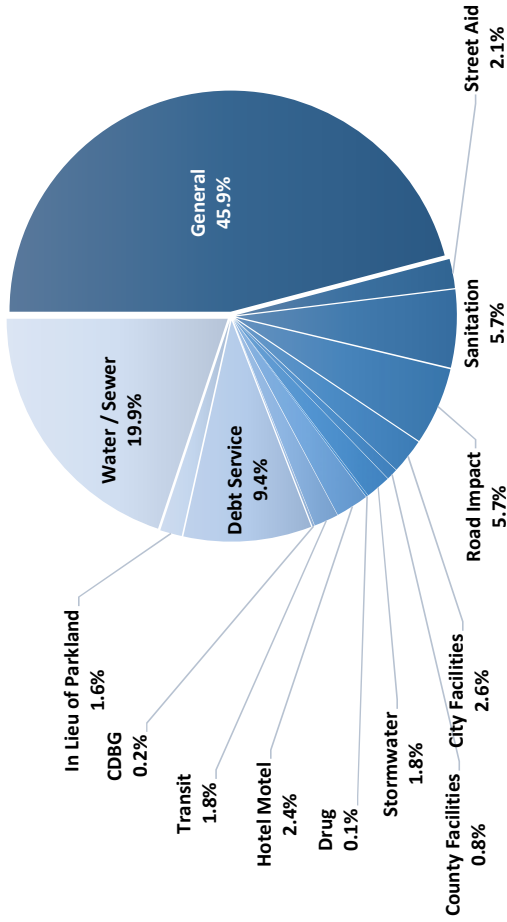
City of Franklin

Revenue Model

Summary (All Funds)

The City of Franklin funds its operations through a variety of taxes, fees for service, fines and grants. This page shows the total amount of revenues - regardless of fund - proposed to support operations for the City of Franklin in Fiscal Year 2018.

Overall we are projecting all funds revenues of \$150.1 Million, almost \$10.7 Million (7.6%) higher than the FY 2017 Budget. The largest fund, the General Fund, is forecast to grow to \$68.9 million, an increase of \$814,858 (1.2%) over the FY 2017 Budget.



Fund	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	FY 2018
General	\$ 51,815,038	\$ 52,677,369	\$ 56,918,504	\$ 57,489,269	\$ 63,539,872	\$ 68,127,169	\$ 67,328,753	\$ 67,815,601	\$ 68,942,027	\$ 69,722,038	45.9%
Street Aid	\$ 1,748,318	\$ 2,309,493	\$ 2,494,155	\$ 2,396,417	\$ 2,486,090	\$ 2,962,643	\$ 2,966,799	\$ 3,193,859	\$ 3,196,723	\$ 3,213,658	2.1%
Sanitation	\$ 8,681,651	\$ 7,648,732	\$ 7,462,938	\$ 8,275,157	\$ 9,057,524	\$ 9,372,227	\$ 8,465,850	\$ 8,458,897	\$ 8,544,340	\$ 8,629,783	5.7%
Road Impact	\$ 1,391,645	\$ 3,276,075	\$ 4,082,685	\$ 3,358,555	\$ 7,595,878	\$ 6,811,334	\$ 6,749,455	\$ 8,423,474	\$ 8,508,560	\$ 8,593,646	5.7%
City Facilities	\$ 1,853,812	\$ 2,624,601	\$ 3,855,445	\$ 2,482,412	\$ 4,886,088	\$ 2,910,000	\$ 3,773,363	\$ 3,660,057	\$ 3,852,692	\$ 4,045,326	2.6%
County Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,487,056	\$ 1,200,000	\$ 1,250,000	\$ 1,300,000	0.8%
Stormwater	\$ 2,193,201	\$ 2,383,896	\$ 2,340,963	\$ 2,673,347	\$ 2,546,681	\$ 2,714,224	\$ 2,723,371	\$ 2,736,988	\$ 2,777,838	\$ 2,818,689	1.8%
Drug	\$ 178,401	\$ 86,358	\$ 171,821	\$ 214,483	\$ 325,357	\$ 124,010	\$ 110,366	\$ 220,879	\$ 225,168	\$ 229,457	0.1%
Hotel Motel	\$ 2,289,730	\$ 2,470,748	\$ 3,242,135	\$ 3,293,338	\$ 3,564,721	\$ 3,410,850	\$ 3,428,418	\$ 3,525,835	\$ 3,598,227	\$ 3,594,217	2.4%
Transit	\$ 1,293,974	\$ 1,437,191	\$ 2,009,347	\$ 2,087,408	\$ 1,873,659	\$ 2,421,755	\$ 2,440,923	\$ 2,663,921	\$ 2,690,829	\$ 2,717,737	1.8%
CDBG	\$ 145,570	\$ 192,586	\$ 198,920	\$ 448,200	\$ 330,297	\$ 280,560	\$ 250,300	\$ 250,300	\$ 250,300	\$ 250,300	0.2%
Debt Service	\$ 9,926,272	\$ 33,212,371	\$ 11,106,967	\$ 12,050,577	\$ 12,777,235	\$ 13,225,298	\$ 13,054,873	\$ 14,061,253	\$ 14,061,253	\$ 14,061,253	9.4%
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ 2,494,076	\$ 1,931,890	\$ 1,207,525	\$ 152,217	\$ 2,359,034	\$ 2,407,178	\$ 2,455,322	1.6%
Water / Sewer	\$ 21,225,532	\$ 21,724,048	\$ 22,900,654	\$ 25,086,788	\$ 27,467,913	\$ 25,948,977	\$ 28,046,484	\$ 29,571,627	\$ 29,870,330	\$ 30,169,033	19.9%
All Revenues	\$ 102,743,143	\$ 130,043,468	\$ 116,784,534	\$ 122,350,027	\$ 138,383,204	\$ 139,516,572	\$ 142,978,228	\$ 148,141,725	\$ 150,175,465	\$ 151,800,459	100.0%



City of Franklin, Tennessee
FY 2018 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estimated 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Public Safety							
Drug Fund							
Opening Balance	\$ 165,436	\$ 295,296	\$ 515,642	\$ 515,642	\$ 502,808	\$ (12,834)	-2.5%
Revenues	\$ 214,483	\$ 325,357	\$ 124,010	\$ 110,366	\$ 225,168	\$ 101,158	81.6%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 84,623	\$ 105,011	\$ 142,500	\$ 123,200	\$ 259,646	\$ 117,146	82.2%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 295,296	\$ 515,642	\$ 497,152	\$ 502,808	\$ 468,330	\$ (28,822)	-5.8%
Finance & Administration							
Sanitation & Environmental Services Fund							
Opening Balance	\$ 405,119	\$ 618,286	\$ 767,350	\$ 767,350	\$ 635,501	\$ (131,849)	-17.2%
Revenues	\$ 8,275,157	\$ 9,057,523	\$ 9,372,227	\$ 8,465,850	\$ 8,544,340	\$ (827,887)	-8.8%
Expenses							
Personnel	\$ 2,768,627	\$ 2,757,882	\$ 3,004,484	\$ 2,963,131	\$ 3,167,493	\$ 163,009	5.4%
Operations	\$ 5,293,363	\$ 6,150,577	\$ 6,383,598	\$ 5,469,669	\$ 5,098,787	\$ (1,284,812)	-20.1%
Capital	\$ -	\$ -	\$ 164,900	\$ 164,899	\$ 266,590	\$ 101,690	61.7%
Ending Balance	\$ 618,286	\$ 767,350	\$ 586,595	\$ 635,501	\$ 646,971	\$ 60,376	10.3%
Transit System Fund							
Opening Balance	\$ 400,695	\$ 189,608	\$ 374,758	\$ 374,758	\$ 362,441	\$ (12,317)	-3.3%
Revenues	\$ 2,087,408	\$ 1,873,659	\$ 2,246,755	\$ 2,265,923	\$ 2,690,829	\$ 444,074	19.8%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 2,243,080	\$ 1,574,974	\$ 1,993,603	\$ 2,078,240	\$ 2,360,829	\$ 367,226	18.4%
Capital	\$ 55,415	\$ 113,535	\$ 305,000	\$ 200,000	\$ 330,000	\$ 25,000	8.2%
Ending Balance	\$ 189,608	\$ 374,758	\$ 322,910	\$ 362,441	\$ 362,441	\$ 39,531	12.2%
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	\$ 23,717	\$ 20,212	\$ 85,185	\$ 85,185	\$ 48,985	\$ (36,200)	-42.5%
Revenues	\$ 448,200	\$ 330,297	\$ 280,560	\$ 250,300	\$ 250,300	\$ (30,260)	-10.8%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Surplus / (Deficit) All Funds	\$ 451,705	\$ 265,324	\$ 286,975	\$ 286,500	\$ 274,000	\$ (12,975)	-4.5%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 20,212	\$ 85,185	\$ 78,770	\$ 48,985	\$ 25,285	\$ (53,485)	-67.9%
Stormwater Fund							
Opening Balance	\$ 5,511,065	\$ 4,783,235	\$ 4,873,735	\$ 4,873,735	\$ 4,078,428	\$ (795,307)	-16.3%
Revenues	\$ 2,673,347	\$ 2,546,681	\$ 2,714,224	\$ 2,723,371	\$ 2,777,838	\$ 63,614	2.3%
Expenses							
Personnel	\$ 1,047,100	\$ 1,177,449	\$ 1,351,801	\$ 1,303,820	\$ 1,552,344	\$ 200,543	14.8%
Operations	\$ 1,510,490	\$ 881,055	\$ 1,185,465	\$ 974,215	\$ 1,062,320	\$ (123,145)	-10.4%
Capital	\$ 843,587	\$ 397,677	\$ 2,672,357	\$ 1,240,643	\$ 3,605,000	\$ 932,643	34.9%
Ending Balance	\$ 4,783,235	\$ 4,873,735	\$ 2,378,336	\$ 4,078,428	\$ 636,602	\$ (1,741,734)	-73.2%
Street Aid & Transportation Fund							
Opening Balance	\$ 295,259	\$ 287,224	\$ 373,415	\$ 373,415	\$ 377,136	\$ 3,721	1.0%
Revenues	\$ 2,396,417	\$ 2,486,090	\$ 2,962,643	\$ 2,966,799	\$ 3,196,723	\$ 234,080	7.9%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 2,404,452	\$ 2,399,899	\$ 2,962,440	\$ 2,963,078	\$ 3,145,600	\$ 183,160	6.2%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 287,224	\$ 373,415	\$ 373,618	\$ 377,136	\$ 428,259	\$ 54,641	14.6%



City of Franklin, Tennessee
FY 2018 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estimated 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Road Impact Fund							
Opening Balance	\$ -	\$ 397,976	\$ 5,019,848	\$ 5,019,848	\$ 4,613,276	\$ (406,572)	-8.1%
Revenues	\$ 3,358,555	\$ 7,595,878	\$ 6,811,334	\$ 6,749,455	\$ 8,508,560	\$ 1,697,226	24.9%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 2,960,579	\$ 2,974,006	\$ 8,375,140	\$ 7,156,027	\$ 6,293,080	\$ (2,082,060)	-24.9%
Capital	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	100.0%
Ending Balance	\$ 397,976	\$ 5,019,848	\$ 3,456,042	\$ 4,613,276	\$ 5,328,756	\$ 1,872,714	54.2%
Special Funds							
City Facilities Tax Fund							
Opening Balance	\$ 6,253,611	\$ 6,717,764	\$ 6,976,276	\$ 6,976,276	\$ 9,247,326	\$ 2,271,050	32.6%
Revenues	\$ 2,482,412	\$ 4,886,088	\$ 2,910,000	\$ 3,773,363	\$ 3,852,692	\$ 942,692	32.4%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 375,564	\$ 1,254,047	\$ 66,833	\$ 1,093,286	\$ 176,600	\$ 109,767	164.2%
Capital	\$ 1,642,695	\$ 3,373,529	\$ 4,207,956	\$ 409,027	\$ 3,872,500	\$ (335,456)	-8.0%
Ending Balance	\$ 6,717,764	\$ 6,976,276	\$ 5,611,487	\$ 9,247,326	\$ 9,050,918	\$ 3,439,431	61.3%
County Facilities Tax Fund							
Opening Balance	\$ -	\$ -	\$ 3,262,263	\$ 3,262,263	\$ 3,852,507	\$ 590,244	18.1%
Revenues	\$ -	\$ -	\$ 1,185,047	\$ 1,090,244	\$ 1,250,000	\$ 64,953	5.5%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Capital	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	0.0%
Ending Balance	\$ -	\$ -	\$ 3,947,310	\$ 3,852,507	\$ 4,602,507	\$ 655,197	16.6%
Hotel/Motel Tax Fund							
Opening Balance	\$ 1,971,048	\$ 2,749,596	\$ 2,634,109	\$ 2,634,109	\$ 3,432,542	\$ 798,433	30.3%
Revenues	\$ 3,293,338	\$ 3,564,721	\$ 3,410,850	\$ 3,428,418	\$ 3,560,036	\$ 149,186	4.4%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 1,972,791	\$ 2,825,657	\$ 2,035,766	\$ 1,980,278	\$ 2,148,369	\$ 112,603	5.5%
Capital	\$ 541,999	\$ 854,551	\$ 761,666	\$ 649,707	\$ 409,286	\$ (352,380)	-46.3%
Ending Balance	\$ 2,749,596	\$ 2,634,109	\$ 3,247,527	\$ 3,432,542	\$ 4,434,923	\$ 1,187,396	36.6%
Debt Service Fund							
Opening Balance	\$ 195,118	\$ 709	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Revenues	\$ 12,050,577	\$ 12,777,235	\$ 13,225,298	\$ 13,054,873	\$ 14,061,253	\$ 835,955	6.3%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 12,244,986	\$ 12,772,944	\$ 13,220,298	\$ 13,054,873	\$ 14,056,253	\$ 835,955	6.3%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 709	\$ 5,000	\$ 10,000	\$ 5,000	\$ 10,000	\$ -	0.0%
In Lieu of Parkland Fund							
Opening Balance	\$ 2,280,119	\$ 2,494,076	\$ 4,425,966	\$ 4,425,966	\$ 4,578,183	\$ 152,217	3.4%
Revenues	\$ 213,957	\$ 1,931,890	\$ 1,207,525	\$ 152,217	\$ 2,407,178	\$ 1,199,653	99.3%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	100.0%
Ending Balance	\$ 2,494,076	\$ 4,425,966	\$ 5,633,491	\$ 4,578,183	\$ 6,485,361	\$ 851,870	15.1%



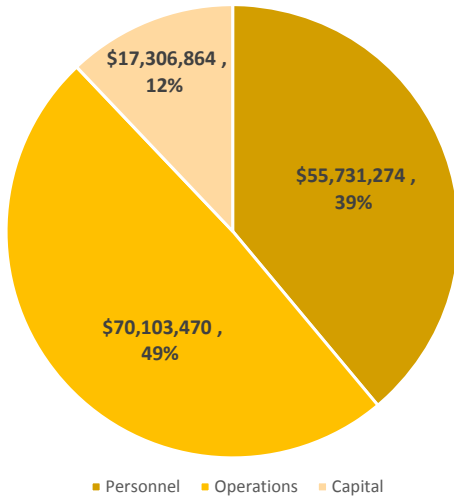
City of Franklin, Tennessee
FY 2018 Operating Budget

Fund Summary: Other Funds - Departmental Summary

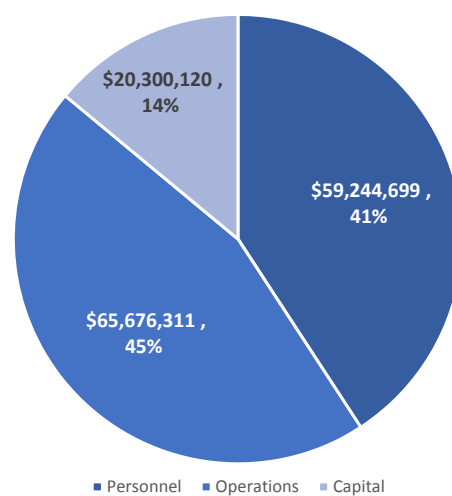
	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estimated 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Water & Sewer Fund							
Opening Balance*	\$ 14,284,304	\$ 18,470,570	\$ 26,107,963	\$ 26,107,963	\$ 30,487,362	\$ 4,379,399	16.8%
Revenues	\$ 25,108,823	\$ 27,467,913	\$ 25,948,977	\$ 28,046,484	\$ 29,870,330	\$ 3,921,353	15.1%
Expenses							
Personnel	\$ 4,944,757	\$ 5,307,251	\$ 6,173,893	\$ 5,886,776	\$ 6,457,935	\$ 284,041	4.6%
Operations	\$ 11,334,843	\$ 13,234,181	\$ 13,193,729	\$ 13,108,618	\$ 13,865,472	\$ 671,743	5.1%
Capital	\$ 4,642,956	\$ 1,289,088	\$ 6,026,035	\$ 4,671,691	\$ 5,377,000	\$ (649,035)	-10.8%
Ending Balance	\$ 18,470,570	\$ 26,107,963	\$ 26,663,283	\$ 30,487,362	\$ 34,657,285	\$ 7,994,002	30.0%

*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets.

FY 2017 - All Funds - Major Categories of Expense



FY 2018 - All Funds - Major Categories of Expense



Fund Summary

The schedule below shows changes in fund balance for all 13 funds actively budgeted for by the City of Franklin from FY 2016 through FY 2018.

	Governmental Funds													Enterprise		All Funds
	Special Revenue Funds													Water & Sewer	Total	
	General	Street Aid & Trans.	Sanitation & Env. Serv.	Road Impact	City Facilities Tax	County Facilities Tax	Storm Water	Drug	Hotel/Motel	Transit	CDBG	Debt Service	In Lieu of Parkland			
2016 Actual (Audited)	\$ 35,469,448	\$ 287,224	\$ 618,286	\$ 397,976	\$ 6,717,764	\$ -	\$ 4,783,235	\$ 295,296	\$ 2,749,596	\$ 189,608	\$ 20,212	\$ 709	\$ 2,494,076	\$ 18,470,570	\$ 72,494,000	
Beginning Fund Balance	\$ 63,539,872	\$ 2,486,090	\$ 9,057,523	\$ 7,595,878	\$ 4,886,088	\$ -	\$ 2,546,681	\$ 325,357	\$ 3,564,721	\$ 1,873,659	\$ 330,297	\$ 12,777,235	\$ 1,931,890	\$ 27,467,913	\$ 138,383,204	
+ Revenues	\$ (69,759,734)	\$ (2,999,899)	\$ (8,906,459)	\$ (2,974,008)	\$ (4,637,576)	\$ -	\$ (2,456,181)	\$ (105,011)	\$ (3,580,208)	\$ (1,686,509)	\$ (265,324)	\$ (12,773,944)	\$ (19,930,520)	\$ (19,930,520)	\$ (119,468,371)	
- Expenses	\$ 39,249,586	\$ 373,415	\$ 767,350	\$ 5,019,848	\$ 6,976,276	\$ -	\$ 4,873,735	\$ 515,642	\$ 2,634,109	\$ 374,758	\$ 85,185	\$ 5,000	\$ 4,425,966	\$ 26,107,963	\$ 91,408,833	
Ending Fund Balance	\$ 39,249,586	\$ 373,415	\$ 767,350	\$ 5,019,848	\$ 6,976,276	\$ -	\$ 4,873,735	\$ 515,642	\$ 2,634,109	\$ 374,758	\$ 85,185	\$ 5,000	\$ 4,425,966	\$ 26,107,963	\$ 91,408,833	
2017 Estimated (Unaudited)	\$ 39,249,586	\$ 373,415	\$ 767,350	\$ 5,019,848	\$ 6,976,276	\$ -	\$ 4,873,735	\$ 515,642	\$ 2,634,109	\$ 374,758	\$ 85,185	\$ 5,000	\$ 4,425,966	\$ 26,107,963	\$ 91,408,833	
+ Revenues	\$ 5,742,536	\$ 1,005,827	\$ -	\$ -	\$ -	\$ 3,487,056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Tax	\$ 33,227,253	\$ -	\$ -	\$ -	\$ -	\$ 3,487,056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sales Tax	\$ 4,284,330	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Taxes	\$ 11,837,627	\$ 1,960,772	\$ -	\$ -	\$ -	\$ 3,759,366	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Intergovernmental Tax	\$ 6,117,053	\$ -	\$ -	\$ 6,719,393	\$ -	\$ -	\$ 125,075	\$ 103,000	\$ -	\$ 100,968	\$ 250,000	\$ 904,051	\$ 152,217	\$ 27,777,909	\$ 13,113,738	
Licenses & Permits	\$ 68,592	\$ -	\$ 7,600,176	\$ -	\$ -	\$ -	\$ 2,547,396	\$ 40,900	\$ -	\$ -	\$ 300	\$ 5,000	\$ -	\$ 95,643	\$ 874,476	
Charges for Services	\$ 730,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 2,600	\$ 9,312	\$ 16,100	\$ -	\$ -	\$ -	\$ -	\$ 761,707	
Fines & Fees	\$ 462,819	\$ 200	\$ 115,674	\$ 30,062	\$ 13,997	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,746,338	
Uses of Money & Property Transfers	\$ 4,746,338	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Revenue	\$ 111,628	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 67,328,753	\$ 2,966,799	\$ 8,465,850	\$ 6,749,455	\$ 3,773,363	\$ 3,487,056	\$ 2,723,371	\$ 110,366	\$ 3,428,418	\$ 2,440,923	\$ 250,300	\$ 13,054,873	\$ 152,217	\$ 28,046,484	\$ 142,978,228	
- Expenditures	\$ (44,912,161)	\$ (2,963,078)	\$ (2,963,131)	\$ (7,156,027)	\$ (1,093,286)	\$ -	\$ (1,303,820)	\$ (123,200)	\$ (1,980,278)	\$ (2,253,240)	\$ (286,500)	\$ (13,054,873)	\$ -	\$ (5,886,776)	\$ (55,065,888)	
Personnel	\$ (19,862,850)	\$ -	\$ (5,469,669)	\$ -	\$ (409,027)	\$ -	\$ (974,215)	\$ (123,200)	\$ (1,980,278)	\$ (2,253,240)	\$ (286,500)	\$ (13,054,873)	\$ -	\$ (13,108,618)	\$ (68,325,834)	
Operations	\$ (553,623)	\$ -	\$ (164,899)	\$ -	\$ -	\$ -	\$ (1,240,643)	\$ -	\$ (649,707)	\$ (200,000)	\$ -	\$ -	\$ -	\$ (4,671,691)	\$ (7,889,590)	
Capital	\$ (65,328,633)	\$ (2,963,078)	\$ (8,597,699)	\$ (7,156,027)	\$ (1,502,313)	\$ -	\$ (3,518,678)	\$ (123,200)	\$ (2,629,985)	\$ (2,453,240)	\$ (286,500)	\$ (13,054,873)	\$ -	\$ (23,667,085)	\$ (131,281,312)	
Total Expenditures	\$ 41,249,706	\$ 377,136	\$ 635,501	\$ 4,613,276	\$ 9,247,326	\$ 3,487,056	\$ 4,078,428	\$ 502,808	\$ 3,432,542	\$ 362,441	\$ 48,985	\$ 5,000	\$ 4,578,183	\$ 30,487,362	\$ 103,105,749	
Ending Fund Balance	\$ 41,249,706	\$ 377,136	\$ 635,501	\$ 4,613,276	\$ 9,247,326	\$ 3,487,056	\$ 4,078,428	\$ 502,808	\$ 3,432,542	\$ 362,441	\$ 48,985	\$ 5,000	\$ 4,578,183	\$ 30,487,362	\$ 103,105,749	
2018 Budget	\$ 41,249,706	\$ 377,136	\$ 635,501	\$ 4,613,276	\$ 9,247,326	\$ 3,487,056	\$ 4,078,428	\$ 502,808	\$ 3,432,542	\$ 362,441	\$ 48,985	\$ 5,000	\$ 4,578,183	\$ 30,487,362	\$ 103,105,749	
+ Revenues	\$ 6,713,809	\$ 946,516	\$ -	\$ -	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Tax	\$ 34,722,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sales Tax	\$ 4,455,237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Taxes	\$ 14,111,418	\$ 2,250,003	\$ -	\$ -	\$ -	\$ 3,833,871	\$ 127,577	\$ -	\$ 3,594,227	\$ 1,640,436	\$ 250,000	\$ 904,051	\$ 2,407,178	\$ 29,476,430	\$ 19,155,908	
Intergovernmental Tax	\$ 5,951,495	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,598,344	\$ -	\$ -	\$ 144,500	\$ -	\$ -	\$ -	\$ -	\$ 16,984,310	
Licenses & Permits	\$ 70,654	\$ -	\$ 8,294,340	\$ -	\$ -	\$ -	\$ 41,718	\$ 210,124	\$ -	\$ -	\$ 300	\$ 5,000	\$ -	\$ 122,400	\$ 40,584,268	
Charges for Services	\$ 664,193	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,200	\$ 2,265	\$ 4,000	\$ 12,900	\$ -	\$ -	\$ -	\$ -	\$ 916,095	
Fines & Fees	\$ 569,577	\$ 204	\$ -	\$ 10,000	\$ 18,821	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 755,667	
Uses of Money & Property Transfers	\$ 1,607,887	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,607,887	
Other Revenue	\$ 75,277	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,779	\$ -	\$ 892,993	\$ -	\$ -	\$ -	\$ 271,500	\$ 5,921,261	
Total	\$ 68,942,027	\$ 3,196,723	\$ 8,544,340	\$ 8,508,560	\$ 3,852,692	\$ 1,250,000	\$ 2,777,838	\$ 225,168	\$ 3,598,227	\$ 2,690,829	\$ 250,300	\$ 14,061,253	\$ 2,407,178	\$ 29,870,330	\$ 150,175,465	
- Expenditures	\$ (48,066,927)	\$ -	\$ (3,167,493)	\$ -	\$ -	\$ -	\$ (1,552,344)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,457,935)	\$ (59,244,699)	
Personnel	\$ (16,935,355)	\$ (3,145,600)	\$ (5,098,787)	\$ (6,293,080)	\$ (176,600)	\$ -	\$ (1,062,320)	\$ (259,646)	\$ (2,148,369)	\$ (2,360,829)	\$ (274,000)	\$ (14,056,253)	\$ -	\$ (13,865,472)	\$ (65,676,311)	
Operations	\$ (3,939,744)	\$ -	\$ (266,590)	\$ (1,500,000)	\$ (3,872,500)	\$ (500,000)	\$ (3,605,000)	\$ -	\$ (409,286)	\$ (330,000)	\$ -	\$ -	\$ (500,000)	\$ (5,377,000)	\$ (20,300,120)	
Capital	\$ (68,942,027)	\$ (3,145,600)	\$ (8,532,870)	\$ (7,793,080)	\$ (4,049,100)	\$ (500,000)	\$ (6,219,664)	\$ (259,646)	\$ (2,557,655)	\$ (2,690,829)	\$ (274,000)	\$ (14,056,253)	\$ (500,000)	\$ (25,700,407)	\$ (145,221,130)	
Total Expenditures	\$ 41,249,706	\$ 428,260	\$ 646,971	\$ 5,328,756	\$ 9,050,918	\$ 4,237,056	\$ 636,602	\$ 488,330	\$ 4,473,114	\$ 362,441	\$ 25,285	\$ 10,000	\$ 6,485,361	\$ 34,657,285	\$ 108,060,086	
Ending Fund Balance	\$ -	\$ 511,124	\$ 11,470	\$ 715,480	\$ (196,408)	\$ 750,000	\$ (3,441,826)	\$ (34,478)	\$ 1,040,572	\$ -	\$ (23,700)	\$ 5,000	\$ 1,907,178	\$ 4,169,923	\$ 4,954,337	
*Surplus / (Deficit) All Funds	\$ 0.0%	\$ 13.6%	\$ 1.8%	\$ 15.5%	\$ -2.1%	\$ 21.5%	\$ -84.4%	\$ -6.9%	\$ 30.3%	\$ 0.0%	\$ -48.4%	\$ 100.0%	\$ 41.7%	\$ 13.7%	\$ 4.8%	
*Change (%) 2017 vs. 2018																

*Note: Changes in fund balances reflect 2018 budgeted vs. 2017 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2017 budget vs. 2018 budget.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Fund Summary

Fund Balance Levels and Reserves

The City of Franklin takes pride in its financial strength, and a large part of that strength results from an unusually high fund balance. Fund balance represents the accumulation of funds which remain unspent after all budgeted expenditures have been made. The City has been able to maintain a fund balance level that is almost double the average reserves of a triple-A (Aaa) rated city, according to both Moody's Investor Services and Standard & Poors.

Unreserved fund balances (those reserved funds that are not set aside for a specific purpose) equal to or greater than 50% of annual revenues had been maintained for almost two decades. Beginning in fiscal year 2006, the City recognized that unreserved fund balance overstated the security of City's position. Until that time, there were no reserves for claims from the City's self-insured health insurance program for employees and retirees. Nor were there reserves for potential costs derived from property, casualty, or liability claims.

Beginning in January of 2009, the City engaged Public Financial Management (PFM), an independent financial advisory firm, to assist in developing financial policies that would lead to a long range financial plan. The first of those policies, a fund balance reserve policy, was adopted by the Board of Mayor & Aldermen in May. This is the first building block in determining the ability of the City to maintain fiscal stability while undertaking capital projects in a sound and logical method. The policy in its entirety is included in this document as Appendix D.

The fund balance policy outlines the variety of reserves that a sustainable city should consider, including reserves for insurance, retiree health benefits, working capital, emergencies and natural disasters. The policy establishes a Financial Stabilization account comprised of seven components: reserves for contingencies, emergencies, cash flow stabilization, debt service, and insurance, retiree health benefits, and, most recently, capital reserves. The City's goal is to maintain this account at a level equal to thirty-three percent (33%) of budgeted General Fund expenditures. For 2017-18, this reserve would be \$22,750,869, based on budgeted expenditures of \$68,942,027.

While the City fund balances greatly exceed this level, the importance of establishing and ratifying guidelines cannot be overestimated. The formal policy puts in place a baseline for reserves that should hold firm through future years. As the General Fund budget grows in size, an ever larger amount of reserves are required to maintain the same percentage as in prior years. Growth in the size of the City budget will require that reserves be augmented as the City continues its natural expansion.



City of Franklin, Tennessee

FY 2018 Operating Budget

Fund Summary

Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for the original FY 2017 budget, the amended FY 2017 budget and the proposed FY 2018 budget.*

Fund Name	Required Percentage	Target %	Budget FY17\$	Revised FY17\$	Budget FY18\$
Reserve Fund (mandated by law)	0%		\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -
Designated Fund (ordained by BOMA)	0%		\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -
Undesignated/Unreserved fund	0%		\$ -	\$ -	\$ -
Financial Stabilization Account	33%		\$ 21,168,790	\$ 22,481,966	\$ 22,750,869
Contingency Subaccount		5%	\$ 3,207,392	\$ 3,406,358	\$ 3,447,101
Emergency Subaccount		5%	\$ 3,207,392	\$ 3,406,358	\$ 3,447,101
Cash Flow Stabilization Subaccount		14%	\$ 8,980,699	\$ 9,537,804	\$ 9,651,884
Debt Service Subaccount		3%	\$ 1,924,435	\$ 2,043,815	\$ 2,068,261
Insurance Reserve Subaccount		4%	\$ 2,565,914	\$ 2,725,087	\$ 2,757,681
OPEB* Subaccount		2%	\$ 1,282,957	\$ 1,362,543	\$ 1,378,841
Supplemental Reserve Account					
variance between 33% & 45% =	12%		\$ 7,697,742	\$ 8,175,260	\$ 8,273,043
Capital Funding Account	>45%		\$ 9,065,678	\$ 7,142,424	\$ 6,775,738

General Fund Budget Amount = \$ 64,147,849 \$ 68,127,169 \$ 68,942,027
Fund Balance Amount = \$ 39,249,586 \$ 37,799,650 \$ 37,799,650

*Note: Capital Funding Account balance and Fund Balance Amounts for Revised FY 2017 and Budget FY 2018 numbers are inclusive of full amount of year-end close and final FY 2017 budget amendments. It is likely ending fund balance amounts will be higher due to added revenues and/or lower transfer amounts to other funds.



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

General Fund Summary

Introduction

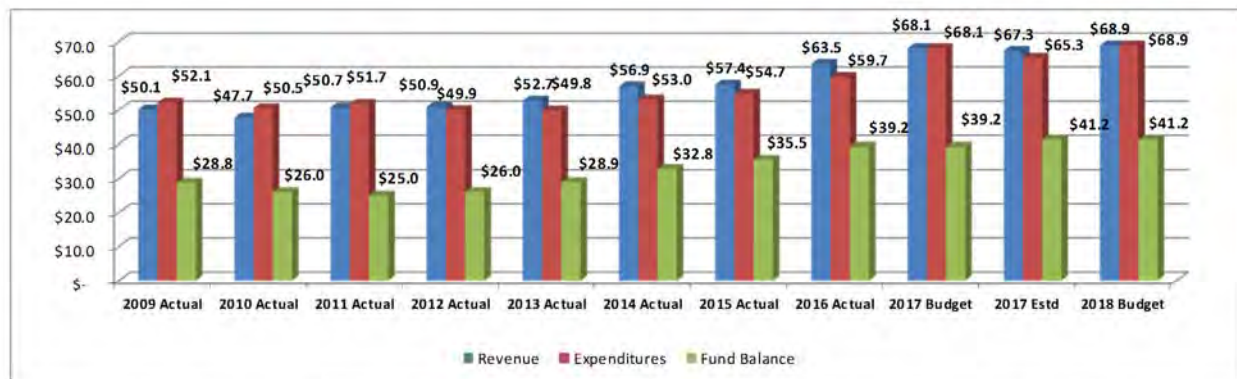
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only fund (as demonstrated in the preceding pages), it is the largest and most important.

As proposed, fund balance equal to approximately 59.8% of annual expenditures is maintained at fiscal year-end 2017-18. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2014-2018

	Actual 2014	Actual 2015	Actual 2016	Budget 2017	Estimated 2017	Budget 2018
Beginning Fund Balance	28,890,118	32,714,451	35,469,449	39,249,586	39,249,586	41,249,706
+ Total General Fund Revenue	56,918,504	57,489,269	63,539,872	68,127,169	67,328,753	68,942,027
- Total General Fund Expenditures	53,094,171	54,734,271	59,759,734	68,127,169	65,328,633	68,942,027
Ending Fund Balance	32,714,451	35,469,449	39,249,586	39,249,586	41,249,706	41,249,706
*** Percent of Total Annual Revenues	57.5%	61.7%	61.8%	57.6%	61.3%	59.8%
*** Percent of Total Annual Expenditures	61.6%	64.8%	65.7%	57.6%	63.1%	59.8%

General Fund Performance – Ten Year Trend



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Estd	2018 Budget
Revenue	\$ 50.1	\$ 47.7	\$ 50.7	\$ 50.9	\$ 52.7	\$ 56.9	\$ 57.4	\$ 63.5	\$ 68.1	\$ 67.3	\$ 68.9
Expenditures	\$ 52.1	\$ 50.5	\$ 51.7	\$ 49.9	\$ 49.8	\$ 53.0	\$ 54.7	\$ 59.7	\$ 68.1	\$ 65.3	\$ 68.9
Fund Balance	\$ 28.8	\$ 26.0	\$ 25.0	\$ 26.0	\$ 28.9	\$ 32.8	\$ 35.5	\$ 39.2	\$ 39.2	\$ 41.2	\$ 41.2

Note: Amounts above are in millions of dollars.

Introduction

The 2017-2018 general fund budget has total estimated revenue available of \$68,942,027. In comparison to 2016-17 budgeted, estimated annual revenues for fiscal year 2017-18 are up 1.2%,



City of Franklin, Tennessee **FY 2018 Operating Budget**

General Fund Summary

and up 8.5% overall compared to the actual revenue for the fiscal year 2015-16. The local option sales tax continues to be the single largest source of revenue for the City, at 50.4% of the general fund total. For FY 2018, we project a growth rate above budgeted FY 2017 of 4.6% for this revenue.

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, except for the state income tax on dividends and interest, which is shared on a point of collection basis. These state shared taxes represent 17.7% of estimated general fund revenues. This percentage will continue to fall as time goes on as a result of the decision to eliminate the Hall Income Tax over the next six fiscal years.

Property tax is the next largest source of revenue representing 9.7% of the general fund total. No change in the tax rate is being proposed in this budget.

With the balance of revenues from all other sources, the City needs to continue to focus on opportunities and options for further diversification of our sources and types of revenue within the general fund. The dependence on one revenue source, the local sales tax, at a level of greater than 40% is a concern. Given the fact that sales tax is highly sensitive to fluctuations in the economy, it could impact the City's ability to maintain stability during tough economic times. The City is fortunate that it has healthy reserves and has now put in place a strong reserve policy. The City's revenue structure is an issue for consideration by the Board as it plans beyond the immediate budget year.

Expenditures

Total estimated general fund expenditures are \$68,942,027. Total expenditures for fiscal year 2017-18 are up approximately 1.2% compared to the 2016-17 budget and up 15.3% compared to 2016's actual. Within the approved budget, 69.7% is dedicated to employee wages and benefits, 24.6% to operational costs, 5.7% to capital equipment.

The following pages provide a summary of planned expenditures for the fund, detailed modeling of the eleven major revenue categories which support the general fund, and targeted analyses of important trends, tax history, and financial performance.

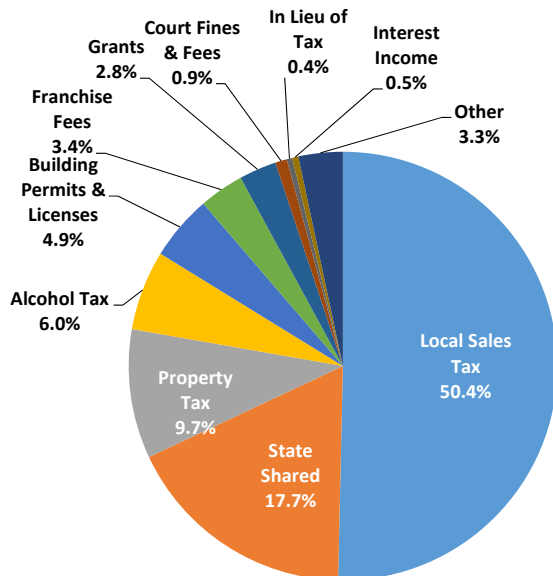


City of Franklin, Tennessee FY 2018 Operating Budget

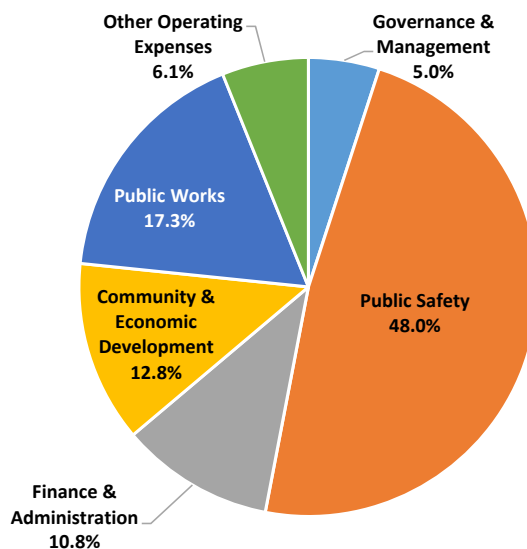
General Fund - Departmental Summary

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Revenues							
Local Sales Tax	\$ 28,943,994	\$ 31,309,367	\$ 33,183,778	\$ 33,227,253	\$ 34,722,480	\$ 1,538,702	4.6%
State Shared	\$ 12,796,277	\$ 14,984,293	\$ 11,148,733	\$ 11,504,861	\$ 12,175,044	\$ 1,026,311	9.2%
Property Tax	\$ 5,546,050	\$ 4,973,334	\$ 5,948,793	\$ 5,742,536	\$ 6,713,809	\$ 765,016	12.9%
Alcohol Tax	\$ 3,630,037	\$ 3,926,711	\$ 3,888,565	\$ 3,985,759	\$ 4,147,690	\$ 259,125	6.7%
Building Permits & Licenses	\$ 2,462,903	\$ 2,850,548	\$ 2,817,396	\$ 3,295,045	\$ 3,393,896	\$ 576,500	20.5%
Franchise Fees	\$ 2,208,560	\$ 2,255,565	\$ 2,536,790	\$ 2,594,576	\$ 2,323,232	\$ (213,558)	-8.4%
Grants	\$ 289,382	\$ 1,612,487	\$ 1,828,300	\$ 345,010	\$ 1,949,098	\$ 120,798	6.6%
Court Fines & Fees	\$ 586,479	\$ 475,060	\$ 560,935	\$ 587,265	\$ 602,908	\$ 41,973	7.5%
In Lieu of Tax	\$ 326,887	\$ 326,438	\$ 271,369	\$ 280,518	\$ 288,934	\$ 17,565	6.5%
Interest Income	\$ 145,098	\$ 191,631	\$ 217,582	\$ 221,984	\$ 321,877	\$ 104,295	47.9%
Other	\$ 553,601	\$ 634,439	\$ 5,724,928	\$ 5,543,946	\$ 2,303,061	\$ (3,421,867)	-59.8%
Total - General Fund Revenues	\$ 57,489,269	\$ 63,539,872	\$ 68,127,169	\$ 67,328,753	\$ 68,942,027	\$ 814,858	1.2%
Expenses							
Governance & Management	\$ 2,751,980	\$ 2,895,391	\$ 3,418,527	\$ 3,435,219	\$ 3,447,151	\$ 28,624	0.8%
Public Safety	\$ 27,515,333	\$ 29,181,019	\$ 31,210,406	\$ 31,855,999	\$ 33,101,585	\$ 1,891,179	6.1%
Finance & Administration	\$ 6,578,104	\$ 6,259,679	\$ 7,138,928	\$ 6,843,158	\$ 7,468,566	\$ 329,638	4.6%
Community & Economic Development	\$ 5,226,485	\$ 5,489,508	\$ 8,892,022	\$ 6,670,602	\$ 8,817,218	\$ (74,803)	-0.8%
Public Works	\$ 8,903,716	\$ 9,671,460	\$ 11,370,332	\$ 10,751,280	\$ 11,906,033	\$ 535,702	4.7%
Other Operating Expenses	\$ 3,758,653	\$ 6,262,677	\$ 6,096,954	\$ 5,772,375	\$ 4,201,475	\$ (1,895,479)	-31.1%
Total - General Fund Expenses	\$ 54,734,271	\$ 59,759,734	\$ 68,127,169	\$ 65,328,633	\$ 68,942,027	\$ 814,858	1.2%
General Fund Expenditures (by major category)							
Personnel	\$ 38,017,541	\$ 41,638,101	\$ 45,201,096	\$ 44,912,161	\$ 48,066,927	\$ 2,865,831	6.3%
Operations	\$ 16,288,930	\$ 17,943,694	\$ 20,257,122	\$ 19,862,850	\$ 16,935,355	\$ (3,321,767)	-16.4%
Capital	\$ 427,800	\$ 177,939	\$ 2,668,950	\$ 553,623	\$ 3,939,744	\$ 1,270,794	47.6%
Total - General Fund Expenses	\$ 54,734,271	\$ 59,759,734	\$ 68,127,169	\$ 65,328,633	\$ 68,942,027	\$ 814,858	1.2%
Surplus / (Deficit)	\$ 2,754,998	\$ 3,780,138	\$ 0	\$ 2,000,120	\$ 0		

FY 2018 General Fund - Major Revenues



FY 2018 General Fund - Major Programs



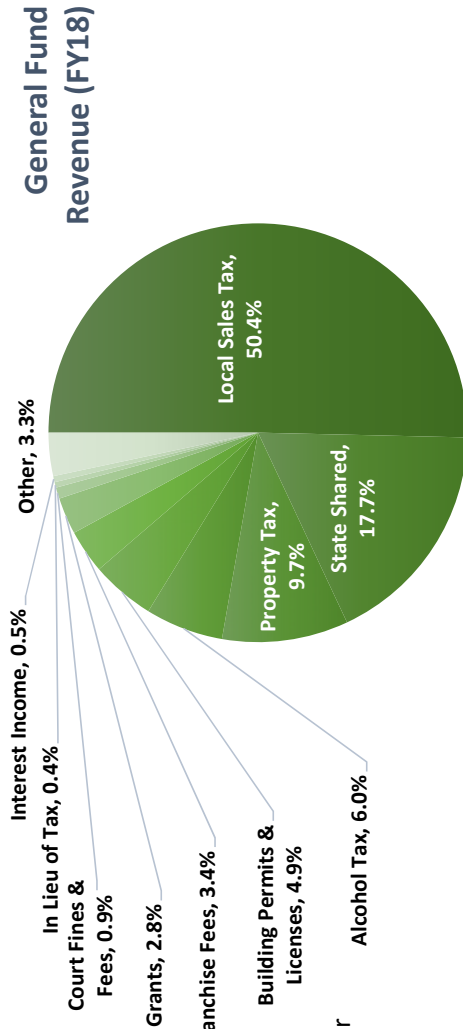


Summary (General Fund)

Percent of All Revenues

45.7%

The General Fund for the City of Franklin is the largest and most important of the City's 13 funds used for financing City services. Although it comprises over 40 individual revenue sources, this analysis focuses on the Top 10 revenue sources, which comprise nearly 99% of the total as of FY 2018.



On the following pages, please find a preview of each of these Top 10 Franchise Fees, 3.4% revenue sources, with discussion and detail of a preliminary low, middle, and high estimates for FY 2018. It is important to remember that this is the best estimate we have available midway through the current fiscal year. Actual receipts have only been received through four to five months in many major revenue categories.

We will revise throughout the budget process and present final recommendations in May.

Top Ten Revenue Categories	Actual					Budget			Estimated			FY 2018 Forecast		
	A	B	C	D	E	F	G	H	I	J	Low	Medium	High	
Local Sales Tax	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994	\$ 31,309,367	\$ 33,183,778	\$ 33,227,253	\$ 34,224,071	\$ 34,722,480	\$ 34,888,616	\$ 34,224,071	\$ 34,722,480	\$ 34,888,616	
State Shared	\$ 8,841,675	\$ 9,906,104	\$ 10,677,057	\$ 12,796,277	\$ 14,984,293	\$ 11,148,733	\$ 11,504,861	\$ 11,812,498	\$ 12,175,044	\$ 12,537,589	\$ 11,812,498	\$ 12,175,044	\$ 12,537,589	
Property Tax	\$ 6,426,577	\$ 6,457,052	\$ 6,266,420	\$ 5,546,050	\$ 4,973,334	\$ 5,948,793	\$ 5,742,536	\$ 6,573,839	\$ 6,713,809	\$ 6,853,778	\$ 6,573,839	\$ 6,713,809	\$ 6,853,778	
Alcohol Tax	\$ 3,084,136	\$ 3,323,302	\$ 3,373,143	\$ 3,630,037	\$ 3,926,711	\$ 3,888,565	\$ 3,985,759	\$ 4,139,116	\$ 4,147,690	\$ 4,156,264	\$ 4,139,116	\$ 4,147,690	\$ 4,156,264	
Building Permits & Licenses	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,208,560	\$ 2,850,548	\$ 2,817,396	\$ 3,295,045	\$ 3,360,946	\$ 3,393,896	\$ 3,426,846	\$ 3,360,946	\$ 3,393,896	\$ 3,426,846	
Franchise Fees	\$ 1,900,254	\$ 2,174,803	\$ 2,449,724	\$ 2,462,903	\$ 2,255,565	\$ 2,536,790	\$ 2,594,576	\$ 2,300,676	\$ 2,323,232	\$ 2,345,788	\$ 2,300,676	\$ 2,323,232	\$ 2,345,788	
Grants	\$ 755,372	\$ 1,353,926	\$ 520,921	\$ 289,382	\$ 1,612,487	\$ 1,828,300	\$ 345,010	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	
Court Fines & Fees	\$ 887,349	\$ 738,785	\$ 657,229	\$ 586,479	\$ 475,060	\$ 560,935	\$ 587,265	\$ 576,117	\$ 602,908	\$ 626,654	\$ 576,117	\$ 602,908	\$ 626,654	
In Lieu of Tax	\$ 355,632	\$ 339,808	\$ 325,018	\$ 326,887	\$ 326,438	\$ 271,369	\$ 280,518	\$ 286,128	\$ 288,934	\$ 291,739	\$ 286,128	\$ 288,934	\$ 291,739	
Interest Income	\$ 144,574	\$ 166,679	\$ 189,013	\$ 145,098	\$ 191,631	\$ 217,582	\$ 221,984	\$ 299,678	\$ 321,877	\$ 332,976	\$ 299,678	\$ 321,877	\$ 332,976	
Top Ten Revenue Sources	\$ 48,213,148	\$ 52,048,928	\$ 53,802,041	\$ 56,935,668	\$ 62,905,433	\$ 62,402,241	\$ 61,784,808	\$ 65,522,168	\$ 66,638,966	\$ 67,409,348	\$ 65,522,168	\$ 66,638,966	\$ 67,409,348	
Other	\$ 3,601,890	\$ 628,441	\$ 3,116,463	\$ 553,601	\$ 634,439	\$ 5,724,928	\$ 5,543,946	\$ 2,293,433	\$ 2,303,061	\$ 2,312,690	\$ 2,293,433	\$ 2,303,061	\$ 2,312,690	
Total General Fund Revenues	\$ 51,815,038	\$ 52,677,369	\$ 56,918,504	\$ 57,489,269	\$ 63,539,872	\$ 68,127,169	\$ 67,328,753	\$ 67,815,601	\$ 68,942,027	\$ 69,722,038	\$ 67,815,601	\$ 68,942,027	\$ 69,722,038	

	(B-A)	(C-B)	(D-C)	(E-D)	(F-E)	(G-E)	(H-F)	(I-F)	(J-F)
Change Year-over-Year	\$ (725,307)	\$ 862,331	\$ 4,241,135	\$ 6,050,603	\$ 4,587,297	\$ 3,788,881	\$ (311,568)	\$ 814,858	\$ 1,594,869
	-1.4%	1.7%	8.1%	10.5%	7.2%	6.0%	-0.5%	1.2%	2.3%



Summary (General Fund)

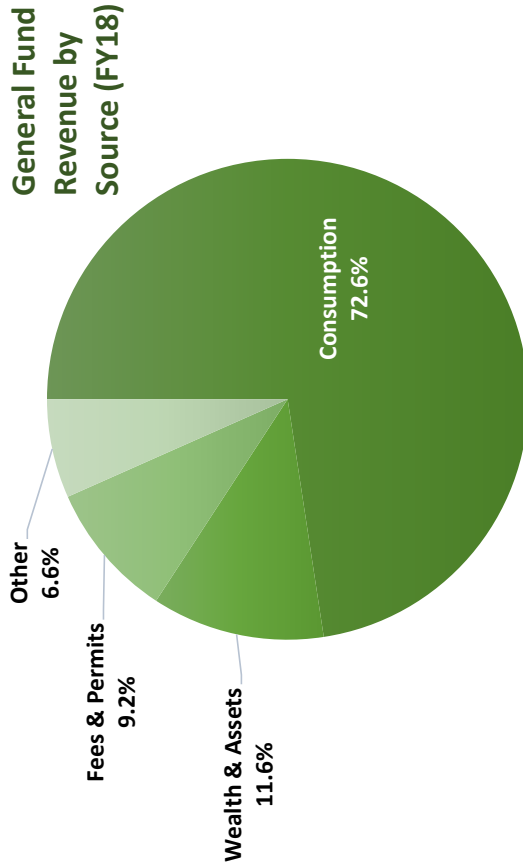
Percent of All Revenues

45.7%

The City of Franklin relies upon a variety of different sources to fund general operations, but essentially there are only four sources of revenue: taxes on consumption, taxes derived from wealth & assets, permitting & fees for services, and "Other."

The largest category - by far - are revenues derived from the consumption of goods and services. This source - taxes on retail sales and alcohol consumption - comprises over three of every four dollars the City receives for the General Fund. All other sources - wealth & assets (property & income taxes), fees & permits (proceeds from permits, fees & licenses recovered for City services provided), and other (in lieu of taxes, earned interest income, grants and miscellaneous revenue) - make up only one out of every four dollars received. This heavy reliance on consumption taxes will increase with the gradual repeal of the Hall Income Tax, beginning in FY2017 and ending in FY2022.

Heavy dependency on consumption taxes places the City in a vulnerable position during downturns in the business cycle and economic retrenchments, such as the financial events of the 2007-2009 period. City revenue dropped by over 15% within twelve months, requiring extreme measures to continue critical services to the citizenry.



Top Ten Revenue Categories

	Actual					Estimated			FY 2018 Forecast		
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	
Consumption	\$ 35,330,051	\$ 37,895,674	\$ 39,308,908	\$ 42,289,111	\$ 45,726,797	\$ 46,971,076	\$ 47,467,873	\$ 49,425,685	\$ 50,045,213	\$ 50,332,469	
Local Sales Tax	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994	\$ 31,309,367	\$ 33,183,778	\$ 33,227,253	\$ 34,224,071	\$ 34,722,480	\$ 34,888,616	
State Shared	\$ 8,048,502	\$ 8,576,639	\$ 8,681,023	\$ 9,715,080	\$ 10,490,719	\$ 9,898,733	\$ 10,254,861	\$ 11,062,498	\$ 11,175,044	\$ 11,287,589	
Alcohol Tax	\$ 3,084,136	\$ 3,323,302	\$ 3,373,143	\$ 3,630,037	\$ 3,926,711	\$ 3,888,565	\$ 3,985,759	\$ 4,139,116	\$ 4,147,690	\$ 4,156,264	
Wealth & Assets	\$ 7,575,382	\$ 8,126,325	\$ 8,587,472	\$ 8,954,134	\$ 10,768,805	\$ 7,470,162	\$ 7,273,054	\$ 7,609,968	\$ 8,002,743	\$ 8,395,517	
Property Tax	\$ 6,426,577	\$ 6,457,052	\$ 6,266,420	\$ 5,546,050	\$ 5,948,793	\$ 5,948,793	\$ 5,742,536	\$ 6,573,839	\$ 6,713,809	\$ 6,853,778	
Hall Income Tax	\$ 793,173	\$ 1,329,465	\$ 1,996,034	\$ 3,081,197	\$ 4,493,574	\$ 1,250,000	\$ 1,250,000	\$ 750,000	\$ 1,000,000	\$ 1,250,000	
In Lieu of Tax	\$ 355,632	\$ 339,808	\$ 325,018	\$ 326,887	\$ 326,438	\$ 271,369	\$ 280,518	\$ 286,128	\$ 288,934	\$ 291,739	
Fees & Permits	\$ 4,407,769	\$ 4,506,324	\$ 5,195,727	\$ 5,257,943	\$ 5,581,173	\$ 5,915,121	\$ 6,476,885	\$ 6,237,739	\$ 6,320,036	\$ 6,399,288	
Franchise Fees	\$ 1,900,254	\$ 2,174,803	\$ 2,449,724	\$ 2,462,903	\$ 2,255,565	\$ 2,536,790	\$ 2,594,576	\$ 2,300,676	\$ 2,323,232	\$ 2,345,788	
Building Permits & Licenses	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,208,560	\$ 2,850,548	\$ 2,817,396	\$ 3,295,045	\$ 3,360,946	\$ 3,393,896	\$ 3,426,846	
Court Fines & Fees	\$ 887,349	\$ 738,785	\$ 657,229	\$ 586,479	\$ 475,060	\$ 560,935	\$ 587,265	\$ 576,117	\$ 602,908	\$ 626,654	
Other	\$ 4,501,836	\$ 2,149,046	\$ 3,826,397	\$ 988,081	\$ 2,438,557	\$ 7,770,810	\$ 6,110,940	\$ 4,542,209	\$ 4,574,036	\$ 4,594,764	
Grants	\$ 755,372	\$ 1,353,926	\$ 520,921	\$ 289,382	\$ 1,612,487	\$ 1,828,300	\$ 345,010	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	
Interest Income	\$ 144,574	\$ 166,679	\$ 189,013	\$ 145,098	\$ 191,631	\$ 217,582	\$ 221,984	\$ 299,678	\$ 321,877	\$ 332,976	
Other	\$ 3,601,890	\$ 628,441	\$ 3,116,463	\$ 553,601	\$ 634,439	\$ 5,724,928	\$ 5,543,946	\$ 2,293,433	\$ 2,303,061	\$ 2,312,690	
Total General Fund Revenues	\$ 51,815,038	\$ 52,677,369	\$ 56,918,504	\$ 57,489,269	\$ 64,515,331	\$ 68,127,169	\$ 67,328,753	\$ 67,815,601	\$ 68,942,027	\$ 69,722,038	



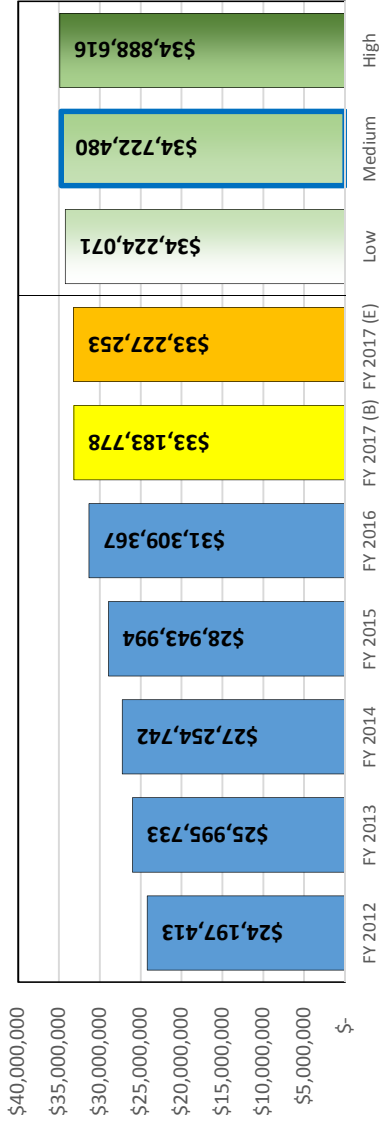
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	50.4%
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Local Sales Tax is the City's primary revenue source. Roughly half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District. Significant erosion in collections occurred, starting in 2008 and continuing through the first half of 2010, due to the national economic situation, increased gas prices and increased competition from alternative shopping options in the region. However, a rebound started midway through FY 2010 and collections have exceeded the previous year's level for six consecutive years. This steady, continuous improvement is expected to continue by another 4% in FY 2018.

Local Sales Tax Revenue - FY 2012-2018



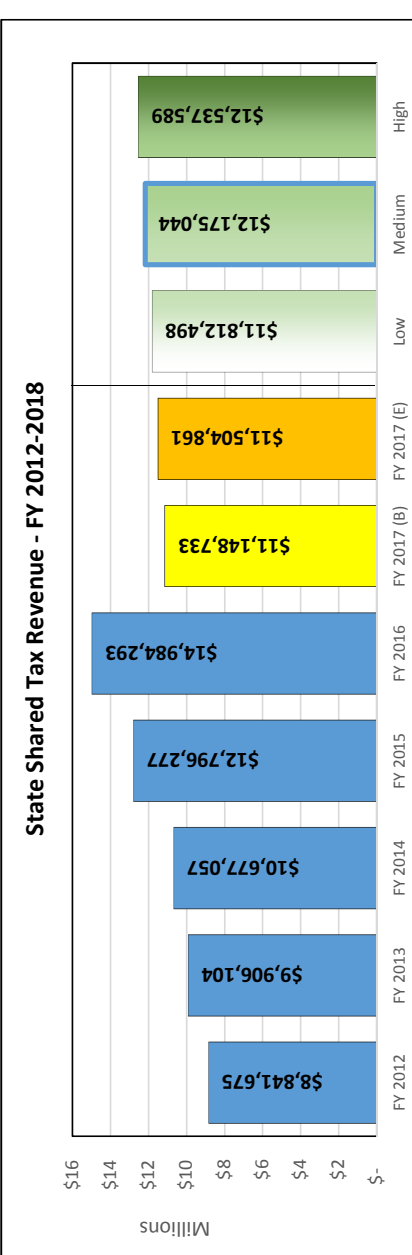
	Actual			FY 2016	Budget FY 2017 (B)	Estimated FY 2017 (E)	Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014				FY 2015	FY 2016	Low		Medium
July	1,925,395	2,003,719	2,113,374	2,477,647	2,601,530	2,546,087	2,622,469	2,660,661	2,673,391	3-yr Average	\$ 29,169,368
August	1,843,928	2,101,518	2,115,836	2,420,111	2,541,118	2,547,776	2,624,209	2,662,426	2,675,165	5-Yr Average	\$ 27,540,250
September	1,946,970	2,065,402	2,178,174	2,571,550	2,700,129	2,817,329	2,901,849	2,944,109	2,958,196	10-Yr Average	\$ 24,961,499
October	1,881,099	2,026,866	2,117,978	2,485,463	2,609,736	2,616,784	2,695,288	2,734,539	2,747,623	20-Yr Average	\$ 19,899,404
November	1,998,723	2,176,371	2,419,578	2,579,786	2,708,775	2,666,949	2,746,957	2,786,962	2,800,296		
December	2,902,675	3,012,759	3,097,595	3,752,983	3,940,632	3,870,492	3,986,607	4,044,664	4,064,016		
January	1,722,901	1,948,752	1,926,687	2,151,378	2,258,947	2,338,924	2,409,092	2,444,176	2,455,870		
February	1,729,002	1,856,748	1,973,541	2,181,227	2,086,164	2,086,164	2,148,749	2,180,041	2,190,472		
March	2,191,405	2,265,006	2,421,918	2,689,471	3,093,119	3,093,119	3,185,913	3,232,309	3,247,775		
April	1,897,741	2,168,372	2,201,566	2,611,014	2,678,614	2,678,614	2,758,973	2,799,152	2,812,545		
May	1,989,477	2,109,923	2,323,975	2,559,116	2,808,100	2,808,100	2,892,343	2,934,465	2,948,505		
June	2,168,095	2,260,297	2,364,520	2,829,621	3,156,915	3,156,915	3,251,622	3,298,976	3,314,761		
Totals	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,943,994	\$ 31,309,367	\$ 33,227,253	\$ 34,224,071	\$ 34,722,480	\$ 34,888,616		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



State Shared taxes: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, Hall Income Tax (dividends / interest), TVA in Lieu Of, Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly around the 20th except for the Income tax (annual) and the Excise Tax which are semi-annual remittances.

The forecast for 2018 assumes a 4% increase for all but one state shared revenue category, based on composite projections from state economists and the Department of Revenue. The lone exception is the continued reduction in the Hall Income Tax.



	Actual		Budget		Estimated	Forecasts (FY 2018)			Averages			
	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017 (B)	FY 2017 (E)		Low	Medium	High
Sales Tax (State)	4,242,695	4,324,811	4,496,081	5,033,141	5,373,890	5,498,130	5,476,683	5,640,983	5,695,750	5,750,517	3-yr Average	\$ 12,819,209
Beer Tax (State)	30,674	30,894	29,568	31,743	32,407	34,912	34,539	35,575	35,921	36,266	5-Yr Average	-4.3%
State Excise Tax - BANK	15,260	38,427	94,685	115,165	152,620	100,964	230,531	237,447	239,752	242,058	10-Yr Average	\$ 11,441,081
Increase in State Shared Taxes	-	-	-	-	-	-	-	500,000	510,000	520,000		
In Lieu of Tax (TVA)	722,090	712,731	691,474	769,381	778,995	782,311	748,992	771,462	778,951	786,441		
Business License (Local Share)	283,442	318,552	320,747	13,456	13,250	326,780	11,945	12,303	12,423	12,542		
Transient/Peddler Bus. License	-	-	-	2,448	452	300	300	300	300	300		
Business Tax (State)	2,754,341	3,151,224	3,048,468	3,410,424	3,762,344	3,155,336	3,352,562	3,453,139	3,486,664	3,520,190		
Income Tax (State)	793,173	1,329,465	1,996,034	3,081,197	4,493,574	1,250,000	1,250,000	750,000	1,000,000	1,250,000		
Business Tax Record Fee - State	-	-	-	339,322	376,761	-	399,310	411,289	415,282	419,275		
Totals	\$ 8,841,675	\$ 9,906,104	\$ 10,677,057	\$ 12,796,277	\$ 14,984,293	\$ 11,148,733	\$ 11,504,861	\$ 11,812,498	\$ 12,175,044	\$ 12,537,589		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.

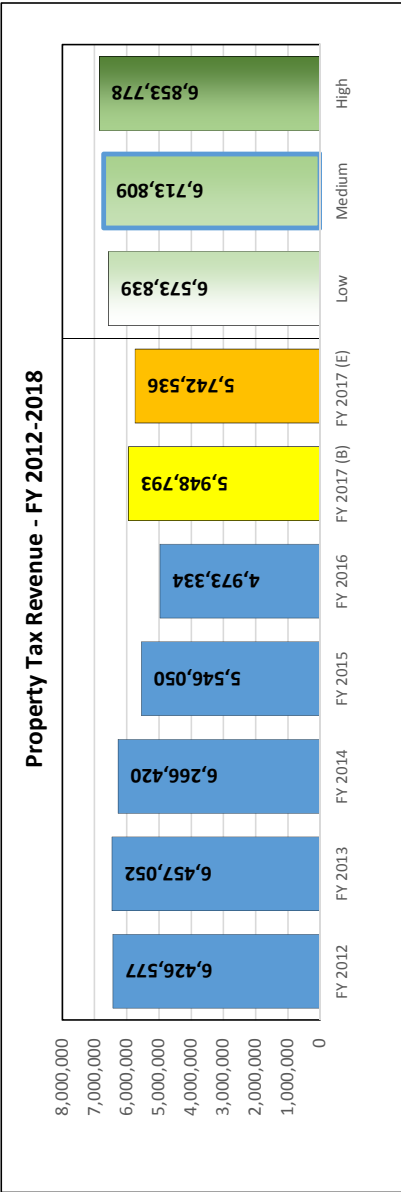


City of Franklin
Revenue Model

Fund: General Fund **Category:** Property Tax **Percent of Total General Fund Revenues** 9.7%

Property Tax: Citizens of Franklin pay property tax to two entities - the City of Franklin and Williamson County. Bills are issued on October 1st and are due by February 28th without penalty/interest. Historically, about 80% of property taxes are collected in December and February. The County is now collecting property tax for the City.

The FY 2018 Forecast assumes a modest 1% growth in collections due to growth.



	Actual			Budget		Estimated		Forecasts (FY 2018)			Averages
	FY 2012	FY 2013	FY 2014	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average	
Property Taxes	11,718,525	11,902,186	12,342,702	15,880,661	19,203,126	19,203,126	19,395,157	19,587,189	\$ 5,595,268	\$ 5,933,887	
Less: Due to IDB	(740,899)	(786,760)	(944,274)	(1,325,000)	(1,634,784)	(1,634,784)	(1,651,132)	(1,667,480)	2.1%	-20.0%	
Less: Debt Service Fund	(4,830,155)	(4,779,633)	(5,357,261)	(7,477,356)	(7,477,356)	(8,733,490)	(8,733,490)	(8,733,490)			
Less: Unavailable Revenue (uncollected at year-end)	(154,909)	(148,036)	(143,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)			
Less: Capital Projects Set-Aside	-	-	-	(689,756)	(689,767)	-	-	-			
Less: Street Aid Set-Aside	-	-	-	(689,756)	(689,767)	(689,767)	(696,665)	(703,563)			
Invest Franklin	-	-	-	-	(3,218,915)	(1,758,531)	(1,790,720)	(1,822,909)			
Pickups (primarily RR and Public Ut)	339,166	218,645	285,573	250,000	250,000	248,196	250,678	253,160			
Plus: Prior Year Collections	94,849	50,650	82,680	150,000	150,000	89,090	89,981	90,872			
Totals	6,426,577	6,457,052	6,266,420	5,546,050	4,973,334	5,948,793	5,742,536	6,713,809	6,853,778		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



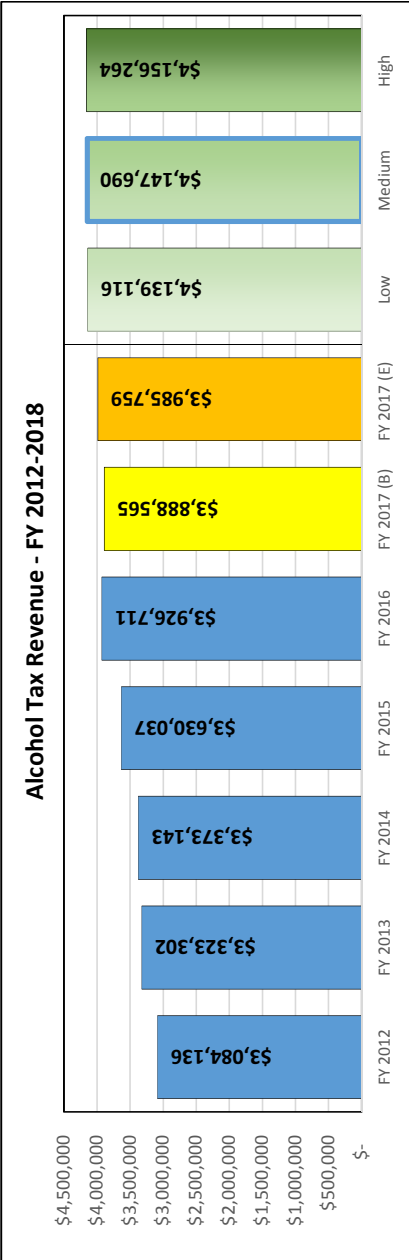
Fund: General Fund **Category:** Alcohol Tax

Percent of Total General Fund Revenues

6.0%

Alcohol taxes (local): We receive wholesale beer/liquor revenue from distributors (these are not located locally) and privilege taxes from local businesses each month. This revenue comes in about the 20th of each month and is fairly consistent across the Fiscal Year, with a slight falloff during the winter months.

The leveling forecast in Wholesale Beer Tax is due to a decision made by the state in 2013 to tax sales on volume sold and not total sales (volume x price). As a result, the Beer Tax is only projected to increase by 1% in FY 2018, while other Mixed Drink and Alcohol taxes are projected to increase a healthy 6-7%.



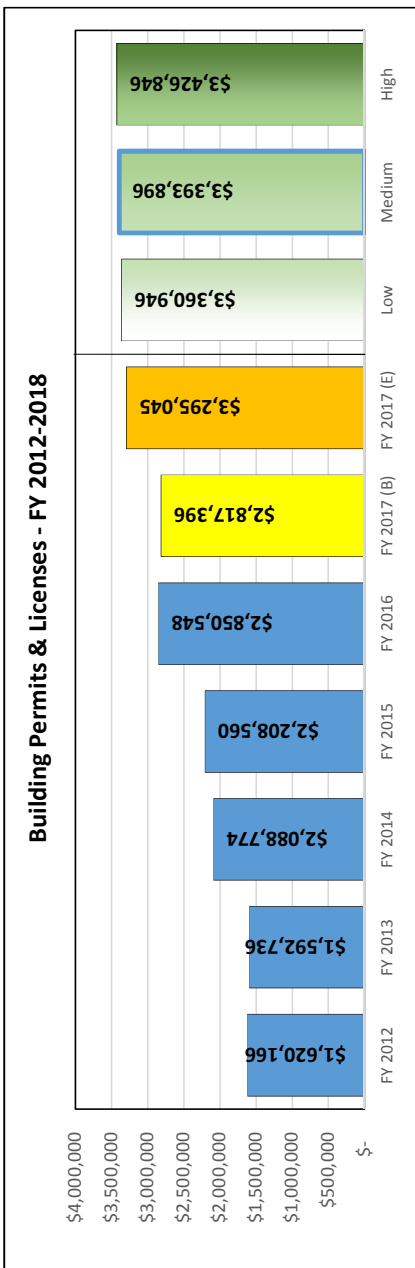
	Actual			Budget	Estimated	Forecasts (FY 2018)			Averages		
	FY 2012	FY 2013	FY 2014			FY 2015	FY 2016	FY 2017 (B)		FY 2017 (E)	Low
Beer Tax - Wholesale	1,503,877	1,585,289	1,507,185	1,544,139	1,691,367	1,699,823	1,708,280	1,699,823	1,708,280	1,716,737	
Beer Privilege Tax (Renewal)	21,195	21,517	20,742	21,660	23,431	23,548	23,665	23,548	23,665	23,782	
Liquor Tax - Wholesale	915,105	1,015,623	1,095,467	1,190,758	1,318,032	1,397,114	1,397,114	1,397,114	1,397,114	1,397,114	
Liquor Privilege Tax	75,205	91,920	87,065	90,800	100,378	106,401	106,401	106,401	106,401	106,401	
Mixed Drink Tax	568,754	608,953	662,684	782,681	852,550	912,229	912,229	912,229	912,229	912,229	
Totals	\$ 3,084,136	\$ 3,323,302	\$ 3,373,143	\$ 3,630,037	\$ 3,926,711	\$ 3,985,759	\$ 3,888,565	\$ 4,139,116	\$ 4,147,690	\$ 4,156,264	
										3-Yr Average	
											\$ 3,643,297
											2.2%
											5-Yr Average
											\$ 3,467,466
											2.4%
											10-Yr Average
											\$ 3,051,931
											2.7%
											20-Yr Average
											\$ 2,352,428
											3.3%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



Fund: **General Fund** **Category:** **Building Permits & Licenses** **Percent of Total General Fund Revenues** **4.9%**

Building Permits & Licenses: These fees are paid to the City to offset and pay for the staffing costs borne by the City to extend services due to construction growth. There has been growth in both residential and commercial sides of development. This revenue has been difficult to predict by month because permits are often obtained and fees paid in advance of construction. The fees in this group include building permits, electrical inspections, mechanical permits, plumbing permits, plans review fees, sign permits, reinspection fees, mechanical licenses, grading permits, plumbing license, consultant fees, cafe fees, and tree cutting permits.



The forecast for FY 2018 is a 3% increase.

	Actual			Budget		Estimated	Forecasts (FY 2018)			Averages
	FY 2012	FY 2013	FY 2014	FY 2017 (B)	FY 2017 (E)		Low	Medium	High	
Mechanical License	4,000	3,850	3,500	5,422	2,975	3,034	3,064	3,094	3-yr Average	\$ 2,382,627
Mechanical Permits	151,167	103,374	183,383	152,669	115,705	118,019	119,176	120,333	5-Yr Average	\$ 2,072,157
Building Permits	855,409	1,046,947	1,343,978	1,772,738	2,101,744	2,143,779	2,164,796	2,185,814	10-Yr Average	\$ 1,913,944
Technology Fee	-	-	-	62,500	77,640	79,193	79,969	80,746	20-Yr Average	\$ 1,486,782
Plumbing License	3,382	3,802	3,224	3,583	3,071	3,132	3,163	3,194	Average	4.5%
Plumbing Permits	130,541	128,139	145,525	128,518	103,396	105,464	106,498	107,531		
Electrical Inspections	371,001	233,078	281,106	324,514	258,329	263,495	266,078	268,662		
Planning Fees (Plans Review)	80,349	45,049	17,732	43,821	49,286	50,272	50,765	51,257		
Consultant Fees	716	1,147	1,000	2,144	2,144	2,187	2,209	2,230		
Reinspection Fees	9,600	10,328	16,872	13,322	15,331	15,638	15,791	15,945		
Sign Permits	10,456	11,002	9,895	9,913	8,894	9,072	9,161	9,250		
Café Fees	420	920	8,590	1,066	1,066	1,087	1,098	1,109		
Tree Cutting Permits	25	-	-	107	107	109	110	111		
Grading Permits	3,100	5,100	3,000	4,371	331,833	338,470	341,788	345,106		
Roadway Inspections	-	-	70,969	157,708	88,525	90,295	91,181	92,066		
Traffic Impact Study Fees	-	-	-	135,000	135,000	137,700	139,050	140,400		
Totals	\$ 1,620,166	\$ 1,592,736	\$ 2,088,774	\$ 2,817,396	\$ 2,850,548	\$ 3,360,946	\$ 3,393,896	\$ 3,426,846		



City of Franklin

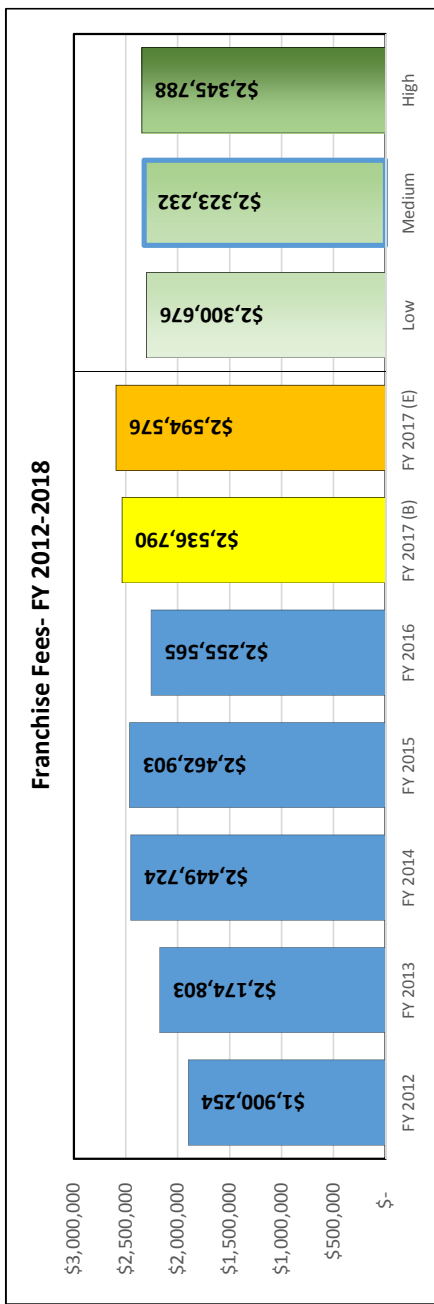
Revenue Model

Fund: General Fund **Category:** Franchise Fees

Percent of Total General Fund Revenues

3.4%

Franchise Fees: Collected by the City from cable and gas utility providers, franchise fees are payments received by the City from utility companies for the privilege of using City right of way to provide service within the City limits. These payments are received annually from Comcast Cable, Piedmont Energy and Atmos Energy. The City receives payments from AT&T on a quarterly basis. Payments are determined through terms set in the franchise agreements.



	Actual		Budget	Estimated	Forecasts (FY 2018)			Averages			
	FY 2013	FY 2014			FY 2015	FY 2016	FY 2017 (B)		FY 2017 (E)	Low	Medium
ATMOS	897,371	1,351,330	1,331,989	1,032,015	1,371,949	1,371,949	1,052,655	1,062,975	1,073,296	3-yr Average	\$ 2,389,397
Comcast	820,050	875,035	886,358	926,422	912,948	952,866	944,950	954,215	963,479	5-Yr Average	2.1%
Piedmont	63,980	60,098	24,103	114,061	24,826	42,694	116,342	117,483	118,623	10-Yr Average	\$ 2,028,548
AT&T	118,853	163,261	220,453	183,067	227,067	227,067	186,728	188,559	190,390	20-Yr Average	\$ 1,356,575
Totals	\$ 1,900,254	\$ 2,174,803	\$ 2,449,724	\$ 2,255,565	\$ 2,536,790	\$ 2,594,576	\$ 2,300,676	\$ 2,323,232	\$ 2,345,788	4.3%	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.

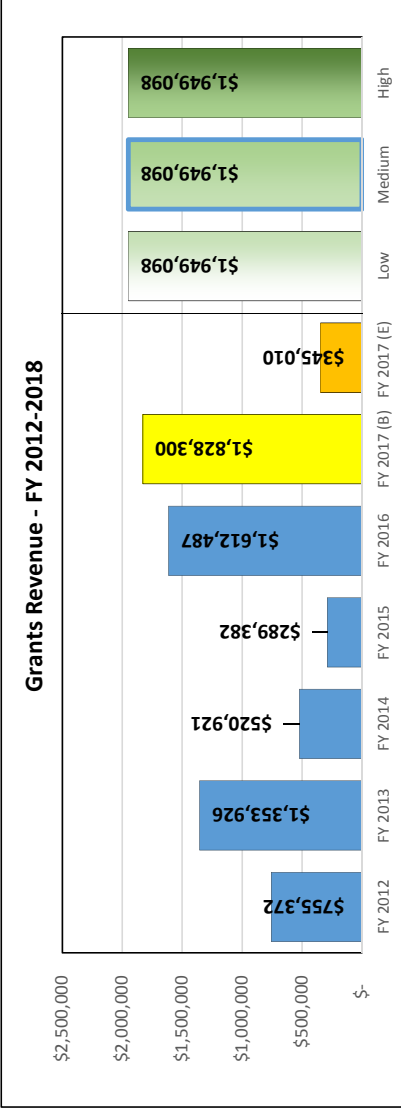


Fund: General **Category:** Grants **Percent of Total General Fund Revenues** 2.8%

Grants (Federal/State): In 2017, these grants consisted of the Traffic Operations Center (\$1,680,000), parks grants (\$100,000) and various Public Safety grants (\$48,300).

There is no change assumed in these grants for FY 2018, but these estimates are subject to change.

Please note: Although the City has received other grants such as the Hazard Mitigation Program, only those budgeted in prior years are included within the preliminary estimates.



	Actual			Budget			Estimated			Forecasts (FY 2018)			Averages		
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-Yr Average	5-Yr Average	10-Yr Average		
Homeland Security Grant	-	-	-	-	-	-	-	-	-	-	-	-	-		
TEMA Grant	-	-	63,622	-	62,319	-	33,447	33,447	33,447	33,447	33,447	33,447	33,447		
May 2010 Flood	-	-	34,423	-	-	-	-	-	-	-	-	-	-		
Emergency Shelter Grant	39,864	24,612	-	54,635	-	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000		
Police Equipment Grant #7	-	10,131	-	-	-	-	-	-	-	-	-	-	-		
Federal Grant - Ballistic Vests	5,549	11,235	8,094	3,300	4,370	3,300	4,190	4,190	4,190	4,190	4,190	4,190	4,190		
Highway Safety Grant	27,459	50,019	38,147	35,340	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Franklin ITS	-	-	190,800	-	-	-	-	-	-	-	-	-	-		
Federal Grant - TOC	100,933	222,307	190,800	79,382	96,088	1,680,000	75,912	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000		
Preservation Plan Grant (Federal)	-	175,596	-	-	1,434,640	-	86,461	86,461	86,461	86,461	86,461	86,461	86,461		
Parks Grants	453	50,085	22,708	9,896	15,070	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
Loop Eastern Flank	1,500	-	-	-	-	-	-	-	-	-	-	-	-		
Miscellaneous Grants	286	2,850	44	-	-	-	-	-	-	-	-	-	-		
Federal ARRA #1 - Dept of Justice	-	12,607	-	-	-	-	-	-	-	-	-	-	-		
Federal ARRA #2 - Dept of Energy	11,522	-	-	-	-	-	-	-	-	-	-	-	-		
Federal ARRA - TOC	566,185	794,484	156,020	-	-	-	-	-	-	-	-	-	-		
HGMP-1909-0049	-	-	7,063	106,829	-	-	-	-	-	-	-	-	-		
HGMP-1909-0061	-	-	-	-	-	-	-	-	-	-	-	-	-		
In-Kind Contributions	1,621	-	-	-	-	-	-	-	-	-	-	-	-		
Totals	\$ 755,372	\$ 1,353,926	\$ 520,921	\$ 289,382	\$ 1,612,487	\$ 1,828,300	\$ 345,010	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098	\$ 1,949,098		

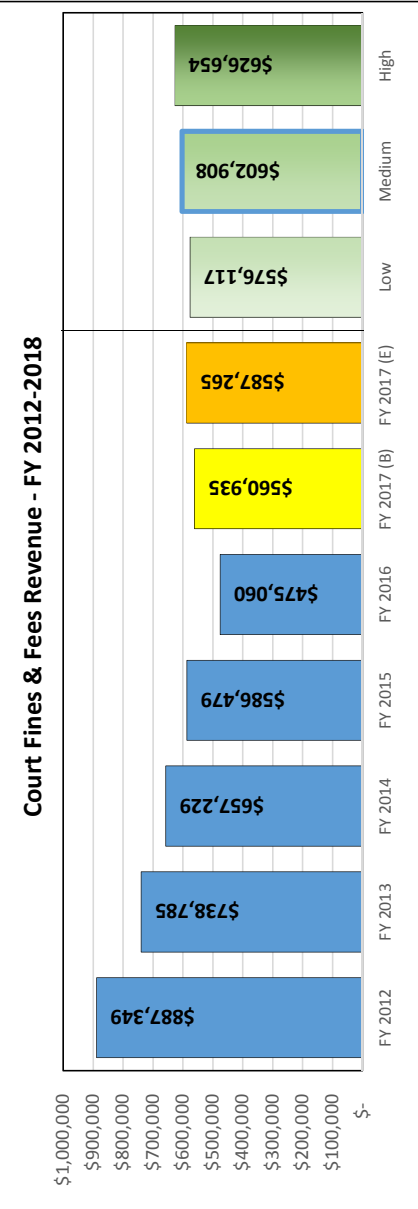


City of Franklin
Revenue Model

Fund:	General Fund	Category:	Court Fines & Fees	Percent of Total General Fund Revenues	0.9%
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Court Fines & Fees: The City Court collects fees/fines for traffic violations and property maintenance violations. A major initiative was taken in 2013 to submit outstanding debts to a collection agency. The primary reason for the revenue decrease beginning in 2013 was a change in accounting to net amounts due the State against revenue, rather than show those amounts under expenditures in Revenue Management. (with that change, Revenue Management's expenditures were lower as well.)

Revenues are anticipated to rebound slightly (2.5% increase over FY 2017 estimated) in FY 2018, the first increase year-over-year in over five years.



	Actual					Budget			Estimated			Forecasts (FY 2018)			Averages		
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average	10-Yr Average	20-Yr Average			
	Court Costs	-	53,371	1,160	190	-	-	-	-	-	-	-	-	-	-	-	-
Fines/Fees - Mun Court	808,105	375,719	297,088	153,472	127,038	160,376	173,237	175,835	177,568	179,300	\$ 572,923	\$ 572,923	\$ 572,923	\$ 572,923	\$ 572,923	\$ 572,923	\$ 572,923
Court-Local Litigation Tax	-	9,728	11,027	8,096	4,661	4,905	4,905	4,978	5,027	5,076	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%
Court-Bad Check	-	920	525	181	-	-	20	20	21	21	-	-	-	-	-	-	-
Court Collection Fee	-	-	-	963	(228)	500	(450)	500	500	500	-	-	-	-	-	-	-
Delinquent Court Fees & Fines	-	35,282	35,261	24,816	13,828	15,613	12,514	12,702	12,827	12,952	-3.2%	-3.2%	-3.2%	-3.2%	-3.2%	-3.2%	-3.2%
Court-Driving School	-	33,248	108,442	71,345	64,422	63,104	74,810	75,933	76,681	77,429	-	-	-	-	-	-	-
Court-Admin Fee	-	2,803	2,739	1,844	1,463	1,256	1,448	1,470	1,484	1,499	-	-	-	-	-	-	-
Fines - Gen Sessions	63,746	79,344	71,762	128,355	93,148	92,681	73,943	75,052	75,791	76,531	-2.9%	-2.9%	-2.9%	-2.9%	-2.9%	-2.9%	-2.9%
Officer Costs - General Sessions/Circuit Court	-	-	-	104,411	95,227	88,800	87,719	89,034	89,912	90,789	-	-	-	-	-	-	-
Parking Fines - Mun Court	13,813	17,744	12,070	10,427	10,707	10,013	30,224	30,677	30,979	31,281	-	-	-	-	-	-	-
Fines - Traffic Offenses	-	126,898	113,242	78,843	62,318	60,471	65,893	66,881	67,540	68,199	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
Failure To Appear - Fine	-	3,725	3,913	3,536	2,275	2,317	2,103	2,135	2,156	2,177	-	-	-	-	-	-	-
Technology Fee	-	-	-	-	-	60,900	60,900	40,900	62,423	80,900	-	-	-	-	-	-	-
Confiscated Goods (Federal)	-	-	-	-	201	-	-	-	-	-	-	-	-	-	-	-	-
Confiscated Goods (State)	1,685	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Totals	\$ 887,349	\$ 738,785	\$ 657,229	\$ 586,479	\$ 475,060	\$ 560,935	\$ 587,265	\$ 576,117	\$ 602,908	\$ 626,654							

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



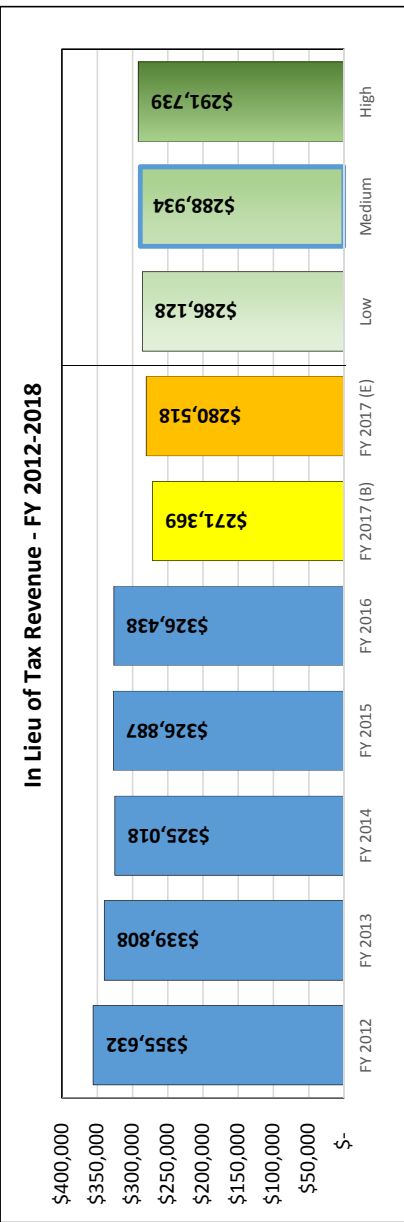
City of Franklin

Revenue Model

Fund: **General Fund** **Category:** **In Lieu of Tax** **Percent of Total General Fund Revenues** **0.4%**

In Lieu Of Tax: Payments In Lieu Of Tax are made primarily by various local entities - such as the Franklin Housing Authority, Nissan, Community Health Systems (CHS) and Jackson National Life - that have leases through a local government Industrial Board. The local payments are made annually. Two payments have ended - Verizon (last year FY 2014) and Healthways (last year FY 2016).

In Lieu of Tax Revenue is project to increase a modest 3.0% in FY 2018.



	Actual			Budget		Estimated		Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average
Franklin Housing Authority	30,567	17,846	14,090	23,447	21,841	14,090	23,239	23,704	23,936	24,169		
Nissan (TIF District)	167,329	165,581	166,572	180,957	182,114	182,117	182,117	185,759	187,581	189,402	\$ 326,114	
Nissan Personal Property	13,380	12,025	-	-	-	0	0	-	-	-		
Healthways (pilot ends 2016)	43,835	43,835	43,835	47,327	47,327	0	0	-	-	-		
Verizon (pilot ends 2014)	30,912	30,912	30,912	-	-	0	0	-	-	-		
Community Health Systems (CHS)	26,487	26,487	26,487	28,598	28,598	28,601	28,601	29,173	29,459	29,745	\$ 334,757	
Jackson National Life	43,122	43,122	43,122	46,558	46,558	46,561	46,561	47,492	47,958	48,423	\$ 262,456	
Totals	\$ 355,632	\$ 339,808	\$ 325,018	\$ 326,887	\$ 326,438	\$ 271,369	\$ 280,518	\$ 286,128	\$ 288,934	\$ 291,739	0.3%	-0.2%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin

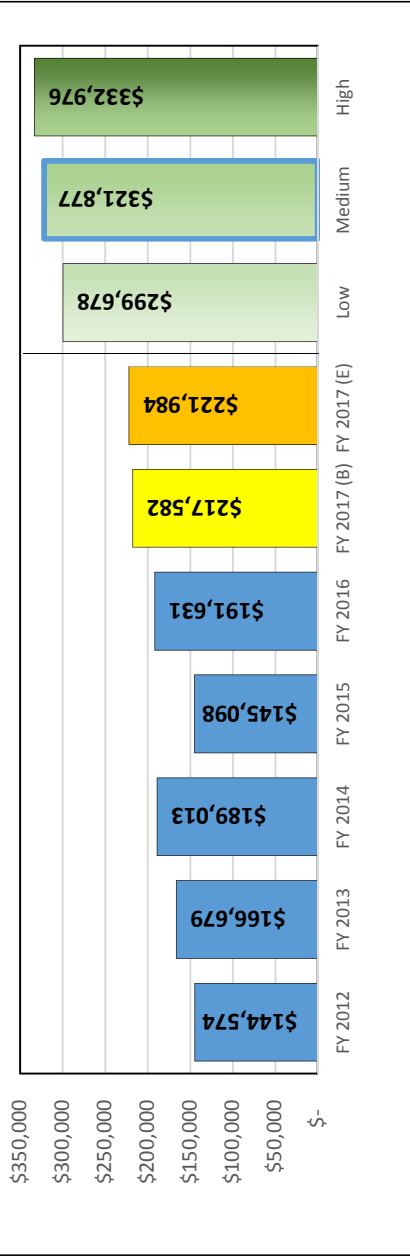
Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	0.5%
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Interest Income: This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue has been adversely affected significantly in recent years due to the low interest rate environment. It is anticipated that short term interest rates will remain low during the next fiscal year, but grow slightly.

It should be noted that negative amounts shown herein reflect annual reallocation of interest income earned to all funds. All initial interest income is collected within the General Fund and then apportioned out to respective funds.

Interest Income - FY 2012-2018



	Actual					Budget	Estimated	Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016			FY 2017 (B)	FY 2017 (E)	Low		Medium
July	(37,631)	14,660	12,902	7,242	13,577	15,924	9,093	12,276	13,185	13,640	3-y-r Average	\$ 175,247
August	31,626	15,474	10,925	6,914	2,666	13,479	(3,791)	(5,117)	(5,497)	(5,686)	5-Yr Average	\$ 167,399
September	28,313	15,213	20,011	(5,204)	32,171	24,696	25,164	33,971	36,487	37,746	10-Yr Average	\$ 559,382
October	30,599	16,050	11,983	5,942	4,069	14,786	5,373	7,254	7,791	8,060	20-Yr Average	\$ 655,471
November	23,860	13,859	11,477	5,550	(35,195)	22,095	(50,943)	(68,773)	(73,867)	(76,414)		-5.0%
December	23,825	38,735	(11,547)	10,791	(2,479)	23,014	8,317	11,229	12,060	12,476		
January	24,084	13,314	14,444	6,098	69,251	17,823	16,590	22,396	24,055	24,885		
February	22,392	13,204	14,059	18,087	13,568	25,265	(7,020)	(9,476)	(10,178)	(10,529)		
March	26,115	6,442	13,110	13,148	36,310	19,263	19,263	26,005	27,932	28,895		
April	27,308	20,582	16,422	58,058	8,671	28,350	28,350	38,273	41,108	42,525		
May	24,495	11,978	16,316	8,123	504	21,586	21,586	29,142	31,300	32,380		
June	(80,412)	(12,832)	58,911	10,349	48,518	(8,700)	150,000	202,500	217,500	225,000		
Totals	\$ 144,574	\$ 166,679	\$ 189,013	\$ 145,098	\$ 191,631	\$ 217,582	\$ 221,984	\$ 299,678	\$ 321,877	\$ 332,976		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



Fund: **General Fund**

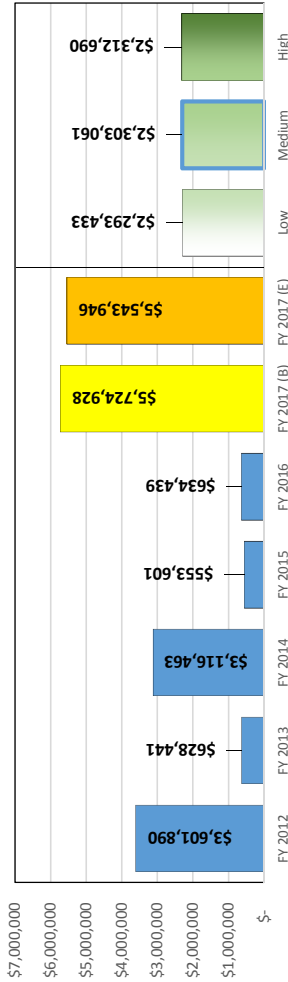
Category: **Other**

Percent of Total General Fund Revenues **3.3%**

Other: This catch-all revenue category comprises all other individual categories of General Fund Revenue. Traditionally the largest components are one-time receipts, such as contributions from developers. Other Revenue can fluctuate greatly from year to year.

The major decrease forecast is the elimination of one-time revenues from Fund Balance included in FY 2016 & FY 2017.

Other General Fund Revenue - FY 2012-2018



	Actual		Budget		Estimated		Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average
City Tax Relief	(6,406)	(7,720)	(6,517)	(8,050)	-	(7,175)	(8,053)	(8,174)	(8,295)	(8,415)	\$ 1,432,835
Prop Taxes - P&I	56,405	49,501	35,819	30,529	34,026	40,000	26,125	26,517	26,909	27,300	99.9%
Business Tax	9,882	11,090	9,002	-	-	13,104	(15)	-	-	-	5-Yr Average
Planning Fees (Rezoning)	8,594	5,826	39,237	43,946	15,053	10,315	29,782	30,229	30,676	31,123	\$ 2,669,718
Planning Fees (Site Plans)	41,600	70,161	46,138	48,061	42,924	53,218	51,688	52,463	53,239	54,014	22.9%
Planning Fees (Plat Submittal)	20,443	42,837	89,000	78,771	106,544	89,665	75,820	76,958	78,095	79,232	10-Yr Average
Planning Fees (Misc Planning)	13,986	42,531	7,671	7,155	7,664	15,411	13,258	13,457	13,656	13,854	\$ 3,234,206
Planning Fees (BOZA Review)	-	-	-	-	-	-	-	-	-	-	7.7%
Planning Fees (Land Use)	-	-	-	-	-	-	-	-	-	-	20-Yr Average
Beer Permits (New Applic Fee)	12,750	13,000	13,700	13,250	14,750	16,189	13,449	13,650	13,852	14,054	\$ 2,514,068
Yard Sale Permits	9,635	8,660	9,295	7,605	7,395	8,186	3,879	3,937	3,996	4,054	6.4%
Taxi Operator Fees	-	-	-	-	-	-	-	-	-	-	
Alarm Permits	22,800	23,835	29,130	30,320	26,540	31,315	22,484	22,822	23,159	23,496	
Miscellaneous Permits	4,405	4,100	2,300	3,600	4,900	4,774	4,826	4,898	4,970	5,043	
In Lieu of Parkland	-	-	2,280,119	-	-	-	-	-	-	-	
Water & Sewer Admin Fees	1,823,176	-	-	-	-	-	-	-	-	-	
Reimb from Other Funds	-	-	-	-	-	-	-	-	-	-	
ADMIN SERVICES PROVIDED BY GENERAL TO STORMWATER	150,144	-	-	-	-	-	-	-	-	-	
ADMIN SERVICES PROVIDED BY GENERAL TO SANITATION	171,593	-	-	-	-	-	-	-	-	-	
E-911 (Williamson Co.)	-	-	-	-	-	-	-	-	-	-	
Preservation Training	-	-	-	-	-	-	-	-	-	-	
GIS Mapping	-	-	-	-	-	-	-	-	-	-	
Regional Fire Training	275	3,000	3,000	-	1,500	-	-	-	-	-	
Maps Sold	1,529	2,798	1,476	2,952	2,752	1,545	2,596	2,635	2,674	2,713	
Plans Sold	4,500	2,850	700	2,628	50	2,575	2,575	2,614	2,652	2,691	
Records Sold	-	19	1,130	26	-	1,267	1,267	1,286	1,305	1,324	
Special Event Services Fee	-	-	-	1,200	3,600	-	1,600	1,624	1,648	1,672	
Traffic Impact Analysis Review Fee	4,010	450	199	633	(1,507)	-	50,763	51,524	52,286	53,047	
Accident Reports	1,170	-	-	-	77	515	1,507	1,530	1,552	1,575	
Fingerprinting Fees	-	-	-	-	-	-	-	-	-	-	



Fund: **General Fund**

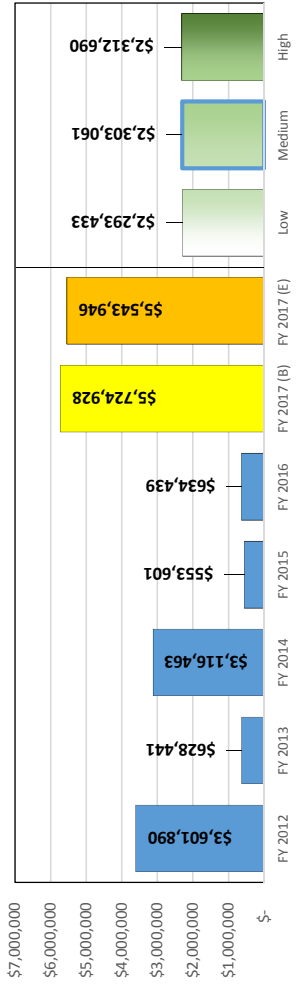
Category: **Other**

Percent of Total General Fund Revenues **3.3%**

Other: This catch-all revenue category comprises all other individual categories of General Fund Revenue. Traditionally the largest components are one-time receipts, such as contributions from developers. Other Revenue can fluctuate greatly from year to year.

The major decrease forecast is the elimination of one-time revenues from Fund Balance included in FY 2016 & FY 2017.

Other General Fund Revenue - FY 2012-2018



	Actual						Budget			Estimated			Forecasts (FY 2018)			Averages
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	Low	Medium	High			
Sex Offender Registry	1,650	2,100	2,350	1,800	1,800	2,060	1,500	1,523	1,545	1,568	1,523	1,545	1,568			
License Seizure Fees	3,350	485	675	750	1,515	633	775	787	798	810	787	798	810			
Citizen's Police Academy	-	1,820	-	-	-	-	-	-	-	-	-	-	-			
Background Checks	615	-	-	-	-	-	-	-	-	-	-	-	-			
3rd Party Billable OT	176	-	-	-	-	-	-	-	-	-	-	-	-			
Police Extra Duty	44,585	47,810	35,478	31,547	27,279	45,153	44,072	44,733	45,394	46,055	44,733	45,394	46,055			
Compost Voucher (Non-Refundable)	6,100	7,160	7,400	10,780	18,040	2,246	12,700	12,891	13,081	13,272	12,891	13,081	13,272			
Hazardous Waste Recovery	5	-	-	-	-	-	-	-	-	-	-	-	-			
Charge Station Fees	-	-	-	-	-	264	-	-	-	-	-	-	-			
Beer Board Violations	9,500	-	3,000	1,500	-	1,056	-	1,000	1,000	1,000	1,000	1,000	1,000			
Bldg & Street Stds Appeals Fees	500	500	-	-	-	1,056	-	1,000	1,000	1,000	1,000	1,000	1,000			
Bus Tax Recording Fees	2,847	3,233	1,893	1,163	3,486	4,264	4,264	4,328	4,392	4,456	4,328	4,392	4,456			
Tree Bank Fees	12,547	-	-	-	53,841	56,206	56,206	57,049	57,892	58,735	57,049	57,892	58,735			
Sidewalk Reserve Fees	-	-	-	-	-	-	82,840	-	-	-	-	-	-			
Rebates on Purchases	37,923	55,675	60,280	61,349	64,639	68,624	63,311	64,260	65,210	66,160	64,260	65,210	66,160			
Rent - Mall & Other	1	1	1	1	8,001	1	12,001	12,001	12,001	12,001	12,001	12,001	12,001			
Park Concessions	35,297	19,895	46,731	41,329	67,880	53,582	75,335	76,465	77,595	78,725	76,465	77,595	78,725			
Harlinsdale Rentals	47,552	97,844	79,364	137,454	118,278	77,250	89,238	90,576	91,915	93,254	90,576	91,915	93,254			
Sale of Surplus Assets	-	214	819	-	-	-	950	-	-	-	964	-	979			
Electrical Charging Stations	-	-	-	-	-	30,650	-	-	-	-	-	-	-			
Insurance Reimbursements	-	-	195,000	-	-	-	30,650	-	-	-	-	-	-			
Called Performance Bonds	-	-	122,073	-	-	-	30,650	-	-	-	-	-	-			
Miscellaneous Other Revenue	96,144	118,766	122,073	3,301	2,512	21,802	30,216	20,000	20,000	20,000	20,000	20,000	20,000			
CAPITAL ALLOCATION FROM F/B	952,607	-	-	-	-	5,079,178	4,746,338	1,607,887	1,607,887	1,607,887	1,607,887	1,607,887	1,607,887			
Developer Contribution	-	-	-	-	-	-	-	-	-	-	-	-	-			
CONTRIBUTIONS - OTHERS	-	-	-	-	-	-	-	-	-	-	-	-	-			
Totals	\$ 3,601,890	\$ 628,441	\$ 3,116,463	\$ 553,601	\$ 634,439	\$ 5,724,928	\$ 5,543,946	\$ 2,293,433	\$ 2,303,061	\$ 2,312,690	\$ 2,293,433	\$ 2,303,061	\$ 2,312,690			

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.

General Fund Summary - Departmental Summary

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Governance & Management							
Elected Officials							
Personnel	\$ 231,342	\$ 245,070	\$ 259,925	\$ 230,150	\$ 243,619	\$ (16,306)	-6.3%
Operations	\$ 43,908	\$ 98,112	\$ 63,436	\$ 64,022	\$ 137,547	\$ 74,112	116.8%
Total - Elected Officials	\$ 275,250	\$ 343,182	\$ 323,361	\$ 294,172	\$ 381,166	\$ 57,805	17.9%
Administration							
Personnel	\$ 483,569	\$ 510,140	\$ 604,393	\$ 537,735	\$ 995,332	\$ 390,939	64.7%
Operations	\$ 53	\$ (17,958)	\$ 33,869	\$ 42,752	\$ 23,591	\$ (10,278)	-30.3%
Total - Administration	\$ 483,622	\$ 492,182	\$ 638,262	\$ 580,487	\$ 1,018,923	\$ 380,662	59.6%
Human Resources							
Personnel	\$ 856,000	\$ 879,839	\$ 942,682	\$ 1,034,788	\$ 941,514	\$ (1,168)	-0.1%
Operations	\$ 265,520	\$ 332,028	\$ 459,838	\$ 454,812	\$ 190,393	\$ (269,444)	-58.6%
Capital	\$ 38,928	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Human Resources	\$ 1,160,448	\$ 1,211,867	\$ 1,402,520	\$ 1,489,599	\$ 1,131,907	\$ (270,612)	-19.3%
Law							
Personnel	\$ 347,789	\$ 378,088	\$ 474,389	\$ 472,395	\$ 487,703	\$ 13,314	2.8%
Operations	\$ (5,296)	\$ (44,823)	\$ 51,150	\$ 62,531	\$ 58,405	\$ 7,255	14.2%
Total - Law	\$ 342,493	\$ 333,265	\$ 525,539	\$ 534,926	\$ 546,108	\$ 20,569	3.9%
Communications							
Personnel	\$ 301,490	\$ 356,559	\$ 420,918	\$ 436,216	\$ 383,767	\$ (37,151)	-8.8%
Operations	\$ 11,710	\$ (4,130)	\$ 107,927	\$ 99,818	\$ (14,722)	\$ (122,649)	-113.6%
Total - Communications	\$ 313,200	\$ 352,429	\$ 528,845	\$ 536,034	\$ 369,046	\$ (159,799)	-30.2%
Capital Investment Planning							
Personnel	\$ 215,259	\$ 202,492	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ (38,292)	\$ (40,026)	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Capital Investment Planning	\$ 176,967	\$ 162,466	\$ -	\$ -	\$ -	\$ -	0.0%
Governance & Management Summary							
Personnel	\$ 2,435,449	\$ 2,572,188	\$ 2,702,307	\$ 2,711,285	\$ 3,051,935	\$ 349,628	12.9%
Operations	\$ 277,603	\$ 323,203	\$ 716,219	\$ 723,935	\$ 395,214	\$ (321,005)	-44.8%
Capital	\$ 38,928	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Governance & Management	\$ 2,751,980	\$ 2,895,391	\$ 3,418,527	\$ 3,435,219	\$ 3,447,151	\$ 28,624	0.8%
Public Safety							
Police							
Personnel	\$ 10,937,678	\$ 11,452,713	\$ 12,154,808	\$ 11,710,778	\$ 11,718,260	\$ (436,548)	-3.6%
Operations	\$ 2,722,915	\$ 2,717,843	\$ 3,194,475	\$ 3,515,448	\$ 4,029,758	\$ 835,283	26.1%
Capital	\$ 87,500	\$ -	\$ 30,650	\$ 30,649	\$ 627,000	\$ 596,350	1945.7%
Total - Police	\$ 13,748,093	\$ 14,170,556	\$ 15,379,933	\$ 15,256,875	\$ 16,375,018	\$ 995,085	6.5%
Fire							
Personnel	\$ 11,959,130	\$ 12,692,807	\$ 13,368,806	\$ 14,253,016	\$ 14,216,332	\$ 847,526	6.3%
Operations	\$ 1,808,110	\$ 2,252,880	\$ 2,461,667	\$ 2,329,914	\$ 2,485,235	\$ 23,568	1.0%
Capital	\$ -	\$ 64,776	\$ -	\$ 16,194	\$ 25,000	\$ 25,000	0.0%
Total - Fire	\$ 13,767,240	\$ 15,010,463	\$ 15,830,473	\$ 16,599,124	\$ 16,726,567	\$ 896,094	5.7%
Public Safety Summary							
Personnel	\$ 22,896,808	\$ 24,145,520	\$ 25,523,614	\$ 25,963,794	\$ 25,934,592	\$ 410,978	1.6%
Operations	\$ 4,531,025	\$ 4,970,723	\$ 5,656,142	\$ 5,845,362	\$ 6,514,993	\$ 858,851	15.2%
Capital	\$ 87,500	\$ 64,776	\$ 30,650	\$ 46,843	\$ 652,000	\$ 621,350	2027.2%
Total Public Safety	\$ 27,515,333	\$ 29,181,019	\$ 31,210,406	\$ 31,855,999	\$ 33,101,585	\$ 1,891,179	6.1%

General Fund Summary - Departmental Summary

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Finance & Administration							
Finance							
Personnel	\$ 830,939	\$ 896,890	\$ 972,237	\$ 961,495	\$ 805,340	\$ (166,897)	-17.2%
Operations	\$ (43,394)	\$ (72,786)	\$ (52,568)	\$ (58,301)	\$ (70,664)	\$ (18,096)	34.4%
Capital	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ (25,000)	-100.0%
Total - Finance	\$ 787,545	\$ 824,104	\$ 944,669	\$ 903,194	\$ 734,675	\$ (209,994)	-22.2%
Purchasing							
Personnel	\$ 194,606	\$ 196,702	\$ 212,090	\$ 198,192	\$ 226,273	\$ 14,183	6.7%
Operations	\$ (21,116)	\$ (20,573)	\$ (3,036)	\$ (3,293)	\$ (2,178)	\$ 858	-28.3%
Total - Purchasing	\$ 173,490	\$ 176,129	\$ 209,054	\$ 194,899	\$ 224,094	\$ 15,041	7.2%
Information Technology							
Personnel	\$ 1,519,409	\$ 1,669,042	\$ 1,818,002	\$ 1,697,909	\$ 1,857,380	\$ 39,378	2.2%
Operations	\$ 2,555,310	\$ 1,963,749	\$ 2,385,720	\$ 2,252,058	\$ 2,396,947	\$ 11,227	0.5%
Capital	\$ -	\$ 27,835	\$ -	\$ -	\$ 146,000	\$ 146,000	0.0%
Total - Information Technology	\$ 4,074,719	\$ 3,660,626	\$ 4,203,722	\$ 3,949,967	\$ 4,400,327	\$ 196,605	4.7%
Revenue Management							
Personnel	\$ 860,216	\$ 908,625	\$ 915,996	\$ 971,727	\$ 995,494	\$ 79,498	8.7%
Operations	\$ (649,838)	\$ (715,667)	\$ (659,907)	\$ (683,881)	\$ (719,674)	\$ (59,767)	9.1%
Total - Revenue Management	\$ 210,378	\$ 192,958	\$ 256,089	\$ 287,846	\$ 275,820	\$ 19,731	7.7%
Municipal Court							
Personnel	\$ 176,752	\$ 190,592	\$ 201,302	\$ 194,825	\$ 207,471	\$ 6,169	3.1%
Operations	\$ 25,063	\$ 104,215	\$ 141,090	\$ 135,137	\$ 117,350	\$ (23,740)	-16.8%
Total - Municipal Court	\$ 201,815	\$ 294,807	\$ 342,392	\$ 329,962	\$ 324,821	\$ (17,571)	-5.1%
Project and Facilities Management							
Personnel	\$ 387,122	\$ 401,712	\$ 403,317	\$ 425,785	\$ 414,396	\$ 11,079	2.7%
Operations	\$ 706,476	\$ 709,343	\$ 529,685	\$ 751,505	\$ 581,173	\$ 51,487	9.7%
Capital	\$ 36,559	\$ -	\$ 250,000	\$ -	\$ 513,261	\$ 263,261	105.3%
Total - Project and Facilities Management	\$ 1,130,157	\$ 1,111,055	\$ 1,183,002	\$ 1,177,290	\$ 1,508,830	\$ 325,828	27.5%
Finance & Administration Summary							
Personnel	\$ 3,969,044	\$ 4,263,563	\$ 4,522,944	\$ 4,449,933	\$ 4,506,352	\$ (16,591)	-0.4%
Operations	\$ 2,572,501	\$ 1,968,281	\$ 2,340,984	\$ 2,393,225	\$ 2,302,952	\$ (38,032)	-1.6%
Capital	\$ 36,559	\$ 27,835	\$ 275,000	\$ -	\$ 659,261	\$ 384,261	139.7%
Total Finance & Administration	\$ 6,578,104	\$ 6,259,679	\$ 7,138,928	\$ 6,843,158	\$ 7,468,566	\$ 329,638	4.6%
Community & Economic Development							
Building and Neighborhood Services							
Personnel	\$ 2,017,703	\$ 2,158,242	\$ 2,461,110	\$ 2,420,227	\$ 2,622,482	\$ 161,372	6.6%
Operations	\$ 339,107	\$ 265,296	\$ 387,199	\$ 376,241	\$ 471,959	\$ 84,760	21.9%
Capital	\$ -	\$ -	\$ 63,300	\$ 63,300	\$ -	\$ (63,300)	-100.0%
Total - Building & Neighborhood Services	\$ 2,356,810	\$ 2,423,538	\$ 2,911,609	\$ 2,859,768	\$ 3,094,441	\$ 182,832	6.3%
Planning and Sustainability							
Personnel	\$ 1,265,077	\$ 1,322,045	\$ 1,397,426	\$ 1,359,668	\$ 1,215,983	\$ (181,443)	-13.0%
Operations	\$ 141,450	\$ 315,480	\$ 189,573	\$ 161,722	\$ 226,771	\$ 37,198	19.6%
Total - Planning & Sustainability	\$ 1,406,527	\$ 1,637,525	\$ 1,586,999	\$ 1,521,390	\$ 1,442,753	\$ (144,245)	-9.1%
Engineering							
Personnel	\$ 775,333	\$ 898,723	\$ 1,125,838	\$ 1,095,550	\$ 1,207,063	\$ 81,225	7.2%
Operations	\$ (15,565)	\$ (96,022)	\$ (49,967)	\$ (51,232)	\$ (51,024)	\$ (1,057)	2.1%
Total Engineering & TOC	\$ 759,768	\$ 802,701	\$ 1,075,871	\$ 1,044,318	\$ 1,156,039	\$ 80,168	7.5%
Traffic Operations Center (TOC)							
Personnel	\$ 172,817	\$ 258,175	\$ 278,557	\$ 275,554	\$ 349,154	\$ 70,597	25.3%
Operations	\$ 311,426	\$ 239,931	\$ 668,775	\$ 460,100	\$ 545,312	\$ (123,463)	-18.5%

General Fund Summary - Departmental Summary

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Capital	\$ 186,326	\$ 60,361	\$ 2,300,000	\$ 438,480	\$ 2,150,000	\$ (150,000)	-6.5%
Total Engineering & TOC	\$ 670,570	\$ 558,467	\$ 3,247,332	\$ 1,174,134	\$ 3,044,466	\$ (202,866)	-6.2%
Economic Development							
Operations	\$ 32,811	\$ 67,277	\$ 70,211	\$ 70,992	\$ 79,518	\$ 9,307	13.3%
Total - Economic Development	\$ 32,811	\$ 67,277	\$ 70,211	\$ 70,992	\$ 79,518	\$ 9,307	13.3%
Community & Economic Development Summary							
Personnel	\$ 4,230,930	\$ 4,637,185	\$ 5,262,931	\$ 5,150,999	\$ 5,394,682	\$ 131,751	2.5%
Operations	\$ 809,229	\$ 791,962	\$ 1,265,791	\$ 1,017,823	\$ 1,272,537	\$ 6,746	0.5%
Capital	\$ 186,326	\$ 60,361	\$ 2,363,300	\$ 501,780	\$ 2,150,000	\$ (213,300)	-9.0%
Total Community & Economic Developmen	\$ 5,226,485	\$ 5,489,508	\$ 8,892,022	\$ 6,670,602	\$ 8,817,218	\$ (74,803)	-0.8%
Public Works							
Streets Department - Maintenance Division							
Personnel	\$ 2,010,164	\$ 2,231,051	\$ 2,500,813	\$ 2,436,733	\$ 2,538,321	\$ 37,508	1.5%
Operations	\$ 1,303,352	\$ 1,593,218	\$ 1,708,031	\$ 1,571,948	\$ 1,625,806	\$ (82,225)	-4.8%
Capital	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	0.0%
Total - Streets - Maintenance	\$ 3,313,516	\$ 3,824,269	\$ 4,208,844	\$ 4,008,681	\$ 4,204,127	\$ (4,717)	-0.1%
Streets Department - Traffic Division							
Personnel	\$ 723,606	\$ 679,666	\$ 760,337	\$ 869,672	\$ 801,019	\$ 40,682	5.4%
Operations	\$ 475,335	\$ 680,972	\$ 789,260	\$ 782,662	\$ 619,539	\$ (169,721)	-21.5%
Capital	\$ -	\$ -	\$ -	\$ -	\$ 112,500	\$ 112,500	0.0%
Total - Streets - Traffic	\$ 1,198,941	\$ 1,360,638	\$ 1,549,597	\$ 1,652,334	\$ 1,533,058	\$ (16,540)	-1.1%
Streets Department - Fleet Maintenance Division							
Personnel	\$ 580,366	\$ 639,963	\$ 676,250	\$ 691,317	\$ 706,152	\$ 29,902	4.4%
Operations	\$ 493,146	\$ 305,612	\$ 516,372	\$ 305,943	\$ 346,652	\$ (169,720)	-32.9%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Streets - Fleet Maintenance	\$ 1,073,512	\$ 945,575	\$ 1,192,622	\$ 997,260	\$ 1,052,804	\$ (139,818)	-11.7%
Parks							
Personnel	\$ 1,910,274	\$ 2,025,959	\$ 2,631,754	\$ 2,231,669	\$ 2,807,449	\$ 175,695	6.7%
Operations	\$ 1,328,986	\$ 1,490,052	\$ 1,787,515	\$ 1,856,337	\$ 1,982,613	\$ 195,098	10.9%
Capital	\$ 78,487	\$ 24,967	\$ -	\$ 5,000	\$ 325,983	\$ 325,983	100.0%
Total - Parks	\$ 3,317,747	\$ 3,540,978	\$ 4,419,269	\$ 4,093,006	\$ 5,116,045	\$ 696,776	15.8%
Public Works							
Personnel	\$ 5,224,410	\$ 5,576,639	\$ 6,569,154	\$ 6,229,391	\$ 6,852,940	\$ 283,786	4.3%
Operations	\$ 3,600,819	\$ 4,069,854	\$ 4,801,178	\$ 4,516,890	\$ 4,574,610	\$ (226,568)	-4.7%
Capital	\$ 78,487	\$ 24,967	\$ -	\$ 5,000	\$ 478,483	\$ 478,483	100.0%
Total Public Works	\$ 8,903,716	\$ 9,671,460	\$ 11,370,332	\$ 10,751,280	\$ 11,906,033	\$ 535,702	4.7%
Other Operating Expenditures							
General Expenses							
Personnel	\$ (739,100)	\$ 443,006	\$ 620,147	\$ 406,760	\$ 2,326,426	\$ 1,706,279	275.1%
Operations	\$ 605,925	\$ 1,858,237	\$ 231,042	\$ 153,177	\$ 271,000	\$ 39,958	17.3%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total - General Expenses	\$ (133,175)	\$ 2,301,243	\$ 851,189	\$ 559,937	\$ 2,597,426	\$ 1,746,237	205.2%
Appropriations							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 428,599	\$ 460,021	\$ 498,913	\$ 465,586	\$ 461,056	\$ (37,857)	-7.6%
Total Appropriations	\$ 428,599	\$ 460,021	\$ 498,913	\$ 465,586	\$ 461,056	\$ (37,857)	-7.6%
Interfund Transfers							
Operations	\$ 3,463,229	\$ 3,501,413	\$ 4,746,852	\$ 4,746,852	\$ 1,142,993	\$ (3,603,859)	-75.9%
Total Interfund Transfers	\$ 3,463,229	\$ 3,501,413	\$ 4,746,852	\$ 4,746,852	\$ 1,142,993	\$ (3,603,859)	-75.9%

General Fund Summary - Departmental Summary

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference '17 vs. '18</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Other General Fund Operating Expenditures Summary							
Personnel	\$ (739,100)	\$ 443,006	\$ 620,147	\$ 406,760	\$ 2,326,426	\$ 1,706,279	275.1%
Operations	\$ 4,497,753	\$ 5,819,671	\$ 5,476,807	\$ 5,365,615	\$ 1,875,049	\$ (3,601,758)	-65.8%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Other GF Oper. Exp.	\$ 3,758,653	\$ 6,262,677	\$ 6,096,954	\$ 5,772,375	\$ 4,201,475	\$ (1,895,479)	-31.1%

General Fund Expenditures (by major category)

Personnel	\$ 38,017,541	\$ 41,638,101	\$ 45,201,096	\$ 44,912,161	\$ 48,066,927	\$ 2,865,831	6.3%
Operations	\$ 16,288,930	\$ 17,943,694	\$ 20,257,122	\$ 19,862,850	\$ 16,935,355	\$ (3,321,767)	-16.4%
Capital	\$ 427,800	\$ 177,939	\$ 2,668,950	\$ 553,623	\$ 3,939,744	\$ 1,270,794	47.6%
Total - General Fund Departments	\$ 54,734,271	\$ 59,759,734	\$ 68,127,169	\$ 65,328,633	\$ 68,942,027	\$ 814,858	1.2%

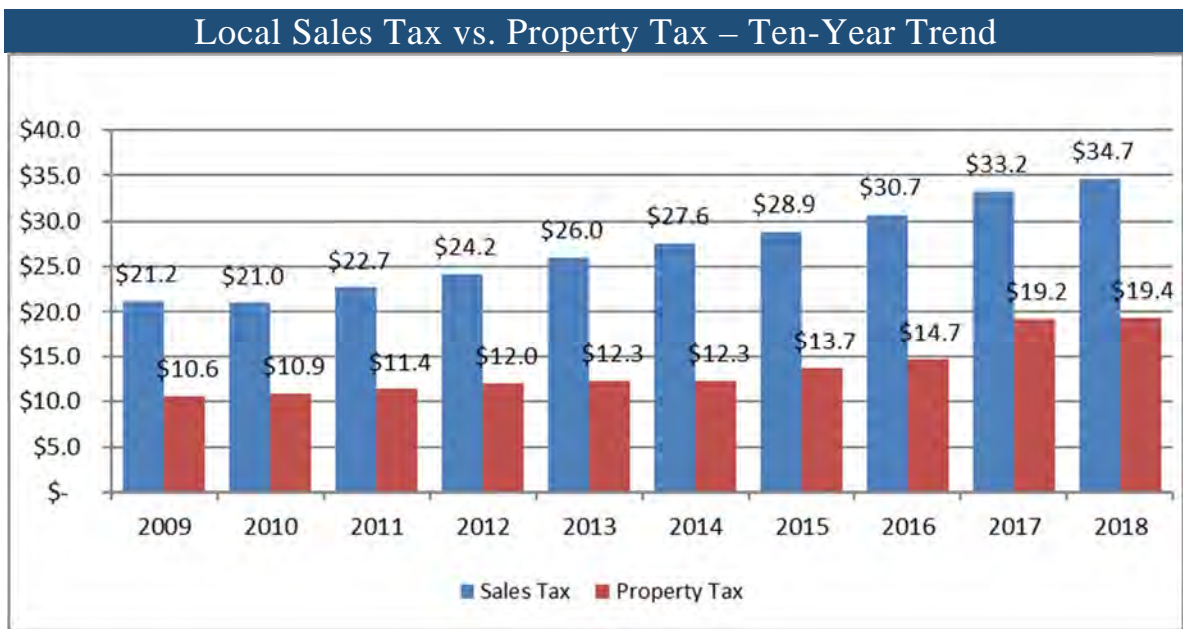


City of Franklin, Tennessee
FY 2018 Operating Budget

General Fund Summary

Local Sales Tax / Property Tax Trends (by fiscal year)

This chart illustrates the recent history of the City’s most significant revenue sources in the General Fund, the local sales tax and its property tax. (Note: For property tax in 2018, the \$19.4 million is split \$6.7 million in the General Fund, \$8.7 million in the Debt Service Fund, \$1.6 million due to the Industrial Development Board, \$690,000 to the Street Aid Fund, and \$1.7 for the reserves raised via the *Invest Franklin* initiative.)



Local Sales Tax is the most significant revenue source for the City. The local sales tax rate is 2.25%. The City receives half of the tax amount if the sale occurs inside the City (with the County receiving the other half). Local sales tax applies only to the first \$1,600 of a single article purchase of tangible personal property.

Property Tax is one of primary sources of revenue for the City. This revenue comes from Residential/Farm properties and Commercial/Industrial properties. Reassessments occur every five years, with the latest one being reflect on this upcoming fiscal years’ tax bills.



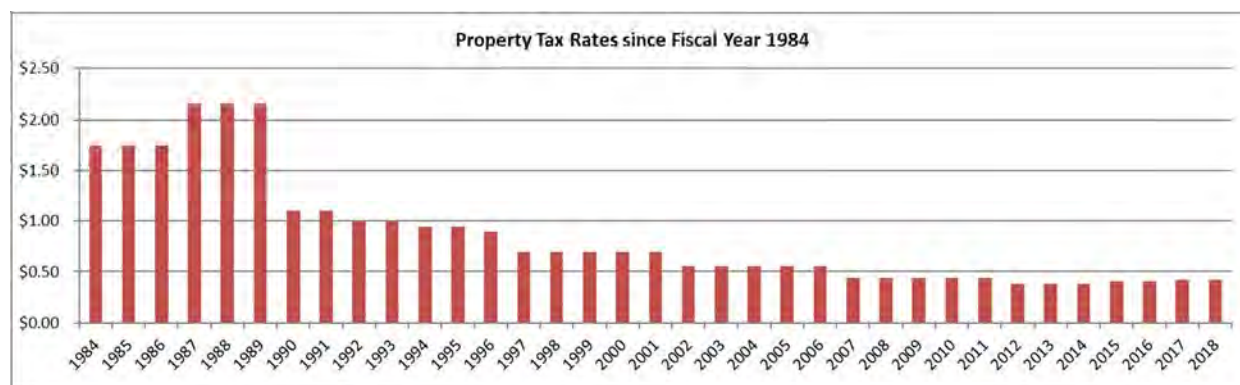
City of Franklin, Tennessee

FY 2018 Operating Budget

General Fund Summary

Property Tax Rate Summary

As required every five (5) years, Williamson County completed a reappraisal of property tax values two years ago. The certified tax rate law requires local governments to reexamine property tax rates after a reappraisal to make sure higher taxable values do not automatically result in a tax increase. The law requires local governments to conduct public hearings before adopting a property tax rate that generates more taxes overall in a reappraisal year than were billed the year before at the previous year’s lower values. This process last occurred last year (2016 for Fiscal Year 2017). As of FY 2017, the certified tax rate is 41.76 cents per \$100 of assessed value (the second lowest rate for Tennessee municipalities with a population of 25,000 or greater). The history of Property Tax Rates for the City of Franklin since 1984 is shown below:



Fiscal Year	Rate	Increase / (Decrease)	Fiscal Year	Rate	Increase / (Decrease)
1984	\$1.7500	---	2002	\$0.5500	(\$0.1400)
1985	\$1.7500	\$0.0000	2003	\$0.5500	\$0.0000
1986	\$1.7500	\$0.0000	2004	\$0.5500	\$0.0000
1987	\$2.1500	\$0.4000	2005	\$0.5500	\$0.0000
1988	\$2.1500	\$0.0000	2006	\$0.5500	\$0.0000
1989	\$2.1500	\$0.0000	2007	\$0.4340	(\$0.1160)
1990	\$1.1000	(\$1.0500)	2008	\$0.4340	\$0.0000
1991	\$1.1000	\$0.0000	2009	\$0.4340	\$0.0000
1992	\$0.9900	(\$0.1100)	2010	\$0.4340	\$0.0000
1993	\$0.9900	\$0.0000	2011	\$0.4340	\$0.0000
1994	\$0.9400	(\$0.0500)	2012	\$0.3765	(\$0.0575)
1995	\$0.9400	\$0.0000	2013	\$0.3765	\$0.0000
1996	\$0.8900	(\$0.0500)	2014	\$0.3765	\$0.0000
1997	\$0.6900	(\$0.2000)	2015	\$0.4065	\$0.0300
1998	\$0.6900	\$0.0000	2016	\$0.4065	\$0.0000
1999	\$0.6900	\$0.0000	2017	\$0.4176	\$0.0111
2000	\$0.6900	\$0.0000	2018	\$0.4176	\$0.0000
2001	\$0.6900	\$0.0000			



City of Franklin, Tennessee FY 2018 Operating Budget

General Fund Operating Budget Projections - FY 2018-2020

Decisions made today have impacts which last for many years. The expenditure of public resources is one of the most influential and important decisions which a community is faced with. Additional employees provide services for a growing community like Franklin, but they also generate pension and benefit liabilities for years if not decades to come. It is important that citizens and policy makers alike understand and have an idea what the future budgets of Franklin will look like given the proposal contained within the FY 2018 Proposed Operating Budget. Shown below are operating budget projections for the General Fund for FY 2018-2020.

Projections are rife with difficulty; assumptions about rates of expenditure increase, commodity increase and revenue increase (or decrease) are speculative at best. However, a general rule of thumb is the fewer years of forecast, the more reliable the projection. This is why this projection is only for 36 months, beginning July 1, 2017 and ending June 30, 2020. Staff, with reasonable assurance, can project out likely trends in revenues and expenditures.

Department heads were asked to submit forecasted departmental budgets and needs from FY 2018 thru 2020 when submitting their 2018 base budget and performance enhancement requests to the City Administrator. Funded program enhancement requests are reflected in the numbers below - for additional personnel, equipment and operations.

Assumptions:

Revenues: Revenues will decrease in FY 2019 as one-time resources in support of capital purchases are removed. Overall revenue growth aside from one-time resources will be between 2.5%-3.0% annually.

Expenses: Varied, but major category assumptions include:

- 3% increase in Base Wages
- 10% increase in Medical Premiums and Pensions
- 5% increase in Utilities (WITH a return to fuel prices as they were from 2014-2015 beginning in FY 2018)
- NO new or replacement Capital. Only the retirement of existing leases and equipment

Results:

General Fund Balances should grow steadily with the retirement of ongoing leases. Surpluses in FY 2019 and 2020 are forecast to be around \$700,000-\$760,000. Given, however, that equipment WILL need to be replaced, this surplus will likely not materialize. This is not a bad thing - in fact it is an indication that the financing and spending plan in FY 2018 should be sustainable without major spikes or disruptions in future years.

General Fund Operating Budget Projections - FY 2018-2020

Projections for FY 2018-2020 for the General Fund are shown below. They are preliminary and subject to change.

	<u>Budget 2017</u> A	<u>Estd 2017</u> B	<u>Budget 2018</u> C	D	<u>Forecast 2019</u> E (D-C)	<u>F (D/C-1)</u>	G	<u>Forecast 2020</u> H (G-D)	<u>I (G/D-1)</u>
Revenues									
Local Sales Tax	\$ 33,183,778	\$ 33,227,253	\$ 34,722,480	\$ 36,111,379	\$ 1,388,899	4.0%	\$ 37,375,277	\$ 1,263,898	3.5%
State Shared	\$ 11,148,733	\$ 11,504,861	\$ 12,175,044	\$ 12,412,045	\$ 237,002	1.9%	\$ 12,596,467	\$ 184,422	1.5%
Property Tax	\$ 5,948,793	\$ 5,742,536	\$ 6,713,809	\$ 6,085,947	\$ (627,862)	-9.4%	\$ 6,146,807	\$ 60,859	1.0%
Alcohol Tax	\$ 3,888,565	\$ 3,985,759	\$ 4,147,690	\$ 4,313,597	\$ 165,908	4.0%	\$ 4,443,005	\$ 129,408	3.0%
Building Permits & Licenses	\$ 2,817,396	\$ 3,295,045	\$ 3,393,896	\$ 3,495,713	\$ 101,817	3.0%	\$ 3,600,584	\$ 104,871	3.0%
Franchise Fees	\$ 2,536,790	\$ 2,594,576	\$ 2,323,232	\$ 2,346,464	\$ 23,232	1.0%	\$ 2,369,929	\$ 23,465	1.0%
Grants	\$ 1,828,300	\$ 345,010	\$ 1,949,098	\$ 500,000	\$ (1,449,098)	-74.3%	\$ 500,000	\$ -	0.0%
Court Fines & Fees	\$ 560,935	\$ 587,265	\$ 602,908	\$ 620,995	\$ 18,087	3.0%	\$ 639,625	\$ 18,630	3.0%
In Lieu of Tax	\$ 271,369	\$ 280,518	\$ 288,934	\$ 297,602	\$ 8,668	3.0%	\$ 306,530	\$ 8,928	3.0%
Interest Income	\$ 217,582	\$ 221,984	\$ 321,877	\$ 337,971	\$ 16,094	5.0%	\$ 354,869	\$ 16,899	5.0%
Other	\$ 5,724,928	\$ 5,543,946	\$ 2,303,061	\$ 500,000	\$ (1,803,061)	-78.3%	\$ 500,000	\$ -	0.0%
Total - General Fund Revenues	\$ 68,127,169	\$ 67,328,753	\$ 68,942,027	\$ 67,021,712	\$ (1,920,314)	-2.8%	\$ 68,833,092	\$ 1,811,380	2.7%

Expenses									
Governance & Management	\$ 3,418,527	\$ 3,435,219	\$ 3,447,151	\$ 3,550,565	\$ 103,415	3.0%	\$ 3,657,082	\$ 106,517	3.0%
Public Safety	\$ 31,210,406	\$ 31,855,999	\$ 33,101,585	\$ 33,112,700	\$ 11,115	0.0%	\$ 33,986,535	\$ 873,835	2.6%
Finance & Administration	\$ 7,138,928	\$ 6,843,158	\$ 7,468,566	\$ 6,773,111	\$ (695,455)	-9.3%	\$ 6,976,304	\$ 203,193	3.0%
Community & Economic Development	\$ 8,892,022	\$ 6,670,602	\$ 8,817,218	\$ 6,816,269	\$ (2,000,949)	-22.7%	\$ 7,020,757	\$ 204,488	3.0%
Public Works	\$ 11,370,332	\$ 10,751,280	\$ 11,906,033	\$ 11,727,543	\$ (178,490)	-1.5%	\$ 12,079,369	\$ 351,826	3.0%
Other Operating Expenses	\$ 6,096,954	\$ 5,772,375	\$ 4,201,475	\$ 4,327,519	\$ 126,044	3.0%	\$ 4,347,191	\$ 19,672	0.5%
Total - General Fund Expenses	\$ 68,127,169	\$ 65,328,633	\$ 68,942,027	\$ 66,307,707	\$ (2,634,319)	-3.8%	\$ 68,067,239	\$ 1,759,531	2.7%
General Fund Expenditures (by major category)									
Personnel	\$ 45,201,096	\$ 44,912,161	\$ 48,066,927	\$ 50,623,364	\$ 2,556,437	5.3%	\$ 53,249,881	\$ 2,626,517	5.2%
Operations	\$ 20,257,122	\$ 19,862,850	\$ 16,935,355	\$ 15,184,343	\$ (1,751,012)	-10.3%	\$ 14,317,358	\$ (866,986)	-5.7%
Capital	\$ 2,668,950	\$ 553,623	\$ 3,939,744	\$ 500,000	\$ (3,439,744)	-87.3%	\$ 500,000	\$ -	0.0%
Total - General Fund Expenses	\$ 68,127,168	\$ 65,328,633	\$ 68,942,027	\$ 66,307,707	\$ (2,634,319)	-3.8%	\$ 68,067,239	\$ 1,759,531	2.7%

Surplus / (Deficit) \$ - \$ 2,000,120 \$ - \$ 714,005 \$ 765,854



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee **FY 2018 Operating Budget**

Personnel Changes

Pay and Classification Plan

It has been a core value of City government that people working for the City of Franklin are the City's most important asset. In providing quality services, the Board has directed a significant amount of financial resources to enhance our ability to recruit, develop and retain quality employees.

In 2013, the City of Franklin, working with Burris, Thompson and Associates, conducted a comprehensive Classification and Compensation Study. Through the study, every position throughout the organization was reviewed. Each City team member was surveyed about the key functions and essential skills required in their jobs. With this input and that of supervisors and department directors, new job descriptions were drafted for each position. Each job was then compared to market data in both public sector (including specific pay information from 23 other cities) and private sector (where applicable). Market values were established for each position with a target of ensuring that the median of each position was at least at the 70th percentile of pay compared to market data. From this information, each position was grouped into one of 15 pay grades. The Classification and Compensation Study, which included recommendations for the establishment of a new Classification and Compensation Plan, were presented to the Board of Mayor and Aldermen in June of 2013. After extensive review with the Board and employees throughout the organization, the new Classification and Compensation Plan was approved in August of 2013.

Three years ago, the City of Franklin completed implementation of a new, market-based classification and compensation plan. The new plan focused on making the City highly competitive in terms of attracting and retaining talented staff to serve the community. As part of the FY18 budget, a full update of the compensation plan is being implemented. This update will include two components: 1) an evaluation of the City's pay grades compared to market conditions and 2) a department-by-department review of positions compared to the market.

The first component of the compensation plan update has now been completed. Based on comparison of a representative sample of positions across the organization, it is recommended that the City adjust all pay ranges by 4%. The pay range adjustments will be implemented following the annual pay adjustments described above. The second component of the compensation plan review will take place over next several months as the City's consultant engages each department in reviewing positions of concern from a recruitment and retention standpoint. It is expected that any recommended pay grade changes will be brought to the Board for consideration during the first half of FY18.



City of Franklin, Tennessee

FY 2018 Operating Budget

Personnel Changes

Authorized Full-Time Positions

Proposed for July 1, 2017, total authorized employment for the municipal government's General, Special and Enterprise Funds is 719 full-time employees. Authorized part-time positions are shown within the individual departments that have these positions.

Full-Time City Government Employees by Function/Program, Last Five Years

Function / Program	2014	2015	2016	2017	2018
Administration	6	6	6	6	9
Building & Neighborhood Services	31	32	33	35	36
Capital Investment Planning	2	2	2	0	0
Communications	3	3	4	4	4
Court	2	2	3	3	2
Engineering	11	12	12	13	13
Finance	10	10	10	10	9
Fire	161	171	171	171	172
HR	11	11	11	11	11
IT	18	20	20	21	21
Law	4	4	4	5	5
Parks	31	31	37	39	41
Planning & Sustainability	16	16	16	16	15
Police	156	156	157	142	142
Project & Facilities Management	7	7	7	5	5
Purchasing	3	3	3	3	3
Revenue Management	14	13	13	13	13
Sanitation & Environmental Services	48	49	49	45	45
Stormwater	17	18	19	20	21
Streets	51	53	53	54	54
Traffic Operations Center	4	4	3	3	4
Water & Wastewater	84	85	86	92	94
Total (All Funds)	690	708	719	711	719

Notes:

The City's Board of Mayor and Aldermen and City Judge are not included in the numbers shown



City of Franklin, Tennessee
FY 2018 Operating Budget

Personnel Changes

Change in Authorized Personnel Positions

The proposed budget provides for an overall increase of 8.5 authorized full-time positions in the new fiscal year.

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete)	
			F-T	P-T
Governance & Management				
Administration	Upgrade Admin. Secretary to Admin. Assistant	D	1	
	Eliminate Admin. Secretary	B		-1
	PT Admin. Secretary to FT Admin. Secretary	B	0.5	
Law	Upgrade Paralegal to Staff Attorney I	J	1	
	Eliminate Paralegal	F		-1
Public Safety				
Fire	Create new Fire Inspector Supervisor <i>(funded for 10 months)</i>	H	1	
Finance & Administration				
Information Technology	Upgrade existing positions to Team Leads	G	0	0
Finance	Upgrade Admin. Assistant to Financial Analyst <i>(funded for 6 mo.)</i>	F	1	
	Eliminate Admin. Assistant	D		-1
	Create Budget & Strategic Innovation Manager	K	1	
	Eliminate Budget & Analytics Manager	I		-1
	Upgrade Financial Managers	H to I	0	0
	Upgrade Financial Analysts	F to G	0	0
	Upgrade Accounting Tech I (A/P)	D to E	0	0
City Court	Create two PT Deputy Court Clerks	C	1	
	Eliminate one FT Deputy Court Clerk	C		-1
Revenue Management	Create Revenue & Licensing Manger / City Court Clerk	H	1	
	Eliminate Asst. City Recorder/City Court Clerk	G		-1
Community & Economic Development				
Planning & Sustainability	Create new Assistant Director	J	1	
	Eliminate Part-Time Principal Planner	H		-0.5
Engineering	Upgrade Tech. Support Spec. to Plans Examiner I	F	1	
	Eliminate Tech. Support Spec.	E		-1
Traffic Operations Center	Create new Senior ITS Specialist	F	1	
Stormwater - Engineering	Upgrade Water Quality Spec. II to Water Quality Spec. III	H	1	
	Eliminate Water Quality Spec. II	G		-1
	Create new Water Quality Spec. I	F	1	



City of Franklin, Tennessee
FY 2018 Operating Budget

Personnel Changes

The proposed budget provides for an overall increase of 8.5 authorized full-time positions in the new fiscal year.

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete)	
			F-T	P-T
Public Works				
Streets	PT Road Inspector to FT Road Inspector	F	0.5	
	Upgrade Landscape Maint. Worker to Equip. Oper	D	1	
	Eliminate Landscape Maint. Worker	B		-1
	Supervisor Reclassifications (Traffic)	TBD		
	Upgrade Sr. Fleet Maint. Tech. to Fleet Maint. Superintendent	G	1	
	Eliminate Sr. Fleet Maint. Tech	F		-1
Parks	Create new Urban Forestry Supervisor <i>(funded for 10 months)</i>	G	1	
	Create new Parks Programming Specialist <i>(1/2 year funded)</i>	D	1	
Water & Sewer				
Wastewater Collection	Upgrade WW Coll. Asst. Super. to Service Division Asst. Super.	H	1	
Wastewater Collection	Eliminate WW Coll. Asst. Super.	G		-1
Water Distribution	Upgrade Water Dist. Asst. Super. to Service Division Asst. Super.	H	1	
Water Distribution	Eliminate Water Dist. Asst. Super.	G		-1
Wastewater Collection	Create new Equipment Operator	D	1	
Water Distribution	Create new Administrative Secretary	B	1	
Total Net Change			21	-12.5
Total New Positions			8.5	

In addition, a series of targeted positions will be examined for market adjustments throughout the Fiscal Year. These will be evaluated and brought forward to the Board of Mayor and Alderman at a later time.



City of Franklin, Tennessee

FY 2018 Operating Budget

Debt

Debt Capacity & Debt Service Levels

The City of Franklin’s bond rating from Moody’s Investor Services and Standard & Poor’s is Aaa and AAA, respectively, the highest rating possible. The City of Franklin is one of only four Tennessee cities with the triple A rating (Brentwood, Collierville and Germantown are the other three) from rating services.

The State of Tennessee does not mandate a debt limit for municipalities and the City has no debt limit in place at this time. In 2009, the City adopted a debt policy that provides guidelines on the amount of debt capacity the City will have based on a series of debt ratios that are regularly produced and reviewed by the rating agencies. Those ratios were debt per capita, debt burden, and debt service as a percentage of General fund expenditures. In 2016, the policy was updated to reflect statistics in the new methodologies implemented by the rating agencies. The City’s approved debt policy is included in this budget document in Appendix E.

Debt Service

In 2010, the City created a fund for accumulation or resources and the payment of debt service. A portion of the total property tax rate is allocated for debt service; however, the actual portion to be paid by property tax depends on the projects approved. Depending on the project’s purpose, additional debt service payments are expected to be paid by the Hotel/Motel Tax Fund, the Road Impact Fund, the Facilities Tax Fund, and the Sanitation & Environmental Services Fund. The total General & Special Funds debt service budget for FY 2018 is \$14,056,253.

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Expenses (Debt Service by Fund)							
General	7,159,438	7,950,715	8,148,171	8,148,171	9,377,892	1,229,721	15.1%
Sanitation	584,509	599,772	623,956	623,956	396,057	(227,899)	-36.5%
Road Impact	3,267,777	2,982,724	3,206,667	3,041,242	3,041,690	(164,977)	-5.1%
Hotel Motel	1,233,262	1,239,732	1,241,504	1,241,504	1,240,614	(890)	-0.1%
Total Expenditures	12,244,986	12,772,944	13,220,298	13,054,873	14,056,253	835,954	6.3%

Further detail on this fund can be found in the Other Special Funds section of the budget.

Debt service pertaining to Water & Wastewater projects is not included within the Debt Service Fund, but rather budgeted within the Water Management Budget. A summary of existing and proposed debt service for the Governmental Funds and for the Water Management Fund is attached on the following page. Debt service for major Wastewater Plant Modifications is not included in the exhibit, as exact financing detail are still being developed at this time.



City of Franklin, Tennessee

FY 2018 Operating Budget

Debt

Debt Service

GOVERNMENTAL FUNDS															
*Bond issue to be issued in FY 2017															
BOND INFORMATION				2018 DEBT SERVICE			DEBT SERVICE PAID BY								
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2018 Principal	2018 Interest	Total 2018 Principal + Interest	General Fund	Sanitation Fund	Road Impact Fund	Hotel/Motel Tax Fund	Total			
2003 TN Century Court Public Works Fund	Used to construct the Century Court Public Works facilities	2018	\$2,000,000	\$173,000	\$173,000	\$467	\$173,467		\$173,467			\$173,467			
2005 Lawrenceburg PBA	Used for 1/2 of purchase price of Battlefield Park property (82.5m) and r.o.w. for IME ven (\$2m)	2021	\$4,500,000	\$1,455,000	\$3,945,000	\$47,869	\$3,992,869			\$176,701	\$215,968	\$392,669			
2007 Franklin Building Authority	Used for several projects including public safety building, parks, and road projects	2037	\$20,000,000	\$20,000,000	\$0	\$798,000	\$798,000	\$454,860		\$343,140		\$798,000			
2009A&B	Used for several projects including public safety building, parks, and road projects	2029	\$44,000,000	\$30,625,000	\$21,140,000	\$1,559,925	\$3,699,925	\$2,404,951		\$1,280,174	\$14,800	\$3,699,925			
2010 New Bonds	To be used for Hillsboro Rd (overpass) and TCA collection at Columbia Ave. Streetscape (hotel/motel portion)	2030	\$15,725,000	\$15,725,000	\$0	\$795,729	\$795,729	\$198,932		\$318,292	\$278,605	\$795,729			
2010 New Bonds	Used to refund 2005 TN bonds and Haininsdale	2024	\$16,590,000	\$9,605,000	\$1,240,000	\$330,550	\$1,570,550	\$989,447			\$581,104	\$1,570,550			
2012 Refunding	Used to refund 2009 TMBF bonds	2027	\$22,500,000	\$16,145,000	\$1,465,000	\$343,889	\$1,808,889	\$741,645		\$822,533	\$144,711	\$1,808,889			
2013A Public Improvement	To finance the Public Works Facility and other street projects	2034	\$7,405,000	\$6,545,000	\$315,000	\$192,618	\$507,618	\$507,618				\$507,618			
2013B Pension Obligation	Used to fund the unfunded portion of the pension obligations	2024	\$10,000,000	\$7,230,000	\$955,000	\$208,313	\$1,163,313	\$1,163,313				\$1,163,313			
2015 New Bonds	Used to fund roads and public facilities	2034	\$15,000,000	\$13,995,000	\$532,325	\$528,037	\$1,060,362	\$1,060,362			\$5,328	\$1,065,690			
2017 New Bonds*	Used to fund Roads, Sanitation & Equipment	2037	\$26,400,000	\$26,400,000	\$1,000,000	\$911,320	\$1,911,320	\$1,693,820	\$217,500			\$1,911,320			
Government Funds Totals			\$184,120,000	\$147,898,000	\$8,165,325	\$5,616,516	\$13,781,841	\$9,114,948	\$390,967	\$3,040,840	\$1,240,416	\$13,787,171			
							\$269,082	\$262,944	\$5,090	\$650	\$198	\$269,082			
							\$14,056,923	\$9,377,892	\$396,057	\$3,041,690	\$1,240,614	\$14,056,253			
Plus Debt Fees											\$269,082				
											\$14,056,253				
Debt Service Fund Costs (see Other Special Funds)											\$14,056,253				
WATER AND WASTEWATER FUND															
BOND INFORMATION															
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2018 Principal	2018 Interest	Total 2018 Principal + Interest	Water Operations	Water Access	Water Taps	Wastewater Operations	Wastewater Access	Reclaimed Taps	Total	
2005 Refunding	Used to refund bonds issued in 2001 and large portion of 2002B issue	2025	\$24,670,000	\$15,885,000	\$2,150,000	\$769,125	\$2,919,125				\$1,167,650	\$1,751,475		\$2,919,125	
2011 Refunding	Used to refund 2008 issue	2026	\$19,430,000	\$13,880,000	\$1,280,000	\$313,431	\$1,593,431	\$111,540	\$207,146	\$47,803	\$15,984	\$1,115,402	\$15,934	\$1,593,431	
ARRA Clean Water	Used for rehabilitation of sewer and reclaimed water projects	2030	\$1,500,000	\$1,160,718	\$68,023	\$30,191	\$98,214	\$98,214						\$98,214	
ARRA Clean Water	Used for renovation of Water Treatment Plant	2031	\$1,868,200	\$1,509,149	\$81,924	\$40,252	\$122,176		\$56,201			\$65,975		\$122,176	
2017 Water	Used for renovation of Water Treatment Plant	2037	\$12,000,000	\$12,000,000	\$370,000	\$497,471	\$867,471	\$687,471			\$0			\$687,471	
Water & Wastewater Totals (detail found in separate budget)			\$59,468,200	\$44,444,867	\$3,949,947	\$1,650,470	\$5,600,417	\$1,077,225	\$207,146	\$47,803	\$1,239,785	\$2,866,877	\$145,647	\$5,600,417	
							\$7,268,986	\$19,382,258	\$10,192,173	\$3,088,643	\$2,480,201	\$2,866,877	\$145,647	\$19,387,588	
							\$243,608,200	\$192,342,867	\$12,115,272	\$7,268,986	\$19,382,258	\$10,192,173	\$3,088,643	\$2,480,201	\$2,866,877
							\$19,382,258	\$10,192,173	\$3,088,643	\$2,480,201	\$2,866,877	\$145,647	\$15,934	\$19,387,588	



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TENNESSEE

City of Franklin, Tennessee

FY 2018 Operating Budget

GOVERNANCE & MANAGEMENT

Governance & Management comprises the City's Elected Officials (the Board of Mayor and Aldermen) and its general Administration department that executes the policies and objectives of the Board.

City of Franklin Recognitions and Awards:

- #1 Best Town in Tennessee – 2015 & 2016 (Niche Rankings)
- #10 Best Town to Retire in the United States - 2015 (USA Today/Bankrate)
- Best Places to Live (*CNN/Money Magazine*)
- Top 10 Community for Job Growth (*CNN/Money Magazine*)
- Top 10 List for Historic Preservation (Preservation Network)
- Second Most Business-Friendly City in the State (Beacon Center)
- Most Beautiful Town Finalist by Rand McNally/USA Today
- Greatest Southern Town (*Garden & Gun Magazine*)



Under this operating unit are:

- **Elected Officials**
- **Administration**
- **Human Resources**
- **Law**
- **Communications**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	231,342	245,070	259,925	230,150	243,619	-16,306	-6.3%
Operations	43,908	98,112	63,436	64,022	137,547	74,112	116.8%
Capital	0	0	0	0	0	-	0.0%
Total	275,250	343,182	323,361	294,172	381,166	57,806	17.9%

Departmental Summary

The City of Franklin is governed by its elected officials, the Board of Mayor and Aldermen. The Board is comprised of the Mayor and eight Aldermen. Four Aldermen are elected from the four political divisions of the City called wards; four are elected at-large. This governing board is responsible for deciding on the city's policies and procedures by passing Resolutions, Ordinances and the Municipal Code, all of which are implemented by the various City Departments.

FY 2018 Outlook

The City will hold a municipal election October 24, 2017 for the offices of Ward Aldermen. the following City election for the offices of Mayor and Aldermen at Large will be in October of 2019.

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.



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

Theme:

Elected Officials support all four themes of the Strategic Plan.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	<input checked="" type="checkbox"/>

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Number of Resolutions Passed	30	111	75	100	100
Number of Ordinances Passed	55	36	59	30	30
Meetings Held					
- Work Sessions	22	22	22	20	20
- Regular Meetings	11	12	12	12	12
- Special Meetings	11	10	14	10	10

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Percent of BOMA Meetings with Perfect attendance (9 of 9)	71%	75%	61%	80%	80%
Percent of BOMA Meetings with eight of nine members in attendance (8 of 9)	80%	85%	97%	85%	85%

Franklin Citizens Survey

(Fall 2016)

	2x/week+	2-4x/mo	Once/mo.	Not at all
<input checked="" type="checkbox"/> % of respondents attended a local public meeting	1%	2%	20%	77%
<input checked="" type="checkbox"/> % of respondents who watched a local public meeting	1%	4%	18%	77%

	Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/> % rating the value of services for the taxes paid to Franklin	23%	53%	20%	4%
<input checked="" type="checkbox"/> % rating the overall direction that Franklin is taking	21%	53%	22%	5%
<input checked="" type="checkbox"/> % rating the job Franklin does at welcoming citizen involvement	20%	51%	20%	9%
<input checked="" type="checkbox"/> % rating overall confidence in Franklin government	21%	56%	20%	4%
<input checked="" type="checkbox"/> % rating the City of Franklin generally acting in the best interest of the community	23%	51%	22%	5%
<input checked="" type="checkbox"/> % rating Franklin government in being honest	23%	51%	21%	5%
<input checked="" type="checkbox"/> % rating Franklin government treats all residents fairly	22%	50%	22%	7%

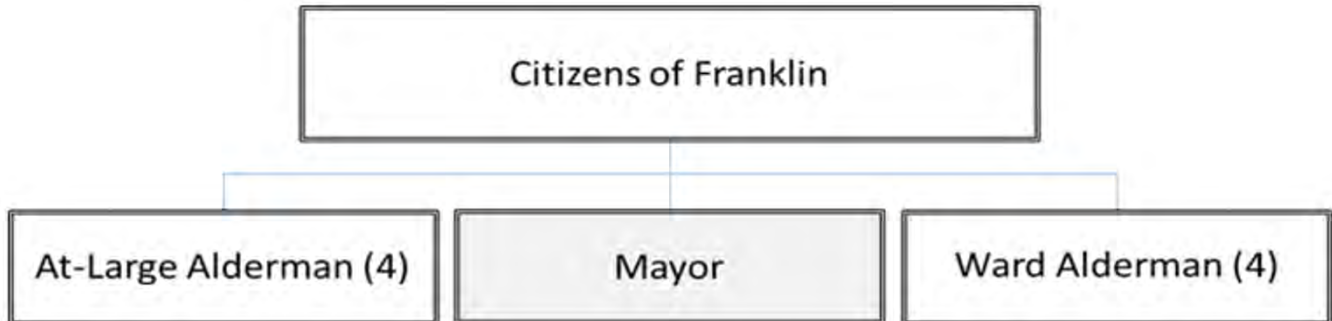
*2017 and 2018 data estimated.



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Mayor		1	0	1	0	1	0	1	0	1	0
Aldermen		8	0	8	0	8	0	8	0	8	0
Totals		9	0	9	0	9	0	9	0	9	0

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Officials Fees	129,160	129,227	129,267	129,267	129,267	-	0.0%
Employee Benefits	102,182	115,843	130,658	100,883	114,352	(16,306)	-12.5%
Total Personnel	231,342	245,070	259,925	230,150	243,619	(16,306)	-6.3%
Operations							
Transportation Services	18	26	200	100	200	-	0.0%
Operating Services	-	-	620	600	630	10	1.6%
Notices, Subscriptions, etc.	22,290	75,065	28,257	29,457	82,475	54,218	191.9%
Utilities	1,630	1,734	1,709	1,710	1,750	41	2.4%
Professional Development/Travel	9,308	10,621	20,320	20,120	21,525	1,205	5.9%
Office Supplies	9,586	8,402	8,000	8,000	8,250	250	3.1%
Operating Supplies	-	-	550	550	600	50	9.1%
Fuel & Mileage	287	1,274	1,200	1,000	1,000	(200)	-16.7%
Machinery & Equipment (<\$25,000)	-	-	1,540	1,000	19,560	18,020	1170.1%
Property & Liability Costs	789	990	1,040	1,485	1,557	518	49.8%
Total Operations	43,908	98,112	63,436	64,022	137,547	74,112	116.8%
Capital	-	-	-	-	-	-	0.0%
Total Elected Officials	275,250	343,182	323,361	294,172	381,166	57,806	17.9%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	483,569	510,140	604,393	537,735	995,332	390,939	64.7%
Operations	53	-17,958	33,869	42,752	23,591	-10,278	-30.3%
Capital	0	0	0	0	0	-	0.0%
Total	483,622	492,182	638,262	580,487	1,018,923	380,662	59.6%

Departmental Summary

The Administration Office handles the general administration of the City and executes the policies and objectives of the Board of Mayor and Aldermen.

The Board of Mayor and Aldermen's meeting agendas are currently available on the City's website via an agenda software management program, Granicus. This web based program replaced the paper agenda packets and provides for a centralized electronic creation approach to compiling the agenda. Board members, staff, and citizens are able to access current and past meeting agendas, supporting documents, and minutes through the software's online interaction application. Agendas remain on the City's website after the meeting, and the video clip is linked to the respective item on the agenda.

The offices of the Mayor and Administration (along with Communications and Law) were renovated in FY 2016 and began to be utilized in FY 2017. We believe this improvement has been beneficial for citizens and staff alike.

The Administration Department continues to codify the Municipal Code on the City's website. It is updated on a constant basis thru MuniCode, our contracted codifier of the code. Besides the value of making this information available to citizens 24/7, it is current and also minimizes the use and cost of paper products.

In accordance with the City's Records Retention Policy, the Administration Department continues to purge and destroy those files, records, and documents exceeding the recommended retention period. In the spring of each year the Administration Department hosts a "shred day" for all departments. This continuing practice has eliminated a number of file cabinets, thereby saving departments valuable storage space.

The Administration Department has moved historical record books (Board and Committee minutes, Ordinances and Resolutions) to fireproof cabinets at the Five Points building storage area. This brought us into compliance with records storage practices as well as free up valuable office space in the Administration Department.



City of Franklin, Tennessee

FY 2018 Operating Budget

Administration

Eric S. Stuckey, City Administrator

FY 2018 Outlook

The Administration Department will continue to process the Board's agendas using an agenda management system. After system users monitored the Granicus product for efficiency and support, we reached out to other vendors to compare the product. Similar products are on the market with enhanced features and additional amenities at a comparable price. Therefore, we are proposing a different vendor in FY2018 that would exceed the current program's services at a comparable price.

The preservation of historical records will also continue. The City maintains historical record books dating back to the mid 1800's. Staff is researching a more secure, safekeeping retention method such as professional scanning and storage of these records.

To meet the State's requirement for the City to have a public records policy in effect by July 1, 2017, staff is researching a software program to process these requests for public records. We believe we will be able to process these requests for records more efficiently and expediently while maintaining the integrity of the records with the new software.

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.



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

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



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.

Theme: Quality Life Experiences



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)



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)

Theme: Quality Life Experiences



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.

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 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 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)

Theme: Sustainable Growth & Economic Prosperity



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.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Number of Agenda Packets reviewed	30	44	57	40	40
Number of Sets of Minutes Produced	61	88	57	80	80
Number of documents scanned into OnBase:					
Resolutions	58	111	70	100	100
Ordinances	31	36	54	30	30
Sets of Minutes	58	55	57	60	60



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)

Efficiency Measures

	2014	2015	2016	2017*	2018*
Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.					
Percentage of time target met	85%	90%	90%	90%	90%

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
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.					
Franklin Baseline: 90% or better of citizens who consider Franklin's quality of life to be excellent/good.					
Overall quality of life to be excellent/good^	94%	94%	97%	97%	TBD
Target	90%	90%	90%	90%	90%
Meets Target?	Yes	Yes	Yes	Yes	TBD
^Survey dated & needs to be updated					
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					
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.					
Target	TBD	TBD	TBD	TBD	TBD
Meets Target?	TBD	TBD	TBD	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the 100 Best Places to live in the United States.					
Franklin Ranking	42	42	42	TBD	TBD
Target (Baseline 60 in 2010, Money Magazine)	52	42	42	42	42
Meets Target?	Yes	Yes	Yes	TBD	TBD
Improve ranking as one of the top business-friendly cities in Tennessee.					
Franklin Ranking	3	2	2	TBD	TBD
Target (Baseline from Beacon Center of Tennessee)	1	2	2	2	2
Meets Target?	No	Yes	Yes	TBD	TBD
Achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.					
Franklin Designation	No	No	No	TBD	TBD
Target (Baseline from: http://the-aarc.org)	Yes	Yes	Yes	Yes	Yes
Meets Target?	No	No	No	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)

	Franklin will strategically manage its growth and the value of its assets.					
	80% or better of citizens reporting satisfaction with the managed growth of the community.					
	Franklin Baseline: Citizen Perception reported through community survey; survey to be developed.					
	Target	80%	80%	84%	84%	TBD
Meets Target?	TBD	TBD	Yes	Yes	TBD	

Franklin Citizens Survey

(Fall 2016)

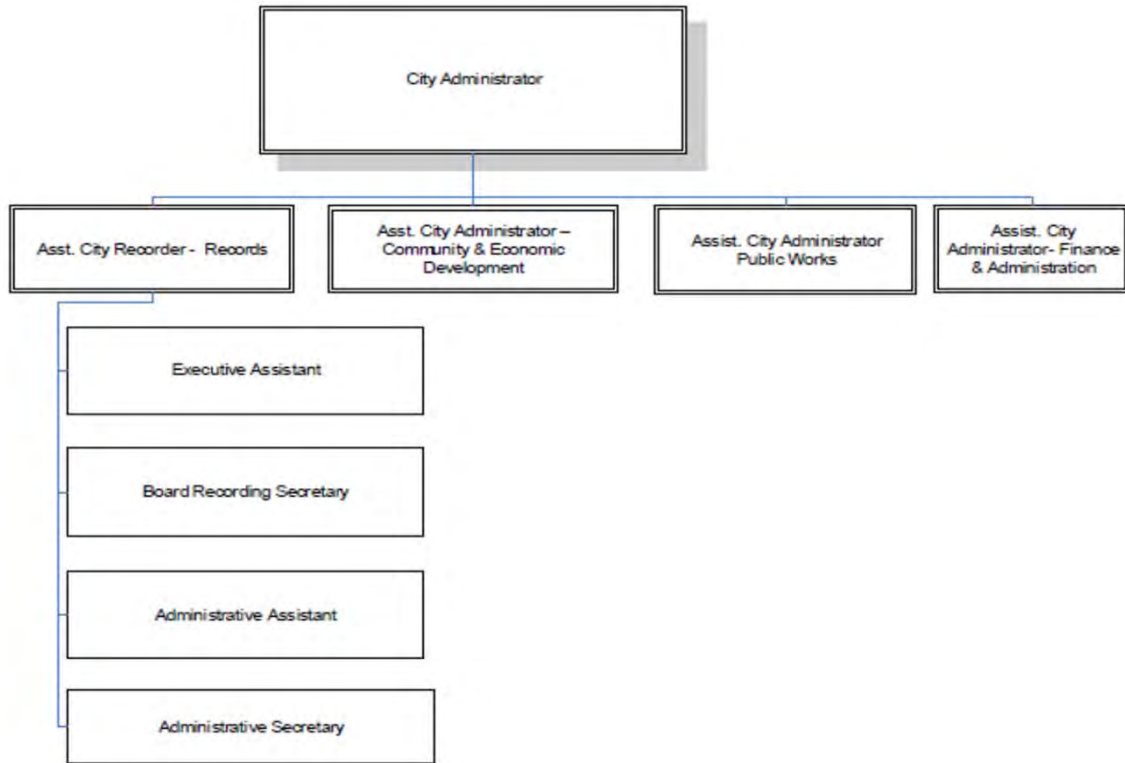
		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating Franklin as a place to raise children	72%	25%	2%	1%
<input checked="" type="checkbox"/>	% rating Franklin as a place to work	57%	34%	8%	1%
<input checked="" type="checkbox"/>	% rating Franklin as a place to visit	62%	31%	7%	1%
<input checked="" type="checkbox"/>	% rating Franklin as a place to retire	53%	32%	11%	4%
<input checked="" type="checkbox"/>	% rating the overall quality of life in Franklin	63%	34%	3%	0%
<input checked="" type="checkbox"/>	% rating Overall customer service by Franklin employees	37%	53%	8%	2%
<input checked="" type="checkbox"/>	% rating the quality of services provided by the City of Franklin	36%	57%	6%	1%



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	Grade P	1	0	1	0	1	0	1	0	1	0
Asst. City Admin-Community Development	Grade N	0	0	0	0	0	0	0	0	1	0
Asst. City Admin-Finance/Admin	Grade N	0	0	0	0	0	0	0	0	1	0
Asst. City Admin-Public Works	Grade N	0	0	0	0	0	0	1	0	1	0
Asst City Recorder - Admin	Grade G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	0	0	0	0	0	0	0	0	1	0
Recording Secretary to BOMA	Grade C	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	1	1	1	1	1	1	1	1	1	0
Administrative Analyst(Intern)	---	1	0	1	0	1	0	0	1	0	1
TOTALS		6	1	6	1	6	1	6	2	9	1

*Note: Assistant City Administrator/Public Works only funded for six months in 2017. Fully funded in FY 2018.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	371,478	380,494	444,727	406,619	791,703	346,976	78.0%
Employee Benefits	112,091	129,646	159,666	131,116	203,629	43,963	27.5%
Total Personnel	483,569	510,140	604,393	537,735	995,332	390,939	64.7%
Operations							
Transportation Services	760	429	940	790	850	(90)	-9.6%
Operating Services	5,975	3,791	17,900	18,025	17,900	-	0.0%
Notices, Subscriptions, etc.	12,172	15,842	7,270	21,702	7,305	35	0.5%
Utilities	11,807	10,171	11,985	11,985	12,315	330	2.8%
Contractual Services	-	32	11,410	11,410	11,465	55	0.5%
Repair & Maintenance Services	5,285	2,982	5,680	5,180	5,515	(165)	-2.9%
Employee programs	9,190	5,008	24,800	24,072	26,100	1,300	5.2%
Professional Development/Travel	9,281	10,041	17,940	17,340	17,960	20	0.1%
Office Supplies	14,374	13,635	15,360	17,600	16,200	840	5.5%
Operating Supplies	675	683	2,770	2,520	2,565	(205)	-7.4%
Fuel & Mileage	86	640	4,200	550	600	(3,600)	-85.7%
Machinery & Equipment (<\$25,000)	51,680	43,935	31,300	31,300	44,300	13,000	41.5%
Repair & Maintenance Supplies	1,949	-	1,200	-	-	(1,200)	-100.0%
Property & Liability Costs	6,709	7,200	7,557	10,531	11,055	3,498	46.3%
Permits	-	-	4,900	4,900	4,910	10	0.2%
Other Business Expenses	45	-	-	10	-	-	0.0%
Debt Service	-	7,640	7,640	3,820	-	(7,640)	-100.0%
Interfund Reimbursements	(129,936)	(139,987)	(138,983)	(138,983)	(155,449)	(16,466)	11.8%
Total Operations	53	(17,958)	33,869	42,752	23,591	(10,278)	-30.3%
Capital	-	-	-	-	-	-	0.0%
Total Administration	483,622	492,182	638,262	580,487	1,018,923	380,662	59.6%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	856,000	879,839	942,682	1,034,788	941,514	-1,168	-0.1%
Operations	265,520	332,028	459,838	454,812	190,393	-269,444	-58.6%
Capital	38,928	0	0	0	0	-	0.0%
Total	1,160,448	1,211,867	1,402,520	1,489,599	1,131,907	-270,612	-19.3%

Departmental Summary

The goal of the Human Resources Department is to administer a comprehensive human resources program for all City of Franklin employees.

Functions include

- (1) recruitment, testing, selection and orientation of new employees,
- (2) procurement and administration of the comprehensive fringe benefit package,
- (3) review, update and implementation of the Human Resources Policies and Procedures,
- (4) classification and compensation administration,
- (5) employee and supervisory training, and
- (6) procurement and administration of all lines of risk insurance.

Assistance is provided to department heads and supervisors to assure fairness and consistency among hiring and promotional practices, disciplinary and termination practices and for day-to-day policy interpretation.

Franklin:

- The HR Department purchased Kronos Talent Acquisition to assist in job requisitions and applicant tracking and it continues to be utilized to aid in reducing the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. Kronos Talent Acquisition allows us to onboard a new employee without paper. All documents are stored within the system.
- The City has received \$561,887 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- As a result of strong workers' compensation claim management by the Risk staff, the City has received \$272,025 in returns from Travelers.
- We have received our experience modification rate from NCCI for the FY 2018 insurance period and it is 0.70. The "mod" rate is a factor that is developed between the insured's actual past experience and the expected or actual experience of the WC class code. When it is applied to our manual premium, it produces a premium that is more representative of our actual loss experience. Since we are below 1.0 (which is average) we will pay less premium for FY 2018.



City of Franklin, Tennessee

FY 2018 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

Department Summary (Continued)

- The Human Resources Department believes that health and wellness is an important component of maintaining sustainable communities. This year, we offered flu shots, held the annual health and wellness fair, offered Group Fitness and Yoga classes, and offered a number of departmental contests such as the walking challenge and the risk assessment health challenge.
- We have implemented Kronos self-service. This software will eliminate entering data into numerous spreadsheets increasing efficiency and improving accuracy. We have also completed the second phase of Kronos, which is the time keeping piece, allowing employees to clock in via timeclocks, computer and/or mobile app.
- The City of Franklin has completed its first annual evaluation cycle through Trakstar. All employee evaluations have been completed in Trakstar which is a totally paperless system. Trakstar will also enable supervisors and employees to record performance issues in real time allowing immediate feedback. Trakstar is also used for inputting employee goals and allows that employee to track and complete their progress of each goal. Since implementing Trakstar, we have noticed an increase in employee participation and many departments have encouraged their employees to use the system regularly.
- The Human Resources department also implemented a new employee perks program called AccessPerks. It allows employees to log on via a created username and password to have access to discounted products such as clothing, entertainment, restaurants, vacation packages, etc.

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.



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

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



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 70th 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.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

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: 69 Franklin employees had accidents in FY 2013.

Baseline: Number of lost work days by employees in FY2013 was 158.

Goal: To have effective training and development objectives within every employee's work plan.

Baseline: Number of credit hours reimbursed for employees in FY 2013 was 345.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Organization-Wide					
Number of Budgeted Positions Full-Time	700	705	717	708	708
Number of Budgeted Positions Part-Time	67	66	61	58	58
Total FTEs (entire organization)	635	675	664	688	688
Number of exempt FTEs	100	110	112	123	123
Number of non-exempt FTEs	535	564	552	562	562
Employee Turnover for Full-Time Positions (Not Including Retirees)	4.60%	6.75%	11%	4%	5%
Tennessee Statewide Benchmarking Average	7.16%	8.00%	8.96%	TBD	TBD
Number of Vacancies Advertised Externally **	75	80	43	94	86
Number of External Applications Processed	5,411	5,835	2,037	3,955	6,201
Average Number of Applications per Advertised External Vacancy	72	60	32	52	70
Average Number of Days to Fill a Position Advertised Externally	85	83	79	75	60
Number of new employees hired	112	138	53	112	131
Number of new hires that were from within ranks (promoted)	9	13	0	16	12
OSHA 300 log recordable injuries or illnesses	38	53	10	21	0
Workers' compensation claims	92	65	27	62	0
Human Resources Department Statistics					
Total number of FTEs	10.00	10.00	11.00	10.00	11.00
Human Resources Staff per 100 Employees	0.89	0.68	0.64	0.68	0.68
Applications processed Internal & External	5671	6200	2037	3955	6401
Requisitions approved Internal & External	80	97	52	114	116

**includes postings with multiple vacancies



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Efficiency Measures

	2014	2015	2016	2017*	2018*
Benefits to Salary Ratio (All Funds)	69.96%	33.21%	37.98%	TBD	TBD
Tennessee Statewide Benchmarking Average	46.49%	44.86%	45.44%	TBD	TBD
Personnel Costs (All Funds) per FTE	\$ 88,766	\$ 68,796	\$ 69,515	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 66,257	\$ 64,637	\$ 66,178	TBD	TBD
Human Resources Cost per Total FTE (City -Wide)	\$ 1,955	\$ 2,000	\$ 2,029	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 848	\$ 978	\$ 850	TBD	TBD
Workers Compensation Cost per Claim	\$ 4,615	\$ 4,659	\$ 4,497	\$ 3,918	TBD
Tennessee Statewide Benchmarking Average	\$ 5,989	\$ 5,353	\$ 8,207	TBD	TBD
Annual Wellness Cost per FTE	\$ 35.00	\$ 35.00	\$ 36.00	\$ 38.00	TBD
Total benefits as a percent of total wages [^]	70.0%	33.0%	38.0%	TBD	TBD
Tennessee Statewide Benchmarking Average	46.5%	44.9%	45.4%	TBD	TBD
Retirement Contributions as a percent of total payroll [^]	45.5%	7.2%	8.3%	10.0%	10.0%
Tennessee Statewide Benchmarking Average	20.2%	16.8%	18.1%	TBD	TBD
Benefits as a percentage of All Funds personnel costs [^]	41.2%	24.9%	27.5%	TBD	TBD
Tennessee Statewide Benchmarking Average	31.5%	34.3%	31.1%	TBD	TBD

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
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.					
City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.					
	Current Franklin	TBD	TBD	TBD	TBD
	Target	70.0%	70.0%	70.0%	70.0%
	Meets Target?	TBD	TBD	TBD	TBD
Actively recruit and retain a workforce representative of the community.					
	% of Employees Female	23%	22%	20%	21.0%
	% of Franklin Female	52.2%	52.2%	52.2%	52.2%
	Meets Target?	No	No	No	TBD
	% of Employees Minority	7.3%	7.5%	6.0%	6.0%
	% of Franklin Minority	15.6%	15.6%	15.6%	15.6%
	Meets Target?	No	No	No	TBD
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.					
A safe and healthy workplace.					
	# of employees who had accidents	92	46	TBD	TBD
	# Number of lost work days by employees	81	95	110	34



City of Franklin, Tennessee

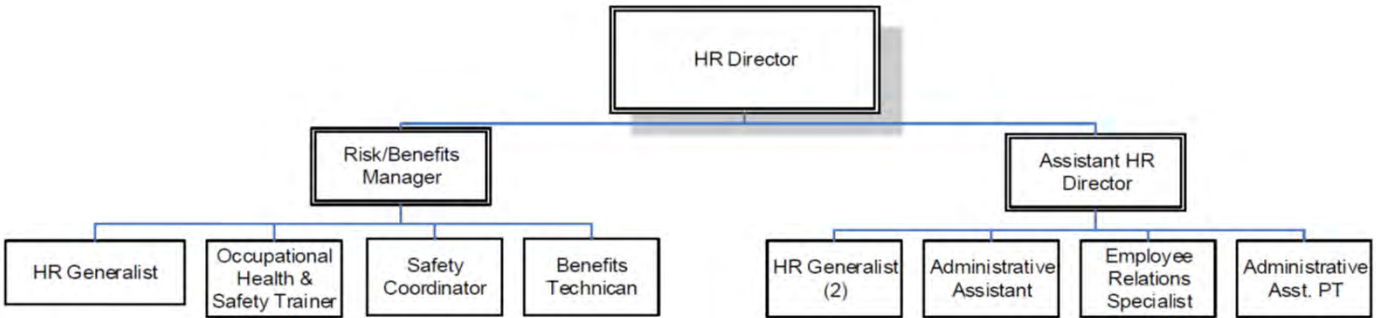
FY 2018 Operating Budget

Performance Measures

Meets Target?	TBD	TBD	TBD	TBD	TBD
# of credit hours reimbursed for employees	239	192	200	200	200

*2017 and 2018 estimated. ^Spike in FY 2014 caused by issuance of Pension Bonds.

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Human Resources Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant HR Director/Benefits	Grade K	1	0	1	0	0	0	0	0	0	0
Assistant HR Director	Grade K	0	0	0	0	1	0	1	0	1	0
Risk Manager	Grade J	1	0	1	0	0	0	0	0	0	0
Risk/Benefits Manager	Grade J	0	0	0	0	1	0	1	0	1	0
Employee Relations Mgr II	Grade J	1	0	1	0	0	0	0	0	0	0
Employee Relations Specialist	Grade G	0	0	0	0	1	0	1	0	1	0
Occupational Health & Safety Train	Grade G	1	0	1	0	1	0	1	0	1	0
Safety Coordinator	Grade G	1	0	1	0	1	0	1	0	1	0
Human Resources Generalist	Grade G	2	0	2	0	2	0	2	0	3	0
Benefits Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Human Resources Technician	Grade D	2	0	2	0	2	0	2	0	0	0
Administrative Assistant	Grade D	0	1	0	1	0	1	0	1	1	1
TOTALS		11	1	11	1	11	1	11	1	11	1



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	668,147	690,422	739,037	800,772	725,670	(13,367)	-1.8%
Employee Benefits	187,853	189,417	203,645	234,016	215,844	12,199	6.0%
Total Personnel	856,000	879,839	942,682	1,034,788	941,514	(1,168)	-0.1%
Operations							
Transportation Services	7,414	3,490	7,100	4,546	8,100	1,000	14.1%
Operating Services	5,194	1,637	4,000	1,565	4,130	130	3.3%
Notices, Subscriptions, etc.	7,522	16,817	16,300	16,077	17,500	1,200	7.4%
Utilities	6,230	6,527	7,111	7,323	7,450	339	4.8%
Contractual Services	125,013	175,123	186,500	196,711	96,500	(90,000)	-48.3%
Repair & Maintenance Services	3,610	4,876	5,500	1,895	6,000	500	9.1%
Employee Programs	214,720	201,941	281,000	245,056	274,500	(6,500)	-2.3%
Professional Development/Travel	15,192	22,300	30,200	31,373	37,200	7,000	23.2%
Office Supplies	6,467	8,215	9,980	8,915	9,750	(230)	-2.3%
Operating Supplies	1,490	1,648	4,295	3,320	4,300	5	0.1%
Fuel & Mileage	1,456	933	2,000	900	1,500	(500)	-25.0%
Machinery & Equipment (<\$25,000)	6,664	21,065	23,250	52,000	23,750	500	2.2%
Repair & Maintenance Supplies	121	644	530	-	550	20	3.8%
Property & Liability Costs	6,896	6,953	7,301	9,768	10,256	2,956	40.5%
Other Business Expenses	-	-	530	-	550	20	3.8%
Debt Service and Lease Payments	175,486	184,210	208,176	209,297	12,708	(195,468)	-93.9%
Interfund Reimbursements	(317,955)	(324,351)	(333,935)	(333,935)	(324,351)	9,584	-2.9%
Total Operations	265,520	332,028	459,838	454,812	190,393	(269,444)	-58.6%
Machinery & Equipment (>\$25,000)	38,928	-	-	-	-	-	0.0%
Capital	38,928	-	-	-	-	-	0.0%
Total Human Resources	1,160,448	1,211,867	1,402,520	1,489,599	1,131,907	(270,612)	-19.3%



City of Franklin, Tennessee

FY 2018 Operating Budget

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	347,789	378,088	474,389	472,395	487,703	13,314	2.8%
Operations	-5,296	-44,823	51,150	62,531	58,405	7,255	14.2%
Capital	0	0	0	0	0	0	0.0%
Total	342,493	333,265	525,539	534,926	546,108	20,569	3.9%

Departmental Summary

The Law Department provides legal advice to the Mayor, Aldermen, City Administrator, department directors, boards, commissions, committees, and other city officials. These duties include:

- 1) to direct professional and other employees in the Law Department in the provision of legal services to the City,
- 2) to supervise preparation and review of contracts, deeds, bonds, ordinances, resolutions, real estate transactions and agreements for the City by rendering opinions relative to substance, form and propriety of such documents,
- 3) to attend and provide legal counsel to Board of Mayor and Aldermen meetings and committee meetings as may be required,
- 4) to direct the management of all litigation in which the City is a party or is interested, including the functions of prosecuting attorney in City Court appeals,
- 5) to apply in the name of the City for injunctive or other extraordinary relief as authorized by law,
- 6) to assist in development of administrative policies, rules and regulations,
- 7) to represent the City in legal issues at administrative hearings, in meetings with government officials and in professional educational organizations, and
- 8) to recommend and arrange for retention of special counsel in cases involving extensive or specialized litigation.



City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme:

The Law Department supports all four themes of the Strategic Plan.

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

Workload (Output) Measures

	FY 2014 3/1/2013 - 3/1/2014	FY 2015 3/1/2014 to 3/1/2015	CY 2015 01/01/2015 - 12/21/2015	2017*	2018*
Number of Ordinances Drafted/Reviewed	29	28	35	45	all
Number of Resolutions Drafted/Reviewed	59	67	66	85	all
Number of Contracts Drafted/Reviewed	197	259	269	299	all
Legal Opinions Distributed (<i>Goal : Distribute 1 every month</i>)	9	12	11	12	12
Total Number of Litigation Cases Opened/Closed	154	120/104	125/114	109/91	as many as needed
Number of Other Tasks Created/Completed	607/540	665/666	995/974	1075/1037	as many as needed

Efficiency Measures

	2014	2015	2016*	2017*	2018*
TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

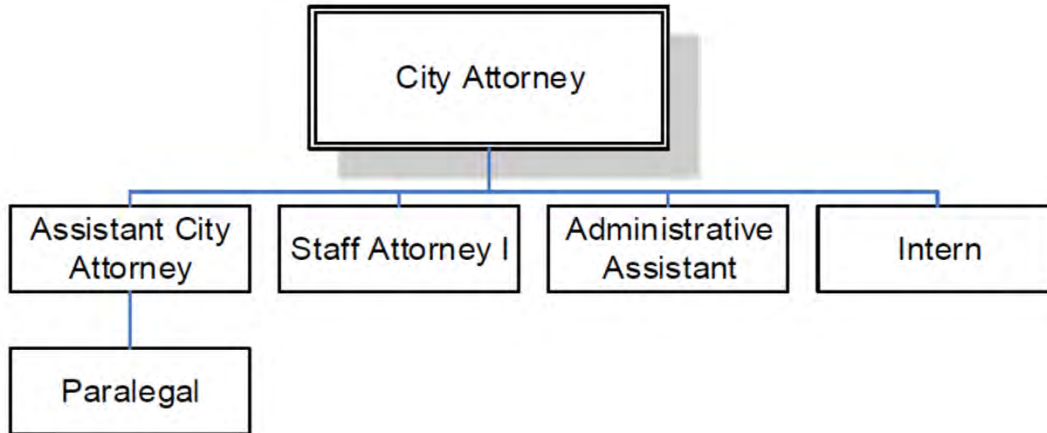
	2014	2015	2016*	2017*	2018*
TBD	TBD	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Attorney	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	Grade K	0	0	0	0	1	0	1	0	1	0
Staff Attorney I	Grade I	1	0	1	0	0	0	0	0	1	0
Paralegal	Grade F	1	0	1	0	1	0	2	0	1	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	---	0	1	0	0	0	1	0	1	0	1
TOTALS		4	1	4	0	4	1	5	1	5	1



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	263,592	289,874	351,713	373,411	367,629	15,916	4.5%
Officials Fees	-	56	56	-	56	-	0.0%
Employee Benefits	84,197	88,158	122,620	98,984	120,018	(2,602)	-2.1%
Total Personnel	347,789	378,088	474,389	472,395	487,703	13,314	2.8%
Operations							
Transportation Services	906	798	1,430	1,430	1,450	20	1.4%
Operating Services	6,042	6,941	9,850	10,250	10,250	400	4.1%
Notices, Subscriptions, etc.	15,861	15,423	18,520	18,770	20,710	2,190	11.8%
Utilities	2,285	2,689	4,160	4,190	4,250	90	2.2%
Contractual Services	42,970	9,214	98,530	98,530	101,240	2,710	2.8%
Employee programs	2,897	2,746	4,350	4,410	4,460	110	2.5%
Professional Development/Travel	9,265	10,239	11,950	11,900	12,560	610	5.1%
Office Supplies	3,191	4,039	4,630	4,630	5,040	410	8.9%
Operating Supplies	150	158	725	725	750	25	3.4%
Fuel & Mileage	-	-	420	420	420	-	0.0%
Machinery & Equipment (<\$25,000)	4,620	5,471	10,480	20,800	16,450	5,970	57.0%
Repair & Maintenance Supplies	-	-	150	150	150	-	0.0%
Property & Liability Costs	2,902	2,821	2,945	3,316	3,482	537	18.2%
Financial Fees	-	-	500	500	500	-	0.0%
Permits	1,882	928	5,775	5,775	6,454	679	11.8%
Interfund Services Reimbursements	(98,267)	(106,289)	(123,265)	(123,265)	(129,761)	(6,496)	5.3%
Total Operations	(5,296)	(44,823)	51,150	62,531	58,405	7,255	14.2%
Capital	-	-	-	-	-	-	0.0%
Total Law Department	342,493	333,265	525,539	534,926	546,108	20,569	3.9%



City of Franklin, Tennessee

FY 2018 Operating Budget

Communications

Milissa Reiersen, Communications Manager

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	301,490	356,559	420,918	436,216	383,767	-37,151	-8.8%
Operations	11,710	-4,130	107,927	99,818	-14,722	-122,649	-113.6%
Capital	0	0	0	0	0	0	0.0%
Total	313,200	352,429	528,845	536,034	369,046	-159,799	-30.2%

Departmental Summary

The Communications Division was created within the City Administrator’s Office in December 2008 to develop internal and external communications and citizen participation initiatives. The Division also handles all media relations for the City and manages the City’s Government Access Channel, Franklin TV.

We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional excellence.



FY 2018 Outlook

The Communications Division continues to work on transforming Franklin TV to a High Definition station in order to provide better quality video services with compatible equipment. This would also allow the city to stream in HD on YouTube and Roku and provide a higher quality signal to our current providers ATT and Comcast/Xfinity.

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 2018 Operating Budget

Performance Measures (con't)



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

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



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.

Theme: Quality Life Experiences



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.

Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Average Page views to City website	149,882	160,000	176,538	190,000	190,000
Special Events Processed by City	55	55	47	55	55
Film Permits Processed by the City	25	22	12	22	22
Goal: Provide proactive and timely information					
Number of Press Releases (excluding Police & Fire)	43	40	28	30	30
Goal: Produce informative programming for Franklin TV					
Local programming produced for Franklin TV (not including meetings)	43	45	33	40	40
Produced programming for YouTube (Social Media Program titled Franklin Insider)	23	45	72	75	80

Efficiency Measures

	2014	2015	2016*	2017*	2018*
Social Media interaction/capita					
Social Media interaction/week					



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Increase the public's use of social media forms of communication with the City of Franklin by at least 10 percent.					
Average visits to City's website	149,882	160,000	176,538	190,000	190,000
Target	50,000	160,000	175,000	190,000	190,000
Meets Target?	Yes	Yes	Yes	TBD	TBD
Facebook (number of followers)	14,224	18,076	27,661	30,000	35,000
Target	9,450	15,646	17,211	30,000	35,000
Meets Target?	Yes	Yes	Yes	TBD	TBD
Twitter (number of followers)	10,300	11,330	22,100	26,000	30,000
Target	6,690	11,330	12,500	26,000	30,000
Meets Target?	Yes	Yes	Yes	TBD	TBD
YouTube (upload views)	198,377	217,225	259,420	265,000	270,000
Target	112,420	217,225	240,000	265,000	270,000
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.					
Increase participation by 10% annually at permitted arts and cultural events in Franklin.					
<i>Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.</i>	<i>Baseline to be established</i>				
Meets Target?	TBD	TBD	TBD	TBD	TBD
Increase annually the number of events that satisfy all the criteria identified on the application for permit.					
<i>Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).</i>	<i>Baseline to be established</i>				
Meets Target?	TBD	TBD	TBD	TBD	TBD

*2017 and 2018 estimated.

Franklin Citizens Survey

(Fall 2016)

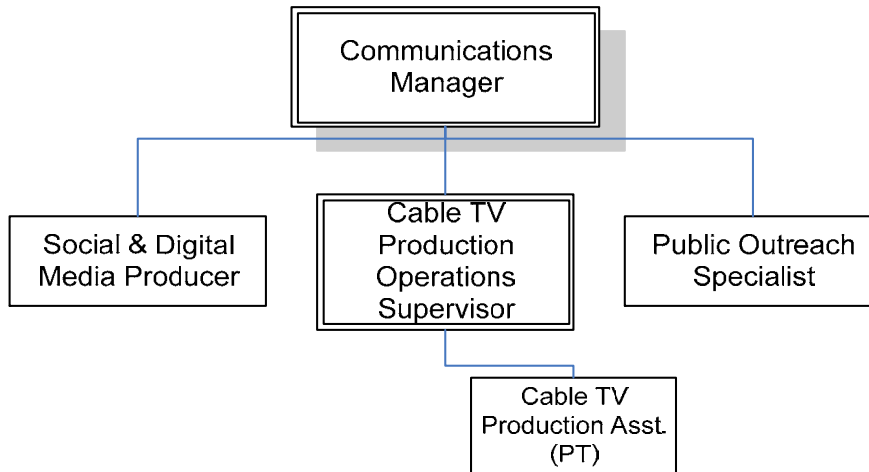
	2x/week+	2-4x/mo	Once/mo.	Not at all
<input checked="" type="checkbox"/> % of respondents attended a City-sponsored event	4%	10%	56%	30%
	Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/> % rating the quality of Public information services	27%	51%	18%	3%
<input checked="" type="checkbox"/> % rating the quality of Cable television	16%	38%	28%	18%
<input checked="" type="checkbox"/> % rating the quality of City sponsored special events	39%	49%	11%	2%



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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

Staffing History

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Communications Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Cable TV Production Operations Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Public Outreach Specialist	Grade G	1	0	1	0	1	0	1	0	1	0
Social & Digital Media Producer	Grade F	0	1	0	1	1	0	1	0	1	0
Video/Production Assistant	Grade B	0	1	0	1	0	1	0	1	0	1
Intern	---	0	2	0	2	0	0	0	0	0	0
TOTALS		3	4	3	4	4	1	4	1	4	1



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	237,892	271,288	333,867	325,550	275,750	(58,117)	-17.4%
Employee Benefits	63,598	85,271	87,051	110,666	108,017	20,966	24.1%
Total Personnel	301,490	356,559	420,918	436,216	383,767	(37,151)	-8.8%
Operations							
Transportation Services	462	-	640	600	655	15	2.3%
Operating Services	-	194	225	225	230	5	2.2%
Notices, Subscriptions, etc.	21,473	20,559	21,380	26,549	23,420	2,040	9.5%
Utilities	2,283	3,629	2,905	3,555	3,665	760	26.2%
Contractual Services	18,735	1,000	19,600	19,500	20,100	500	2.6%
Repair & Maintenance Services	388	1,326	2,330	3,080	3,180	850	36.5%
Employee programs	341	150	500	450	500	-	0.0%
Professional Development/Travel	4,336	2,623	10,365	10,305	10,710	345	3.3%
Office Supplies	2,696	3,697	3,150	3,200	3,300	150	4.8%
Operating Supplies	18,316	15,365	29,728	15,000	11,065	(18,663)	-62.8%
Fuel & Mileage	151	238	365	300	370	5	1.4%
Machinery & Equipment (<\$25,000)	19,549	21,205	126,399	125,680	19,500	(106,899)	-84.6%
Repair & Maintenance Supplies	99	330	300	100	300	-	0.0%
Operational Units	165	3,961	4,200	5,000	4,400	200	4.8%
Property & Liability Costs	4,757	4,561	4,788	5,222	5,483	695	14.5%
Other Business Expenses	46	22	-	-	-	-	0.0%
Interfund Service Reimbursements	(82,087)	(82,990)	(118,948)	(118,948)	(121,600)	(2,652)	2.2%
Total Operations	11,710	(4,130)	107,927	99,818	(14,722)	(122,649)	-113.6%
Capital	-	-	-	-	-	-	0.0%
Total Communications Departme	313,200	352,429	528,845	536,034	369,046	(159,799)	-30.2%

Notes:

Personnel: The Communications Office has no requests for additional personnel in FY2018

Operations: In FY2017, Franklin TV was upgraded to HD. While this transition will continue in FY2018, there are no major expenses attributed to the transition.



City of Franklin, Tennessee
FY 2018 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2018 Operating Budget

PUBLIC SAFETY



Public Safety comprises the Police and Fire departments.



Under this operating unit are:

- **Police**
- **Drug Fund**
- **Fire**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	10,937,678	11,452,713	12,154,808	11,710,778	11,718,260	(436,548)	-3.6%
Operations	2,722,915	2,717,843	3,194,475	3,515,448	4,029,758	835,283	26.1%
Capital	87,500	0	30,650	30,649	627,000	596,350	0.0%
Total	13,748,093	14,170,556	15,379,933	15,256,875	16,375,018	995,085	6.5%

Budget Summary - By Division

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Administration	N/A Breakout between Divisions begins FY 2016		4,267,753	3,821,055	5,588,403	1,320,650	30.9%
Operations			7,766,576	7,914,541	7,965,257	198,681	2.6%
CID			3,345,604	3,521,279	2,821,358	(524,246)	-15.7%
Total			15,379,933	15,256,875	16,375,018	995,085	6.5%

Mission

To provide professional police services, in partnership with the community, to ensure a safer Franklin and enhance the quality of life.



Departmental Summary

The Franklin Police Department is responsible for: protecting the public from crime; investigating and apprehending lawbreakers; enforcing City ordinances and traffic laws; providing traffic control at the street level and at City schools; and, providing crime prevention information to various groups throughout the community.

The department will continue its community based approach towards solving crime and quality of life issues. Not only does the department cover all special events in order to create a safe environment for our citizens to enjoy, but also maintains a high degree of efficiency with the day-to-day operation in responding to calls for service.

Objectives for 2018

- Maintain a low crime rate
- Continue to keep the case clearance rate above the national average
- Continue building community partnerships
- Maintain the budgeted staffing level
- Provide training that will move the department from good to great
- Continue to work with the Governor's Highway Safety Office on various traffic and DUI enforcement initiatives to reduce vehicular crashes



City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme: A Safe Clean and Livable City



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.

Goal: The violent crime rate in Franklin will remain no more than 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).

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Calls for service	67709	65347	67085	^	^
Number of Alarm Calls	2543	2559	3626	^	^
Number of Offenses	2629	4323	4322	^	^
Number of Arrest	3169	2667	2536	^	^
Group A Crimes per 100,000	39.446	43.137	47.085	^	^
TIBRS Type A crimes	2618	2863	3125	^	^



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

	TIBRS Type A crimes / 1,000 Population	39	43	47	^	^
	Tennessee Statewide Benchmarking Average	112	106	107	TBD	TBD
	TIBRS Type B crimes	2275	1931	1767	^	^
	Total traffic accidents	2433	2507	2651	^	^
	Public property accidents	2282	2449	2312	^	^
	Public property accidents / 1,000 population	34.4	36.9	34.8	^	^
	Tennessee Statewide Benchmarking Average	43.4	48.7	45.5	TBD	TBD
	Number of FTEs	143	143	143	143	143
	Number of budgeted, full-time, sworn officers	129	128	128	128	128
	Number of support personnel (excludes jail and dispatch)	12	26	14	14	14
	Number of volunteers	15	15	14	14	14
	Number of reserve officers	N/A	N/A	N/A	N/A	N/A
	Police FTE per 1,000 Population	2.16	2.16	2.17	2.04	2.04
	Tennessee Statewide Benchmarking Average	2.96	2.95	2.72	TBD	TBD
	Average training hours taken by individual sworn employees	60	58	50	50	50
	Number of Police Vehicles	167	155	155	155	155
	Reported peak service population	100,000-150,000	100,000-150,000	100,000-150,000	100,000-150,000	100,000-150,000

Efficiency Measures

		2014	2015	2016	2017*	2018*
	Total Per Capita Costs	\$ 234	\$ 234	\$ 236	\$ 218	\$ 234
	Tennessee Statewide Benchmarking Average	\$ 259	\$ 258	\$ 253	TBD	TBD
	Calls per Sworn Officer	525	511	524	^	^
	Tennessee Statewide Benchmarking Average	622	665	582	TBD	TBD
	Public Property accidents per FTE	15.96	17.13	16.06	^	^
	Tennessee Statewide Benchmarking Average	14.24	16.29	TBD	TBD	TBD
	Cost per Call for Service	\$ 229	\$ 238	\$ 234	^	^
	Tennessee Statewide Benchmarking Average	\$ 180	\$ 174	\$ 184	TBD	TBD

Outcome (Effectiveness) Measures

		2014	2015	2016	2017*	2018*
	Traffic Accidents with Injury as a Percentage of Total Traffic Accidents	15.37%	13.36%	12.79%	^	^
	Tennessee Statewide Benchmarking Average	17.57%	15.76%	14.42%	TBD	TBD
	**Maintain violent crime rate in Franklin at least half of the national average and decrease by 3% annually. (# per 100,000 pop.)					
	Violent Crime Rate in Franklin	99	151	TBD	TBD	TBD
	Violent Crime Rate Nationally	366	373	TBD	TBD	TBD
	Franklin as a % of National	27.1%	40.5%	TBD	TBD	TBD
	Target (50% of National) (Source: CJIS Reports, FBI)	41.0%	38.0%	38.0%	38.0%	38.0%
	Meets target?	Yes	Yes/No	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

**Maintain property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.						
	Property Crime Rate in Franklin	990	1058	TBD	TBD	TBD
	<i>Property Crime Rate Nationally</i>	<i>2596</i>	<i>2487</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Franklin as a % of National	38.1%	42.5%	TBD	TBD	TBD
	Target	41.0%	38.0%	38.0%	38.0%	38.0%
	Meets target?	Yes	Yes/No	TBD	TBD	TBD
**Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.						
	Violent Crime Clearance in Franklin	78.0%	65.0%	80%	TBD	TBD
	<i>National Clearance Rate for Violent Crimes</i>	<i>47.4%</i>	<i>46.0%</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Target (National x 1.5)	71.1%	68.1%	TBD	TBD	TBD
	Meets target?	Yes	No	TBD	TBD	TBD
	Franklin Property Crime Clearance Rate	64%	38%	20%	TBD	TBD
	<i>National Property Crime Clearance Rate</i>	<i>20.2%</i>	<i>19.4%</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Target (National x 1.5)	30.3%	27.3%	TBD	TBD	TBD
	Meets target?	Yes	Yes	TBD	TBD	TBD
Overall Clearance Rate	57.0%	54.0%	40.0%	TBD	TBD	

*FY 2017 & 2018 Measures estimated

Calendar Year data. All other data provided is Fiscal Year **except Crime and Clearance Rates.

^ No data forecast. It is the policy of the Franklin Police Department not to forecast crime/accident data.

Franklin Citizens Survey

(Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the overall feeling of safety in Franklin	55%	42%	3%	0%
<input checked="" type="checkbox"/>	% rating the quality of Police/Sheriff services	54%	41%	4%	1%
<input checked="" type="checkbox"/>	% rating the quality of Crime prevention	43%	49%	8%	1%
<input checked="" type="checkbox"/>	% rating the quality of Traffic enforcement	27%	49%	16%	7%

		Essential	Very important	Somewhat important	Not at all important
<input checked="" type="checkbox"/>	% rating how important, if at all, it is for the Franklin community to focus on the overall feeling of safety in Franklin in the coming two years	62%	28%	8%	1%

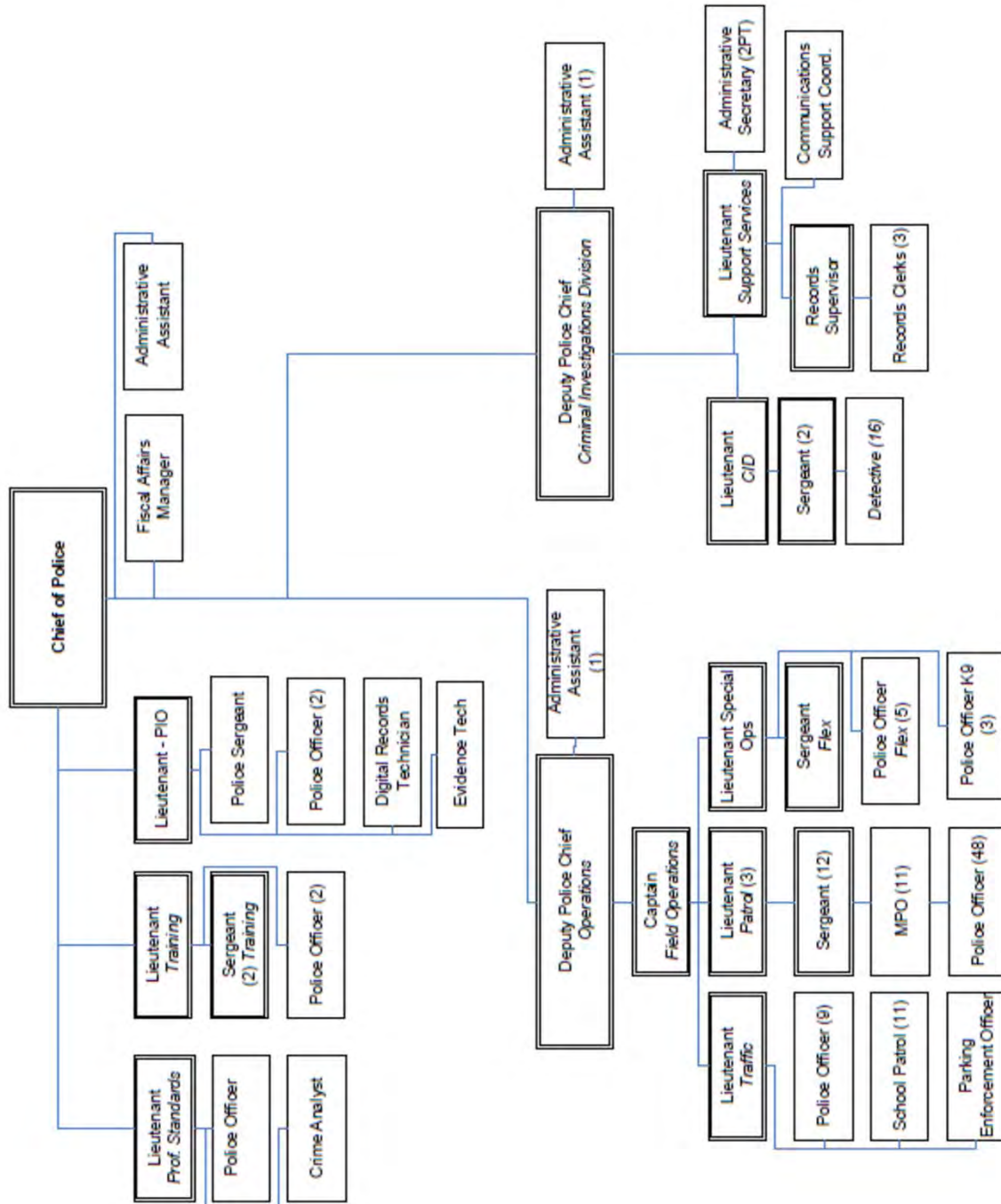
		No	Yes
<input checked="" type="checkbox"/>	% Household member was a victim of a crime in Franklin	95%	5%
<input checked="" type="checkbox"/>	% Reported a crime to the Police in Franklin	87%	13%



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart





City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Sworn Officers											
Police Chief	Grade M	1	0	1	0	1	0	1	0	1	0
Police Deputy Chief	Grade K	3	0	2	0	2	0	2	0	2	0
Field Operations Captain	Grade J	0	0	0	0	1	0	1	0	1	0
Police Lieutenants	Grade I	9	0	9	0	10	0	10	0	10	0
Police Sergeant	Grade G	20	0	20	0	18	0	18	0	18	0
Detective/Master Patrol	Grade F	15	0	27	0	27	0	27	0	27	0
Police Officers	Grade E	80	0	68	0	68	0	70	0	70	0
Police Officer (R&D)	Grade E	1	0	1	0	1	0	0	0	0	0
Non-Sworn Personnel											
Fiscal Affairs Manager	Grade H	0	0	1	0	1	0	1	0	1	0
Crime Analyst	Grade F	0	0	0	0	0	0	1	0	1	0
Digital Records Technician	Grade F	0	0	0	0	1	0	1	0	1	0
Asst. Comm. Super.*	Grade E	1	0	1	0	1	0	0	0	0	0
Records Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Sr. Communications Officer*	Grade E	3	0	3	0	3	0	0	0	0	0
Admin. Asst.	Grade D	4	0	4	0	4	0	3	0	3	0
Comm. Center Support Coord.	Grade D	1	0	1	0	1	0	1	0	1	0
Evidence Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Communications Officer*	Grade D	12	0	12	0	12	0	0	0	0	0
Administrative Secretary	Grade B	0	2	0	2	0	2	0	2	0	2
Records Clerk	Grade B	3	0	3	0	3	0	3	0	3	0
Parking Enforcement Officer	Grade B	1	0	1	0	1	0	1	0	1	0
School Patrol (Part-time)	Grade A	0	18	0	11	0	11	0	11	0	11
Total Authorized Staffing		156	20	156	13	157	13	142	13	142	13

Positions by Division

Administration	N/A Breakout between	8	0	9	0	15	0	17	0
Patrol		88	11	88	11	97	11	97	11
CID		60	2	60	2	30	2	28	2
Total Authorized Staffing		156	13	157	13	142	13	142	13

The City continues to provide for salary costs of 14 communications employees who were transferred to Williamson County in November 2016.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget - Overall

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	8,039,193	8,338,506	8,759,380	8,301,362	8,045,981	(713,399)	-8.1%
Officials Fees	3,200	800	3,200	800	3,200	-	0.0%
Employee Benefits	2,895,285	3,113,407	3,392,228	3,408,616	3,669,079	276,851	8.2%
Total Personnel	10,937,678	11,452,713	12,154,808	11,710,778	11,718,260	(436,548)	-3.6%
Operations							
Transportation Services	9,347	14,007	13,882	14,843	14,091	209	1.5%
Operating Services	92,058	75,638	44,593	69,341	45,300	707	1.6%
Notices, Subscriptions, etc.	41,182	48,512	31,242	35,749	31,711	469	1.5%
Utilities	454,737	450,006	484,071	478,894	490,215	6,144	1.3%
Contractual Services	300	43,845	-	515,923	515,000	515,000	0.0%
Repair & Maintenance Services	255,128	252,883	198,580	345,337	231,558	32,978	16.6%
Employee programs	98,803	149,553	136,662	137,591	138,712	2,050	1.5%
Professional Development/Travel	2,632	739	-	1,053	-	-	0.0%
Office Supplies	29,748	27,571	23,243	23,192	23,592	349	1.5%
Operating Supplies	178,381	352,789	288,749	327,143	285,900	(2,849)	-1.0%
Fuel & Mileage	274,572	192,134	217,000	206,762	200,000	(17,000)	-7.8%
Machinery & Equipment (<\$25,000)	131,607	156,642	521,430	278,423	547,233	25,803	4.9%
Repair & Maintenance Supplies	10,536	4,940	18,494	23,257	18,772	278	1.5%
Operational Units	86,458	86,872	73,525	57,322	74,628	1,103	1.5%
Property & Liability Costs	504,395	418,973	493,935	405,331	425,597	(68,338)	-13.8%
Rentals	4,430	4,295	5,253	3,965	5,332	79	1.5%
Permits	-	15	-	7	-	-	0.0%
Other Business Expenses	3,398	(20)	2,588	1,000	2,627	39	1.5%
Debt Service and Lease Payments	545,203	438,449	641,228	590,315	979,492	338,264	52.8%
Total Operations	2,722,915	2,717,843	3,194,475	3,515,448	4,029,758	835,283	26.1%
Capital	87,500	-	30,650	30,649	627,000	596,350	0.0%
Total Police Department	13,748,093	14,170,556	15,379,933	15,256,875	16,375,018	995,085	6.5%

Notes & Objectives

-The budget includes funding originally from an FY 2015 Program Enhancement for Body Cameras that have not been purchased yet.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget - Administration Division

	Actual 2015	Actual 2016	Budget 2017	Est'd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	N/A Breakout between	1,056,221	920,641	943,602	1,010,249	89,608	9.7%
Officials Fees	Divisions	800	3,200	800	3,200	-	0.0%
Employee Benefits	begins FY 2016	2,820,546	412,949	364,239	460,862	47,913	11.6%
Total Personnel	-	3,877,567	1,336,790	1,308,641	1,474,310	137,520	10.3%
Operations							
Transportation Services		11,781	13,882	14,705	14,091	209	1.5%
Operating Services		72,469	37,093	60,000	37,650	557	1.5%
Notices, Subscriptions, etc.		44,151	31,242	31,106	28,711	(2,531)	-8.1%
Utilities		449,961	484,071	478,894	490,215	6,144	1.3%
Contractual Services	N/A	19,763	-	105	515,000	515,000	0.0%
Repair & Maintenance Services	Breakout	252,606	198,580	345,297	231,558	32,978	16.6%
Employee programs	between	35,413	24,071	25,000	24,432	361	1.5%
Professional Development/Travel	Divisions	739	-	50	-	-	0.0%
Office Supplies	begins FY	26,204	23,243	23,000	23,592	349	1.5%
Operating Supplies	2016 - Detail	279,382	216,399	254,793	203,370	(13,029)	-6.0%
Fuel & Mileage	provided on	192,134	217,000	206,666	200,000	(17,000)	-7.8%
Machinery & Equipment (<\$25,000)	Overall	119,859	513,530	269,880	547,233	33,703	6.6%
Repair & Maintenance Supplies	Summary	2,464	18,494	19,476	18,772	278	1.5%
Operational Units	page for	33,215	10,353	10,353	10,508	155	1.5%
Property & Liability Costs	department	414,354	493,935	147,153	154,510	(339,425)	-68.7%
Rentals		4,295	5,253	3,965	5,332	79	1.5%
Permits		15	-	7	-	-	0.0%
Other Business Expenses		(20)	2,588	1,000	2,627	39	1.5%
Debt Service and Lease Payments		438,449	641,228	590,315	979,492	338,264	52.8%
Total Operations	-	2,397,234	2,930,963	2,481,765	3,487,093	556,130	19.0%
Capital	-	-	-	30,649	627,000	627,000	0.0%
Total Administration Division	-	6,274,801	4,267,753	3,821,055	5,588,403	1,320,650	30.9%

Notes & Objectives

-Reduction in "Notices, Subscriptions, etc." is due to transferring a portion of the funds allocated to "Dues and Memberships" from the Administration budget into the CID and Field Operations budgets.

-Increase in "Fuel & Mileage" is due to forecasted fuel consumption at the price per gallon rate provided by the Finance Dept.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget - CID Division

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	N/A Breakout	2,616,487	2,446,544	2,021,168	1,841,559	(604,985)	-24.7%
Officials Fees	between	-	-	-	-	-	0.0%
Employee Benefits	Divisions	67,748	840,466	833,652	830,092	(10,374)	-1.2%
	begins FY						
Total Personnel		2,684,235	3,287,010	2,854,820	2,671,651	(615,359)	-18.7%
Operations							
Transportation Services		1,158	-	138	-	-	0.0%
Operating Services		1,404	7,500	7,779	7,650	150	2.0%
Notices, Subscriptions, etc.		1,471	-	1,400	1,000	1,000	0.0%
Utilities		45	-	-	-	-	0.0%
Contractual Services	N/A	24,082	-	515,818	-	-	0.0%
Repair & Maintenance Services	Breakout	187	-	-	-	-	0.0%
Employee programs	between	21,244	34,942	34,942	35,466	524	1.5%
Professional Development/Travel	Divisions	-	-	190	-	-	0.0%
Office Supplies	begins FY	-	-	-	-	-	0.0%
Operating Supplies	2016 - Detail	4,955	4,350	4,350	-	(4,350)	-100.0%
Fuel & Mileage	provided on	-	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	Overall	33,657	-	65	-	-	0.0%
Repair & Maintenance Supplies	Summary	785	-	785	-	-	0.0%
Operational Units	page for	10,209	11,802	11,838	11,979	177	1.5%
Property & Liability Costs	department	559	-	89,154	93,612	93,612	0.0%
Rentals		-	-	-	-	-	0.0%
Permits		-	-	-	-	-	0.0%
Other Business Expenses		-	-	-	-	-	0.0%
Debt Service and Lease Payments		-	-	-	-	-	0.0%
Total Operations		99,756	58,594	666,459	149,707	91,113	155.5%
Capital		-	-	-	-	-	0.0%
Total CID Division		2,783,991	3,345,604	3,521,279	2,821,358	(524,246)	-15.7%

Notes & Objectives

-Increase in "Notices, Subscriptions, etc." is due to transferring a portion of the funds allocated to "Dues and Memberships" from the Administration budget into the CID budget.

-Reduction in "Operating Supplies" is due to transferring the funds from "Uniforms Purchased" to the Field Operations budget.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget - Patrol Division

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	N/A Breakout	4,665,798	5,392,195	5,336,592	5,194,173	(198,022)	-3.7%
Officials Fees	between	-	-	-	-	-	0.0%
Employee Benefits	Divisions	225,113	2,138,812	2,210,725	2,378,125	239,313	11.2%
	begins FY						
Total Personnel	-	4,890,911	7,531,007	7,547,317	7,572,298	41,291	0.5%
Operations							
Transportation Services		1,068	-	-	-	-	0.0%
Operating Services		1,765	-	1,562	-	-	0.0%
Notices, Subscriptions, etc.		2,890	-	3,243	2,000	2,000	0.0%
Utilities		-	-	-	-	-	0.0%
Contractual Services	N/A	-	-	-	-	-	0.0%
Repair & Maintenance Services	Breakout	90	-	40	-	-	0.0%
Employee programs	between	92,896	77,649	77,649	78,814	1,165	1.5%
Professional Development/Travel	Divisions	-	-	813	-	-	0.0%
Office Supplies	begins FY	1,367	-	192	-	-	0.0%
Operating Supplies	2016 - Detail	68,452	68,000	68,000	82,530	14,530	21.4%
Fuel & Mileage	provided on	-	-	96	-	-	0.0%
Machinery & Equipment (<\$25,000)	Overall	3,126	7,900	8,478	-	(7,900)	-100.0%
Repair & Maintenance Supplies	Summary	1,691	-	2,996	-	-	0.0%
Operational Units	page for	43,448	51,370	35,131	52,141	771	1.5%
Property & Liability Costs	department	4,060	-	169,024	177,475	177,475	0.0%
Rentals		-	-	-	-	-	0.0%
Permits		-	-	-	-	-	0.0%
Other Business Expenses		-	-	-	-	-	0.0%
Debt Service and Lease Payments		-	-	-	-	-	0.0%
Total Operations	-	220,853	204,919	367,224	392,959	188,040	91.8%
Capital	-	-	30,650	-	-	(30,650)	0.0%
Total Patrol Division	-	5,111,764	7,766,576	7,914,541	7,965,257	198,681	2.6%

Notes & Objectives

-Increase in "Notices, Subscriptions, etc." is due to transferring a portion of the funds allocated to "Dues and Memberships" from the Administration budget into the Field Operations budget.

-Increase in "Operating Supplies" is due to transferring funds from other areas into "Uniforms Purchased."



City of Franklin, Tennessee

FY 2018 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	165,436	295,296	515,642	515,642	502,808		
Revenues	214,482	325,357	124,010	110,366	225,168	101,158	81.57%
Expenditures	84,622	105,011	142,500	123,200	259,646	117,146	82.21%
Ending Balance	295,296	515,642	497,152	502,808	468,330		

Fund Summary

The Drug Fund is really a special revenue account established under Tennessee Code Annotated (T.C.A.) 39-17-420. (A special revenue account exists outside the city's or county's General Fund, and funds in the special revenue account do not revert to the General Fund at the end of the fiscal year).

Revenues come from one-half of the fines from drug offenses, any cash that is forfeited to the city or county as well as the proceeds from the sale of any forfeited property (usually vehicles) and donations.

Legitimate expenditures for the fund include: local drug treatment programs, drug education programs, drug enforcement expenditures (both general drug enforcement and cash transactions relating to undercover operations), general drug enforcement expenditures include all drug enforcement expenditures that are not directly related to undercover operations, (including automobiles for drug investigators, maintenance and operational expenditures for a drug officer's automobile, including gasoline, telephone charges, including cellular telephone charges, office supplies and office equipment for drug enforcement officers, drug identification kits for drug investigators and patrol, drug enforcement training, and drug dogs and their maintenance, including food and veterinary service), and confidential expenditures (i.e. payments made to an informant for information, payments made to an independent undercover agent, and money spent to actually purchase drugs as part of an undercover operation).

Source: Cross, J. Ralph and Barton, Rex. *Drug Fund Manual*. Municipal Technical Advisory Service, University of Tennessee. Knoxville, TN. May 2003.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the Drug Fund. It is supervised by personnel in the Police Department.

Staffing by Position

There are no staff formally associated with the Drug Fund. It is supervised by personnel in the Police Department.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Beginning Fund Balance	165,436	295,296	515,642	515,642	502,808		
Revenues							
DRUG FINES RECEIVED	42,740	137,906	95,397	54,000	77,373	(18,024)	-18.9%
DRUG CONTRBUTIONS TO FPD	16,050	47,824	21,061	24,000	33,534	12,473	59.2%
CONFISCATED GOODS (FEDERAL)	95,226	116,811	-	25,000	89,265	89,265	
CONFISCATED GOODS (STATE)	15,211	10,495	-	-	9,952	9,952	
INTEREST INCOME	937	1,874	1,000	2,600	2,265	1,265	126.5%
SALE OF SURPLUS ASSETS	44,319	10,446	6,552	4,766	12,779	6,227	95.0%
Total Available Funds	214,482	325,357	124,010	110,366	225,168	101,158	81.6%
Expenses (Operations)							
TRANSPORTATION CHARGES	2,564	-	-	-	-	-	0.0%
NOTICES, SUBSCRIPTIONS, PUBLICITY	9,571	-	-	-	-	-	0.0%
REPAIR & MAINTENANCE SERVICES	1,512	-	-	-	-	-	0.0%
EMPLOYEE PROGRAMS	10,295	-	-	-	-	-	0.0%
MACHINERY & EQUIPMENT (<\$25,000)	-	50,909	70,000	96,700	36,000	(34,000)	-48.6%
OPERATIONAL UNITS	38,855	52,220	72,500	24,500	72,500	-	0.0%
OTHER BUSINESS EXPENSES	21,824	1,882	-	2,000	-	-	0.0%
Capital	-	-	-	-	151,146	151,146	100.0%
Total Expenditures	84,622	105,011	142,500	123,200	259,646	117,146	82.2%
Ending Fund Balance	295,296	515,642	497,152	502,808	468,330		

Notes & Objectives

FY 2018 expenses include maintenance of ongoing operations and the funds to outfit three new unmarked cars and purchase a new SWAT vehicle for the Franklin Police Department.



City of Franklin
Revenue Model

Fund: Drug Fund

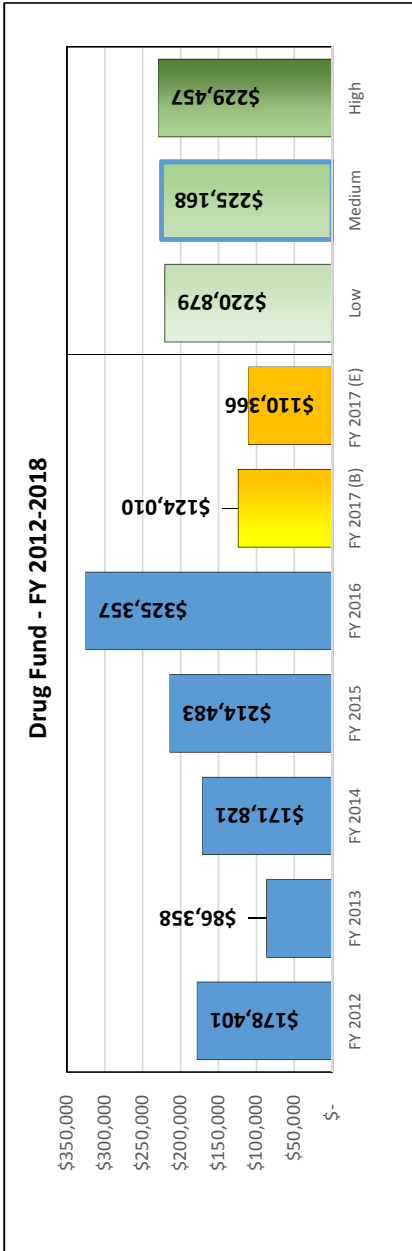
Percent of All Revenues

0.1%

Drug Fund: The Drug Fund is a special revenue account established under Tennessee Code Annotated (T.C.A.) 39-17-420. (A special revenue account exists outside the city's or county's General Fund, and funds in the special revenue account do not revert to the General Fund at the end of the fiscal year).

Revenues come from one-half of the fines from drug offenses, any cash that is forfeited to the city or county as well as the proceeds from the sale of any forfeited property (usually vehicles) and donations.

The FY 2018 Forecast is an increase based on historical averages.



	Actual			Budget			Estimated			Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average	10-Yr Average	
DRUG FINES RECEIVED	50,708	55,078	82,013	42,740	137,906	95,397	54,000	75,900	77,373	78,847	\$	\$	\$	
DRUG CONTRIBUTIONS PAID TO POLICE DEPT	121,312	23,459	68,264	16,050	47,824	21,061	24,000	32,895	33,534	34,173	\$	\$	\$	
CONFISCATED GOODS (FEDERAL)	1,372	3,224	17,087	95,226	116,811	-	25,000	87,565	89,265	90,965				-15.9%
CONFISCATED GOODS (STATE)	5,009	1,840	1,127	15,211	10,495	-	-	9,762	9,952	10,141				
INTEREST INCOME	-	2,757	3,330	937	1,874	1,000	2,600	2,222	2,265	2,308				
SALE OF SURPLUS ASSETS	-	-	-	44,319	10,446	6,552	4,766	12,536	12,779	13,022				
Totals	\$ 178,401	\$ 86,358	\$ 171,821	\$ 214,483	\$ 325,357	\$ 124,010	\$ 110,366	\$ 220,879	\$ 225,168	\$ 229,457				

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2018 Operating Budget

Fire

Rocky Garzarek, Fire Chief

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	11,959,130	12,692,807	13,368,806	14,253,016	14,216,332	847,526	6.3%
Operations	1,808,110	2,252,880	2,461,667	2,329,914	2,485,235	23,568	1.0%
Capital	0	64,776	0	16,194	25,000	25,000	100.0%
Total	13,767,240	15,010,463	15,830,473	16,599,124	16,726,567	896,094	5.7%

Departmental Summary



We continue to thank the Board of Mayor and Aldermen and the City leadership for supporting our vision of "Service through Excellence."

The Fire Department responded to 7,038 incidents in 2016, experiencing a 3.7 percent increase in call volume over the previous year. Our average response time after receiving the dispatch is five minutes and eight seconds (5:08).

Having completed our Foundation Development last year, we are focusing our efforts to create a strategic plan. This effort encourages the participation of every member of our department in using nationally recognized best practices to assess where we are today and to set the direction for our future.

In August 2016, the department occupied its eighth fire station in Westhaven, which included the addition of 12 firefighters and a 75' aerial ladder truck. This station has already reduced response time to west Franklin from seven minutes fourteen seconds to an average of five minutes and forty-three seconds. A grand opening ceremony drew 300 attendees. This station is the first to be equipped with a Station Alerting system, which has several automated features. An automated human voice system dispatches the incident, enabling the emergency telecommunicator to provide more attention to the 911 caller. The alert feature awakens only those firefighters who are assigned to respond. Ramped lighting and sounds reduce firefighter stress and sleep deprivation while reducing delays. The department continues its efforts to retrofit the remaining seven stations with this alerting technology.

Consolidation of Franklin's emergency dispatch center with Williamson County's Emergency Communication Center occurred in November, 2016. In the transition, Williamson County switched to the TriTech Computer Aided Dispatch software, which works in conjunction with a robust automatic vehicle location (AVL) system for each fire apparatus. Emergency telecommunicators now receive automatic recommendations for the best and most appropriate apparatus to respond. The recommendation is generated based upon the location, type of emergency, capabilities of the apparatus and personnel, and the quickest calculated travel time.

With the Goose Creek sewer project forecasted to be completed in 2018, facility tax funds are requested to continue the construction of the permanent fire station in Goose Creek and to procure a fire engine.



City of Franklin, Tennessee

FY 2018 Operating Budget

Fire

Rocky Garzarek, Fire Chief

Departmental Summary (con't)

In November 2016, the department deployed 11 personnel and equipment to Gatlinburg to combat the devastating wildfire in the Smokey Mountains. The fire claimed 14 lives, destroyed 2,460 structures and burned more than 17,000 acres. Our personnel responded to numerous fires and assisted with a grid search for victims. Command staff supported overall incident management. We recognize that we have similar wildland/urban fire interfaces in our community that have the potential to cause significant losses. Our proposed facilities tax budget requests a wildland pumping apparatus that is designed and equipped for these fires.

Life safety inspections in new construction projects continue to monopolize most of our fire inspectors' time. As these inspections do not show any signs of reduction and our current staffing does not allow us to conduct routine inspections of existing facilities, the department did request the addition of three (3) Fire Safety Officers in FY18. This request was unable to be funded due to lack of available resources.

The Franklin Fire Department's fire prevention efforts continue to provide for a safer and more educated community. In 2016, the department reviewed 656 planning projects and 338 fire protection projects, installed more than 300 smoke alarms and 286 car seats, conducted 19 fire drills involving 12,500 people, instructed 40 educational events educating 2,447 children, taught 40 people CPR and 22 to use extinguishers, and conducted 115 station tours that reached more than 7,000 citizens.

Fire apparatus, like other automotive products, require regular maintenance and repair. Each time that a fire truck is taken in for repairs, service to the community is negatively affected. To lessen the chance of this occurring, the fire department maintains three reserve apparatus. Because fire apparatuses are custom built, purchasing and equipping a new truck takes approximately 18 months. With a price tag between \$400,000 and \$1 million depending upon the vehicle, and a 15 plus year service life; the significant cost and time involved in procuring a fire apparatus make it wise to establish a strict vehicle replacement program. This ensures that both front line and reserve apparatus are maintained in a state of readiness, and that parts are available to service the fleet. FY18 funds the replacement of one tower truck through bond proceeds.

The fire department is not successful solely because of its physical resources. We recognize that our people must be able to maintain their present skills and continue to learn new ones in the face of our ever-changing threats. Although we have made improvements in our training programs, delivery methods, and training content; we have not increased our training staff since 2006. As a result, overtime usage has increased significantly because shift personnel have filled this deficiency off-duty. The department requested the addition of two (2) FTEs to the training division to assist in alleviating this overage, but was not funded.

In 2016, the department responded to 4,867 medical calls. With the continued construction that is being experienced in our area, and the increased number of assisted living facilities, our call volume will



City of Franklin, Tennessee

FY 2018 Operating Budget

Fire

Rocky Garzarek, Fire Chief

Departmental Summary (con't)

continue to rise. Many of these calls will be cardiac-related. The department utilizes eleven cardiac monitors that require ongoing support by the manufacturer. While we are currently under a three-year service contract, the next renewal will not include continued support for six of these monitors that have reached their discontinuation date. Future budgets will replace these devices.

Departmental Goals

- Maintaining a Class 1 Public Protection rating from the Insurance Services Office.
- Providing appropriate training and professional development.
- Increasing specialized rescue capabilities based upon known risks.
- Completing a multi-year strategic plan and standard of coverage.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. 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.



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

Theme: A Safe Clean and Livable City



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

Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TMBP).

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.)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017***	2018***
Calls for service	6530	6790	7038	7686	8147
- Medical	4339	4652	4833	5096	5402
- Fire	151	148	153	166	176
- Structure Fire	34	53	51	60	64
- Overpressure	20	14	25	20	21
- Hazardous Conditions	186	146	168	234	248
- Service Call	505	527	599	628	666
- Good Intention Call	381	428	417	474	502
- False Alarm	908	873	835	1046	1109
- Severe Weather/Natural Disaster	5	1	5	12	13
- Other	1	1	3	10	11
Total Calls for Service / 1,000 Population	98	102	106	110	116
Tennessee Statewide Benchmarking Average	105	109	118	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Structure fires / 1,000 Population	0.51	0.80	0.77	0.86	0.91
Tennessee Statewide Benchmarking Average	1.44	1.57	1.46	TBD	TBD
Fire inspections	693	N/a	1139	TBD	TBD
Fire code violations (notices)	86	N/a	N/A	N/A	N/A
Number of budgeted certified positions	161	173	171	171	171
ISO rating	2	2	1	1	1
Number of fire stations	6	7	7	8	8
Total fire apparatus	16	16	16	16	16

Efficiency Measures

	2014	2015	2016	2017***	2018***
Total Fire Costs per Capita	\$ 223.44	\$ 231.64	\$ 241.14	\$ 226.15	\$ 237.13
Tennessee Statewide Benchmarking Average	\$ 176.33	\$ 180.49	\$ 186.94	TBD	TBD
Budgeted Certified Positions / 1,000 population	2.43	2.61	2.49	2.49	2.49
Tennessee Statewide Benchmarking Average	2.00	1.98	2.00	TBD	TBD
Cost per Call for Service	\$ 2,281	\$ 2,264	\$ 2,274	\$ 2,060	\$ 2,037
Tennessee Statewide Benchmarking Average	\$ 2,053	\$ 2,177	\$ 1,747	TBD	TBD

Outcome (Effectiveness) Measures

	2014	2015	2016	2017***	2018***
Provide a response time among the top quartile of Tennessee Benchmark					
Average Franklin total response time (dispatch and department)*	6.04	7.3	5.9	6.3	6.3
Tennessee Statewide Benchmarking Average	5.72	5.31	6.08	TBD	TBD
Percent met total target response time (6 min, 35 sec)					
Percent met - Call Processing (60 seconds)	100%	50%	37%	TBD	TBD
Percent met - Travel Time (240 seconds)	31%	15%	62%	TBD	TBD
Meets Target? (combined - 6 min, 35 sec?)	Yes	No	Yes	TBD	TBD
Franklin Response among top quartile of TMBP cities?					
Meets Target?	No	No	No	TBD	TBD
Reduce property fire loss per \$1 million of appraised value.					
Fire Loss per \$1 million of Appraised Value	\$ 63.39	\$ 8,720.01	\$ 99.36	TBD	TBD
Meets Target?	No	No	Yes	TBD	TBD
Confine the fire to the room of origin for 90% of all interior structure fire incidents	91%	93%	96%	95%	95%
Deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.	100%	100%	100%	100%	100%
Deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended
Property value dollars saved	\$17,518,825	\$131,029,883	\$46,630,579	TBD	TBD
Percent of fire code violations cleared in 90 days	N/A	TBD	N/A	N/A	N/A

*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.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

***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.*

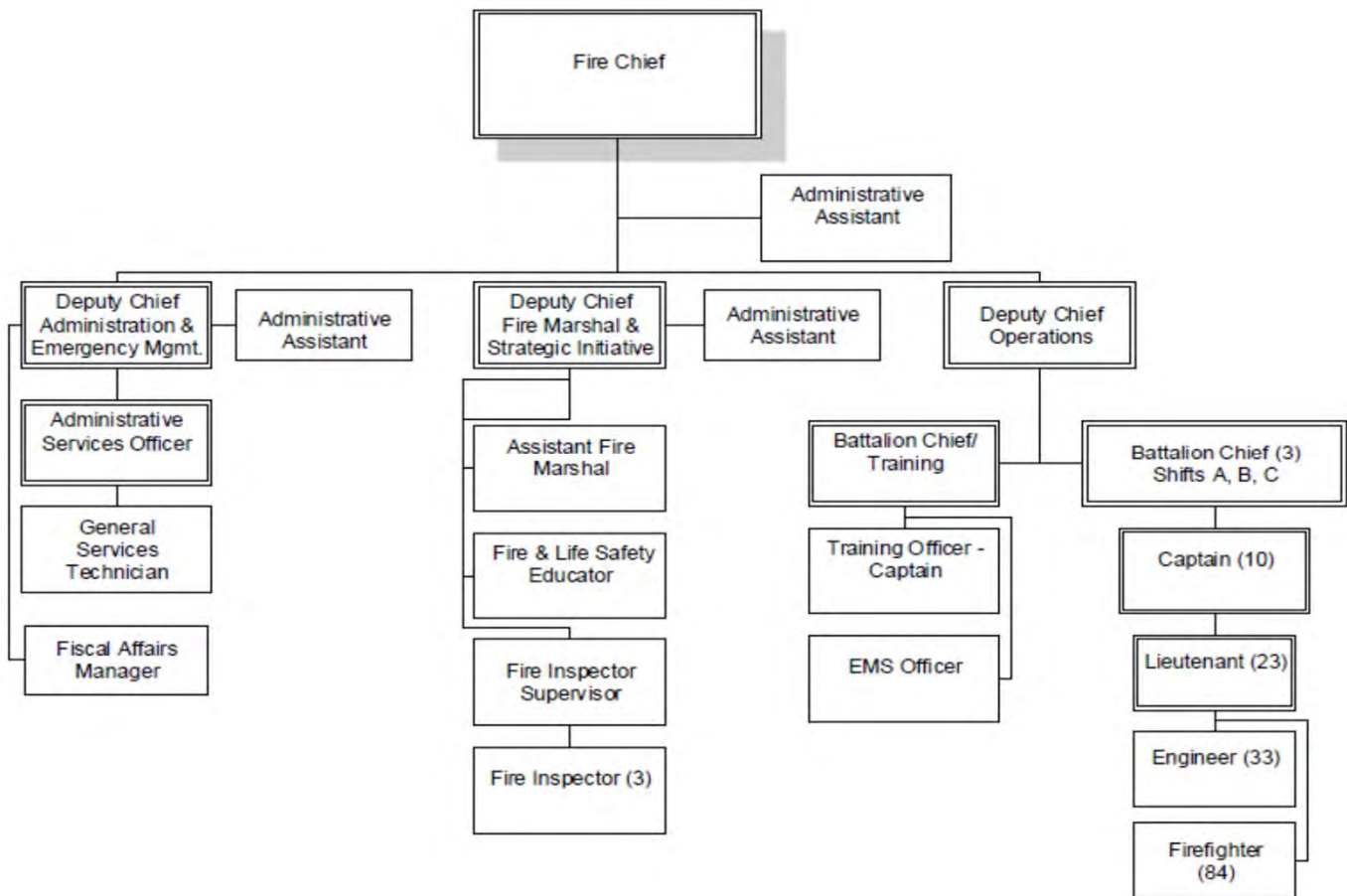
**** 2017 and 2018 measures estimated.*

Franklin Citizens Survey

(Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of Fire services	64%	35%	1%	0%
<input checked="" type="checkbox"/>	% rating the quality of Fire prevention and education	45%	46%	8%	1%
<input checked="" type="checkbox"/>	% rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	24%	53%	19%	0%

Organizational Chart





City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Staffing will be updated through the process.

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fire Chief	Grade L	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Administration	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Operations	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Fire Marshal	Grade K	1	0	1	0	1	0	1	0	1	0
Battalion Chief	Grade J	3	0	3	0	3	0	3	0	3	0
Battalion Chief - Training	Grade J	1	0	1	0	1	0	1	0	1	0
EMS Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Fire Captain	Grade I	14	0	14	0	14	0	11	0	10	0
Training Officer (Captain)	Grade I	1	0	1	0	1	0	1	0	1	0
Administrative Services Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Assistant Fire Marshal	Grade H	1	0	1	0	1	0	1	0	1	0
Fiscal Affairs Manager	Grade H	0	0	0	0	0	0	1	0	1	0
Fire Inspector Supervisor*	Grade H	0	0	0	0	0	0	0	0	1	0
Fire & Life Safety Educator	Grade G	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	Grade G	16	0	16	0	16	0	22	0	23	0
Fire Inspector	Grade G	3	0	3	0	3	0	3	0	3	0
Fire Engineer	Grade F	30	0	30	0	30	0	33	0	33	0
Firefighter	Grade E	81	0	91	0	91	0	84	0	84	0
Administrative Assistant	Grade D	3	0	3	0	3	0	3	0	3	0
General Services Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	--	0	0	0	0	0	0	0	0	0	0
Accreditation Manager	--	0	0	0	0	0	0	0	0	0	0
Totals		161	0	171	0	171	0	171	0	172	0

*Funded for 10 months for FY 2018.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	8,663,478	9,132,374	9,308,960	9,982,560	9,600,377	291,417	3.1%
Employee Benefits	3,295,652	3,560,433	4,059,846	4,270,456	4,615,955	556,109	13.7%
Total Personnel	11,959,130	12,692,807	13,368,806	14,253,016	14,216,332	847,526	6.3%
Operations							
Transportation Services	1,317	1,778	2,850	2,022	2,900	50	1.8%
Operating Services	105,092	123,521	161,717	159,140	173,580	11,863	7.3%
Notices, Subscriptions, etc.	28,347	27,540	32,879	43,212	50,535	17,656	53.7%
Utilities	249,078	233,726	258,620	251,485	277,620	19,000	7.3%
Contractual Services	34,276	74,539	62,350	52,757	68,445	6,095	9.8%
Repair & Maintenance Services	333,061	369,453	417,000	345,059	435,040	18,040	4.3%
Employee programs	38,268	57,629	90,156	90,156	103,040	12,884	14.3%
Professional Development/Travel	27,751	49,742	82,940	82,940	80,883	(2,057)	-2.5%
Office Supplies	21,238	27,877	26,700	31,744	30,100	3,400	12.7%
Operating Supplies	192,891	229,413	223,000	190,197	232,597	9,597	4.3%
Fuel & Mileage	76,007	53,559	57,500	63,067	59,500	2,000	3.5%
Machinery & Equipment (<\$25,000)	309,520	246,518	275,105	275,105	290,991	15,886	5.8%
Repair & Maintenance Supplies	93,905	111,942	114,000	90,394	116,000	2,000	1.8%
Operational Units	819	240	10,000	9,662	10,000	-	0.0%
Property & Liability Costs	92,443	103,342	100,000	127,295	133,660	33,660	33.7%
Rentals	-	257	1,000	1,202	1,000	-	0.0%
Permits	5,202	6,586	9,665	11,770	9,046	(619)	-6.4%
Other Business Expenses	10	100	0	3	0	-	0.0%
Debt Service and Lease Payments	198,885	535,118	536,185	502,704	410,298	(125,887)	-23.5%
Total Operations	1,808,110	2,252,880	2,461,667	2,329,914	2,485,235	23,568	1.0%
Building Improvements	-	-	-	-	-	-	-
Machinery & Equipment (>\$25,000)	-	64,776	-	16,194	25,000	25,000	0.0%
Capital	-	64,776	-	16,194	25,000	25,000	0.0%
Total Fire Department	13,767,240	15,010,463	15,830,473	16,599,124	16,726,567	896,094	5.7%



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City of Franklin, Tennessee

FY 2018 Operating Budget

FINANCE & ADMINISTRATION

Finance and Administration provides effective stewardship over public funds and assets, this part of City government provides financial management leadership and legislative support to the Board of Mayor and Aldermen.

City of Franklin Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2016 Comprehensive Annual Financial Report (26th year). This is a remarkable achievement, and one of which the Finance Department is extremely proud.
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2016 budget document (9th year).
- Completed the 2015 & 2016 annual audits with no findings.

Under this operating unit are:

- **Finance**
- **Purchasing**
- **Information Technology**
- **Revenue Management**
- **Municipal Court**
- **Project & Facilities Management**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Finance

Mike Lowe, Comptroller

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	830,939	896,890	972,237	961,495	805,340	-166,897	-17.2%
Operations	-43,394	-72,786	-52,568	-58,301	-70,664	-18,096	34.4%
Capital	0	0	25,000	0	0	(25,000)	-100.0%
Total	787,545	824,104	944,669	903,194	734,675	-209,994	-22.2%

Departmental Summary

The Finance department oversees the security and management of the City's financial interests. The department helps the City Administrator prepare, implement and monitor the City's annual operating and capital budgets. The department also plans and executes the issuance of short-term and long-term borrowing.

The Finance department provides a variety of financial services for the City of Franklin. These include: (1) financial accounting and reporting, (2) budgeting and analytics, (3) investment of temporarily idle funds, (4) maintaining and reconciling City bank accounts, (5) issuing employee payroll, (6) issuing vendor payments, (7) internal audits, and (8) ensuring that the annual external financial audit is conducted.

FY 2018 Outlook

In fiscal year 2016, the department met the State's new requirements to close the books within 60 days of fiscal year end, documented the City's internal controls, issued a disbursements policy, and received no audit findings.

During this fiscal year, the department assisted on the transition of pension asset management to the Tennessee Consolidated Retirement System (TCRS) and the upcoming water & sewer bond issue for water plant improvements. In January 2017, Kristine Tallent came onboard as Assistant City Administrator/CFO upon the retirement of Russ Truell in December.

For 2018, the department will focus on best practices of cash management and financial analysis efforts. The department is updating its practices for tracking and forecasting receipts and payments, as well as analyzing financial data not only for the City, but also other entities such as Transit and the Conference Center. In addition, the department will spearhead a review of the City's strategic plan and further build on joint efforts with the Information Technology Department in furthering the use of data analytics throughout the organization.



City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



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 an 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.

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

Workload (Output) Measures

		2014	2015	2016	2017*	2018*
	Have City's rating affirmed by multiple rating agencies (maximum = 3)	2	2	2	2	2
	Increase use of electronic payments for payroll (percent paid by ACH)	98%	100%	100%	100%	100%
	Increase use of electronic payments for AP (percent paid by ACH/EFT)	34%	35%	40%	50%	60%
	Vendor payments issued	4,045	3,905	4,000	4,000	4,000
	Invoices processed	6,143	5,955	6,000	6,000	6,000
	Checks issued (non-payroll)	2,652	2,327	2,000	1,700	1,700



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Efficiency Measures

	2014	2015	2016	2017*	2018*
Number of days to close fiscal year does not exceed 60	99	89	60	60	60

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Retain the City's Triple AAA rating (for consecutive months)	186 months since attained December 1998	198 months since attained December 1998	210 months since attained December 1998	224 months since attained December 1998	236 months since attained December 1998
Exceed the return on investments of the LGIP	1.45% average to LGIP's .09%	.80% average to LGIP's .09%	Exceed LGIP average by 1%	Exceed LGIP average by 1%	Exceed LGIP average by 1%
Achieve the GFOA Annual Report award for financial reporting annually	23rd consecutive (for FY 2013)	24th consecutive (for FY 2014)	25th consecutive (for FY 2015)	26th consecutive (for FY 2016)	27th consecutive (for FY 2017)
Achieve the GFOA Budget Report award annually	6th award (for FY 2014 budget)	7th award (for FY 2015 budget)	8th award (for FY 2016 budget)	9th award (for FY 2017 budget)	10th award (for FY 2017 budget)
Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant revenue source.					
Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.					
Target?	Baseline Being Established				
Meets Target?	TBD	TBD	TBD	TBD	TBD
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.					
Target (# of rating agencies per FY)	2	2	2	2	2
Meets Target?	Yes	Yes	Yes	Yes	Yes

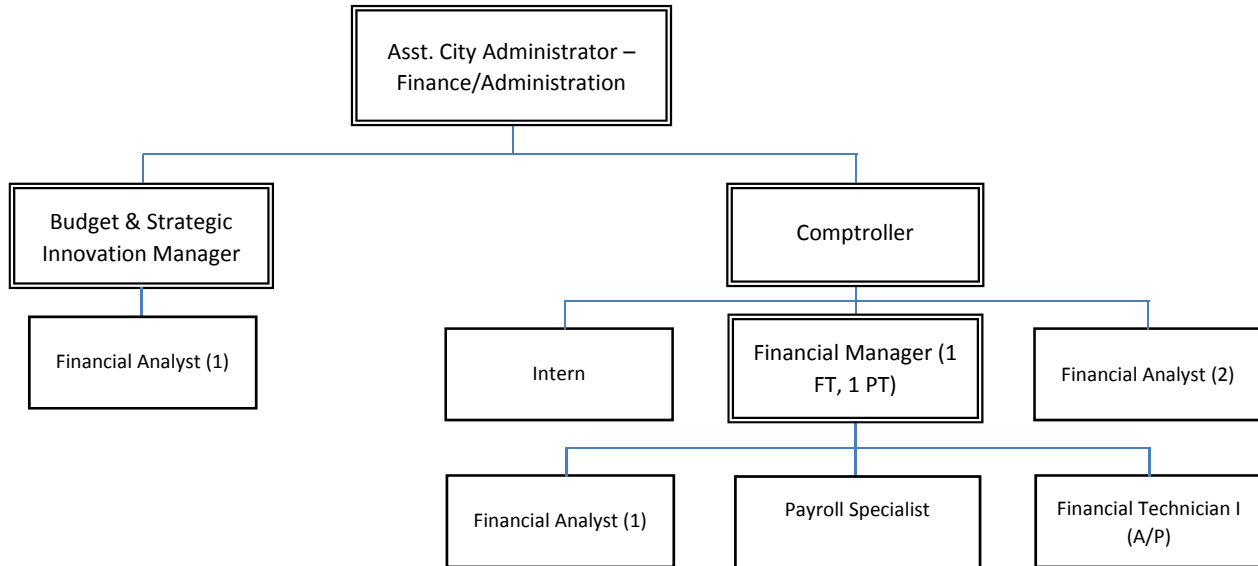
* 2017 & 2018 estimated



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst. City Admin-Fin./Adm.	Grade N	1	0	1	0	1	0	1	0	0	0
Comptroller	Grade K	1	0	1	0	1	0	1	0	1	0
Budget & Strat. Inn. Mgr.	Grade K	0	0	0	0	1	0	1	0	1	0
Business Process Imp. Mgr.	Grade I	1	0	1	0	0	0	0	0	0	0
Financial Manager	Grade I	1	1	1	1	1	1	1	1	1	1
Financial Analyst	Grade G	3	0	3	0	3	0	3	0	4	0
Payroll Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Financial Technician I(AP)	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	0	0
Intern	Intern	0	0	0	1	0	1	0	1	0	1
Totals		10	1	10	2	10	2	10	2	9	2



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	636,716	698,356	713,964	730,510	571,244	(142,720)	-20.0%
Employee Benefits	194,223	198,534	258,273	230,985	234,096	(24,177)	-9.4%
Total Personnel	830,939	896,890	972,237	961,495	805,340	(166,897)	-17.2%
Operations							
Transportation Services	1,992	2,038	2,300	2,300	2,300	-	0.0%
Operating Services	412	831	750	750	750	-	0.0%
Notices, Subscriptions, etc.	8,915	5,108	8,675	8,675	8,675	-	0.0%
Utilities	4,370	4,262	4,500	4,500	4,500	-	0.0%
Contractual Services	16,898	19,898	17,000	17,000	17,000	-	0.0%
Repair & Maintenance Services	6,487	6,309	7,000	7,000	7,000	-	0.0%
Employee programs	-	164	-	707	-	-	0.0%
Professional Development/Travel	13,875	14,060	15,600	15,600	17,100	1,500	9.6%
Office Supplies	5,324	5,987	5,900	5,903	5,900	-	0.0%
Operating Supplies	28	15	-	16	-	-	0.0%
Fuel & Mileage	363	-	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	11,728	5,412	27,450	22,274	11,450	(16,000)	-58.3%
Repair & Maintenance Supplies	176	-	200	1,485	200	-	0.0%
Property & Liability Costs	3,746	3,435	3,656	4,394	4,664	1,008	27.6%
Permits	800	800	800	800	800	-	0.0%
Financial Fees	64,271	61,946	64,500	61,194	66,000	1,500	2.3%
Miscellaneous	(1)	10	10	10	10	-	0.0%
Interfund Reimbursements	(182,778)	(203,061)	(210,909)	(210,909)	(217,013)	(6,104)	2.9%
Total Operations	(43,394)	(72,786)	(52,568)	(58,301)	(70,664)	(18,096)	34.4%
Machinery & Equipment (>\$25,000)	-	-	25,000	-	-	(25,000)	-100.0%
Capital	-	-	25,000	-	-	(25,000)	-100.0%
Total Finance Department	787,545	824,104	944,669	903,194	734,675	(209,994)	-22.2%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	194,606	196,702	212,090	198,192	226,273	14,183	6.7%
Operations	-21,116	-20,573	-3,036	-3,293	-2,178	858	-28.3%
Capital	0	0	0	0	0	-	0.0%
Total	173,490	176,129	209,054	194,899	224,094	15,041	7.2%

Departmental Summary

Procurement of goods and services not pertaining to the design and/or construction of new infrastructure and facilities but that is valued at or above the public advertisement / sealed submittal threshold, currently \$25,000, is normally facilitated by the Purchasing Office, along with some procurements that are common to multiple departments. (Since 2013, the Engineering Department, the Facilities Office and the Purchasing Office have consolidated to one web page, we now call the “Business Opportunities” page, on the City’s public website where both construction-related and non-construction-related formal procurement solicitations, including invitations to bid, requests for proposals and requests for qualifications, are posted.) In addition, among other tasks, the Purchasing Office:

- administers the City’s purchasing card program, which allows, within card-specific spending limits, for purchases to be made by departmental staff by means of City-issued credit cards;
- administers, with support from Fleet Maintenance, fuel purchasing for the City’s vehicle and equipment fleet; and
- facilitates, with support from Fleet Maintenance and Police, on an as-needed basis the lawful disposal of surplus personal property of the City, and, at the discretion of the department, any unclaimed lost, stolen or seized personal property of others recovered by or turned over to the City.

More information about the Purchasing Office may be found on the City's website.

FY 2018 Outlook

The Purchasing Office anticipates continuing to focus on its mission:

- to support the City's end-user departments in the policy-compliant procurement of non-construction-related products and services so that the City may fulfill its mission;
- to strive for the City to receive maximum value for every non-construction-related purchase of the City; and
- to strive to preserve and enhance the public trust in the manner in which the City conducts its non-construction-related purchasing.



City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Number of formal procurement solicitations processed by the Purchasing Office ^{1,2}	24	31	24	26	26
Number of city purchase orders prepared	45	53	49	53	55
Number of purchasing card transactions processed	19,561	18,885	20,363	20,500	20,700
Value of purchasing card transactions processed	\$ 6,680,614	\$ 7,088,331	\$ 7,235,337	\$ 7,500,000	\$ 7,800,000
Total organization purchasing dollar volume	\$ 64,174,250	\$ 59,825,116	\$ 59,596,341	\$ 61,000,000	\$ 62,000,000
Value of City's rebate earned for total spend, net of credits (by calendar year)	\$ 59,536	\$ 60,673	\$64,639	\$ 62,940	\$ 68,000
Number electronic auctions of surplus property	92	74	65	70	70
Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services)	\$ 205,954	\$ 474,637	\$ 333,247	\$ 250,000	\$ 250,000
Fee paid by City for electronic auction services	\$ 15,464	\$ 35,602	\$ 24,996	\$ 18,750	\$ 18,750
Number of formal protests received	0	0	0	0	0
Number of vendor outreach events attended	1	3	1	1	1
# of emergency ³ purchases known to Purchasing	1	1	4	2	2
# of sole-source ⁴ purchases known to Purchasing	5	6	10	10	10

Efficiency Measures

	2014	2015	2016	2017*	2018*
Average number of calendar days (from receipt of card request to receipt of delivered card) for...					
... purchasing card	6	6	4	4	4
... fleet fuel driver number	1	1	1	1	1
... fleet fuel vehicle card	5	5	7	20	20



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

	P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume	10.40%	12.13%	12.50%	12.30%	12.79%
	Tennessee Statewide Benchmarking Average	2.47%	2.40%	12.09%	TBD	TBD

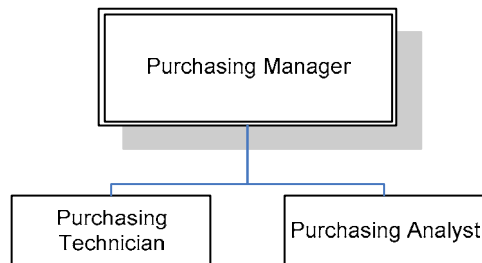
Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations ¹² processed by the Purchasing Office	108	82	108	90	90
Target (90 Days)	90	90	90	90	90
Meets Target?	No	Yes	No	TBD	TBD

Notes

- 1 Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.
- 2 The City's public advertisement / sealed submittal threshold is currently \$25,000, pursuant to Ordinance No. 2010-72.
- 3 Defined as impinging on public health, safety or welfare and valued at or greater than \$10,000.
- 4 Defined as valued at or greater than \$25,000.
- 5 (*) FY 2017 and FY 2018 data are estimates

Organizational Chart



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



City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Purchasing Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Purchasing Analyst	Grade F	0	0	0	0	1	0	1	0	1	0
Purchasing Specialist	Grade E	1	0	1	0	0	0	0	0	0	0
Purchasing Technician	Grade C	1	0	1	0	1	0	1	0	1	0
Totals		3	0	3	0	3	0	3	0	3	0

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	148,320	148,914	155,421	153,454	152,886	(2,535)	-1.6%
Employee Benefits	46,286	47,788	56,669	44,738	73,387	16,718	29.5%
Total Personnel	194,606	196,702	212,090	198,192	226,273	14,183	6.7%
Operations							
Transportation Services	4	3	50	50	50	-	0.0%
Operating Services	50	119	450	400	400	(50)	-11.1%
Notices, Subscriptions, etc.	1,542	3,118	3,796	3,120	3,505	(291)	-7.7%
Utilities	710	652	860	1,120	1,137	277	32.2%
Contractual Services	14,338	14,020	15,678	13,621	13,825	(1,853)	-11.8%
Repair & Maintenance Services	-	-	-	800	2,000	2,000	100.0%
Employee Programs	-	54	-	100	100	100	100.0%
Professional Development/Travel	2,885	5,457	14,380	9,182	15,162	782	5.4%
Office Supplies	592	177	963	2,869	3,025	2,062	214.1%
Operating Supplies	-	-	102	100	100	(2)	-2.0%
Fuel & Mileage	194	71	286	180	290	4	1.3%
Machinery & Equipment (<\$25,000)	3,384	47	9,400	14,000	8,200	(1,200)	-12.8%
Property & Liability Costs	1,551	1,588	1,609	1,772	1,861	252	15.7%
Financial Fees		2		3			
Reimbursement of Interfund Trans.	(46,366)	(45,881)	(50,610)	(50,610)	(51,833)	(1,223)	2.4%
Total Operations	(21,116)	(20,573)	(3,036)	(3,293)	(2,178)	858	-28.3%
Capital	-	-	-	-	-	-	0.0%
Total Purchasing Department	173,490	176,129	209,054	194,899	224,094	15,041	7.2%

Notes & Objectives

The budget for FY 2018 provides funding to continue the operation of the Purchasing Office.



City of Franklin, Tennessee

FY 2018 Operating Budget

Information Technology

Fred Banner, Director

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	1,519,409	1,669,042	1,818,002	1,697,909	1,857,380	39,378	2.2%
Operations	2,555,310	1,963,749	2,385,720	2,252,058	2,396,947	11,227	0.5%
Capital	0	27,835	0	0	146,000	146,000	0.0%
Total	4,074,719	3,660,626	4,203,722	3,949,967	4,400,327	196,605	4.7%

Departmental Mission:

To provide innovative, reliable, and secure technology solutions that are aligned with City of Franklin's goals and objectives to enhance City services.

Departmental Vision:

Information Technology (IT) is focused on providing professional and prompt service to our community by strengthening the City of Franklin's technology infrastructure, and delivering innovative solutions that meet our City's needs and goals.

Departmental Summary

The Information Technology (IT) Department's mission is to provide innovative, reliable and secure technology solutions that are aligned with City of Franklin's goals and objectives to enhance City services. Our vision requires IT to focus on providing professional and prompt service to our community by strengthening the City's technology infrastructure and delivering useful solutions that meet Franklin's needs and goals.



City of Franklin, Tennessee

FY 2018 Operating Budget

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.

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

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service






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.



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.

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

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Number of ArcMap Licenses -GIS	90	75	80	109	TBD
Number of 800 MHz Radios (Motorola)	725	725	952	1280	TBD
Number of Cell Phones (Verizon Wireless)	260	264	297	285	TBD
 Number of Cell Phones Recycled	124	130	139	97	TBD
Number of Wireless Lines (Verizon Wireless)	480	510	565	540	TBD
Number of Active User Extensions -Phone System (Cisco Systems)	667	723	763	772	TBD
Number of Desktop Computers	525	500	374	400	TBD
Number of Laptops	315	350	389	439	TBD
Number of Servers	30(65)*	20(90)	13(108)	16(111)	TBD
 Number of Servers Virtualized	TBD	90	108	111	TBD
Help Desk / HelpStar Requests by Category:					
800 MHz Radios	140	72	109	112	TBD
Financial Applications	90	189	437	107	TBD
FIRE -Computer Technology	200	132	168	113	TBD
GIS	240	167	1394	108	TBD
Hardware	450	321	313	294	TBD
Phones	400	311	309	295	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Police - Computer Technology	650	366	419	318	TBD
Printers	200	132	99	132	TBD
Software	1400	1314	1204	1911	TBD
TriTech	10	1	3	0	TBD
Web Related	350	159	94	63	TBD
Total Active Calls:	1,296,156	1,296,156	1,477,750	954,821	TBD
Duration:	4,887:37:25 (hours/minutes /seconds)	4,887:37:25 (hours/minutes /seconds)	5826:38:18 (hours/minutes /seconds)	3,524:22:53 (hours/minutes /seconds)	TBD
Total Push to Talks:	2,868,220	2,868,220	3,221,358	1,983,457	TBD
Average Voice Call Duration:	0:00:14 (seconds)	0:00:14 (seconds)	0:00:14 (seconds)	0:00:13 (seconds)	TBD

Efficiency Measures

	2014	2015	2016	2017*	2018*
TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Enhance online services for citizens (Baseline 100 in 2013)	TBD	TBD	TBD	TBD	TBD
Target	>100	>101	>102	>103	>103
Meets Target?	TBD	TBD	TBD	TBD	TBD

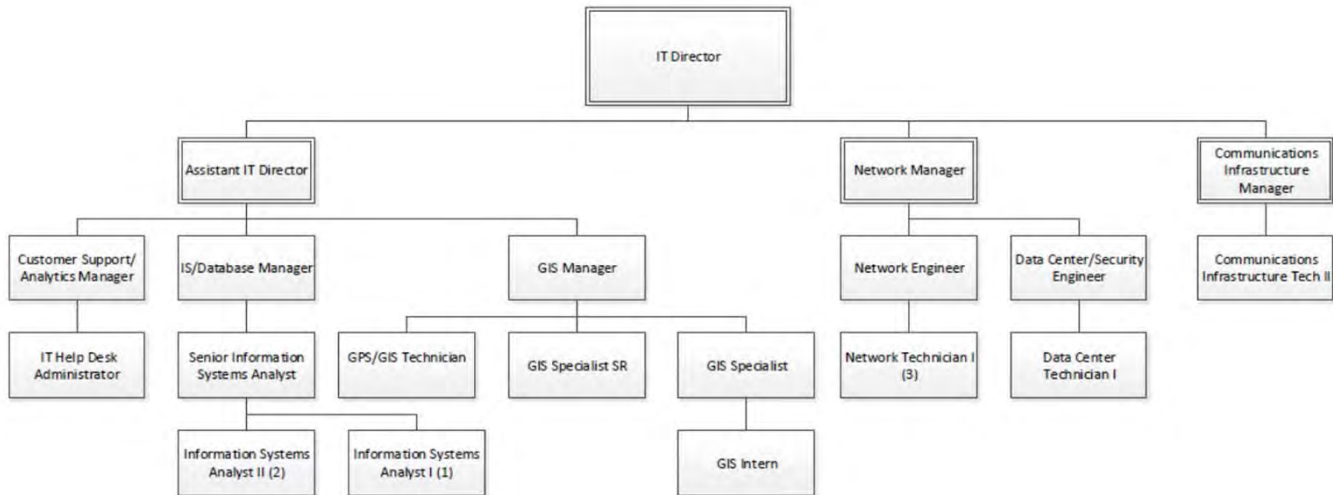
* 2017 & 2018 data estimated



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Info Technology Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant IT Director	Grade K	0	0	1	0	1	0	1	0	1	0
Information Systems/Database Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Communications Infrastructure Manager	Grade J	1	0	0	0	1	0	1	0	1	0
Customer Support/Analytics Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Network Operations Manager	Grade J	1	0	1	0	1	0	1	0	1	0
GIS Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Senior Information Systems Analyst	Grade H	1	0	1	0	1	0	1	0	1	0
Information Systems Analyst II	Grade H	1	0	1	0	2	0	2	0	2	0
DataCenter/Security Engineer	Grade H	0	0	1	0	1	0	1	0	1	0
GIS Specialist Sr	Grade G	1	0	1	0	1	0	1	0	1	0
Information Imaging Specialist /Trainer	Grade G	1	0	1	0	1	0	0	0	0	0
Network Engineer	Grade G	1	0	1	0	1	0	1	0	1	0
Communications Infrastructure Tech II	Grade G	0	0	1	0	1	0	1	0	1	0
DataCenter Tech I	Grade F	2	0	2	0	2	0	1	0	1	0
Network Technician I	Grade F	1	0	1	1	1	1	2	1	2	1
Information Systems Analyst I	Grade F	1	0	1	0	0	0	1	0	1	0
GPS/GIS Technician	Grade E	0	0	0	0	0	0	1	0	1	0
ITS Specialist	Grade E	1	0	1	0	0	0	0	0	0	0
GIS Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
IT Help Desk Administrator	Grade E	1	0	1	0	1	0	1	0	1	0
Intern	Intern	0	2	0	1	0	1	0	1	0	1
Totals		18	2	20	2	20	2	21	2	21	2



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	1,206,260	1,302,199	1,440,225	1,309,515	1,420,667	(19,558)	-1.4%
Employee Benefits	313,149	366,843	377,777	388,394	436,713	58,936	15.6%
Total Personnel	1,519,409	1,669,042	1,818,002	1,697,909	1,857,380	39,378	2.2%
Operations							
Transportation Services	1,685	1,327	850	529	850	-	0.0%
Operating Services	2,143	846	400	512	400	-	0.0%
Notices, Subscriptions, etc.	1,062	743	2,350	2,692	2,350	-	0.0%
Utilities	61,540	59,743	59,700	65,091	62,200	2,500	4.2%
Contractual Services	1,517,771	1,293,897	1,464,495	1,353,995	1,580,600	116,105	7.9%
Repair & Maintenance Services	91,894	12,115	8,400	11,559	13,200	4,800	57.1%
Employee programs	10,806	54	44,775	37,775	43,075	(1,700)	-3.8%
Professional Development/Travel	19,012	22,319	36,500	27,185	36,200	(300)	-0.8%
Office Supplies	6,218	4,251	8,600	8,734	8,600	-	0.0%
Operating Supplies	-	687	700	700	700	-	0.0%
Fuel & Mileage	4,060	1,886	2,405	2,492	4,200	1,795	74.6%
Machinery & Equipment (<\$25,000)	185,189	82,164	120,750	112,802	176,500	55,750	46.2%
Repair & Maintenance Supplies	150,593	40,588	311,300	146,045	211,300	(100,000)	-32.1%
Property & Liability Costs	31,649	32,450	34,072	37,503	40,208	6,136	18.0%
Rentals	1,612	1,953	-	-	-	-	0.0%
Permits	480	100					
Other Business Expenses	-	83	3,000	3,000	3,000	-	0.0%
Debt Service and Lease Payments	469,596	408,543	287,423	441,444	213,564	(73,859)	-25.7%
Total Operations	2,555,310	1,963,749	2,385,720	2,252,058	2,396,947	11,227	0.5%
Machinery & Equipment (>\$25,000)	-	27,835	-	-	146,000	146,000	0.0%
Capital	-	27,835	-	-	146,000	146,000	0.0%
Total Information Technology	4,074,719	3,660,626	4,203,722	3,949,967	4,400,327	196,605	4.7%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	860,216	908,625	915,996	971,727	995,494	79,498	8.7%
Operations	-649,838	-715,667	-659,907	-683,881	-719,674	-59,767	9.1%
Capital	0	0	0	0	0	-	0.0%
Total	210,378	192,958	256,089	287,846	275,820	19,731	7.7%

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 2018 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

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City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures



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

Theme: None Specific

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

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
2016 Franklin Citizens Survey	<input checked="" type="checkbox"/>

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Bills					
Number of property tax bills issued	28,904	29,371	30,366	31,000	31,000
Number of water & sewer bills issued	282,617	290,684	327,318	330,000	330,000
New requests for Service (Total)					
Water (Monthly Average)	41.03	43.59	45.07	45.07	45.07
Sewer (Monthly Average)	44.63	47.32	50.48	50.48	50.48
Irrigation (Monthly Average)	156.61	189.76	217.57	217.57	217.57
Delinquent Notices	38,138	37,964	36,702	38,000	38,000
Water Shutoffs	1,432	812	866	900	900
Electronic					
Web Pay	18,594	21,434	29,778	30,022	30,022
ACH/RPPS	68,575	69,650	81,330	81,996	81,996
Bank Draft	63,739	65,846	76,639	77,267	77,267
Lock Box	86,516	86,819	93,216	93,980	93,980
Paper					
Drop Box (2nd Avenue) / Mail	22,399	16,686	16,686	16,823	16,823
In-Person Transactions	14,779	17,974	18,624	18,777	18,777
Total Transactions	274,602	278,409	316,273	318,864	318,864
% of total transactions electronic	86.5%	87.6%	88.8%	88.8%	88.8%
% of total transactions paper	8.2%	6.0%	5.3%	5.3%	5.3%
% of total transactions in-person	5.4%	6.5%	5.9%	5.9%	5.9%

Efficiency Measures

	2014	2015	2016	2017*	2018*
Cost of processing bills (mailing and printing)					
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.	4.90	4.50	4.50	4.50	4.50



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Collection Rate(s)					
Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.4%	98.6%	98.7%	98.0%	98.0%
Tennessee Statewide Benchmarking Average	95.9%	96.0%	97.1%	TBD	TBD
Utility Collections as a Percentage of Utilities Billed (first year)	94.3%	94.5%	96.7%	97.0%	97.0%
Tennessee Statewide Benchmarking Average	87.3%	95.6%	97.0%	TBD	TBD
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	86.50%	87.60%	88.60%	89.60%	89.60%

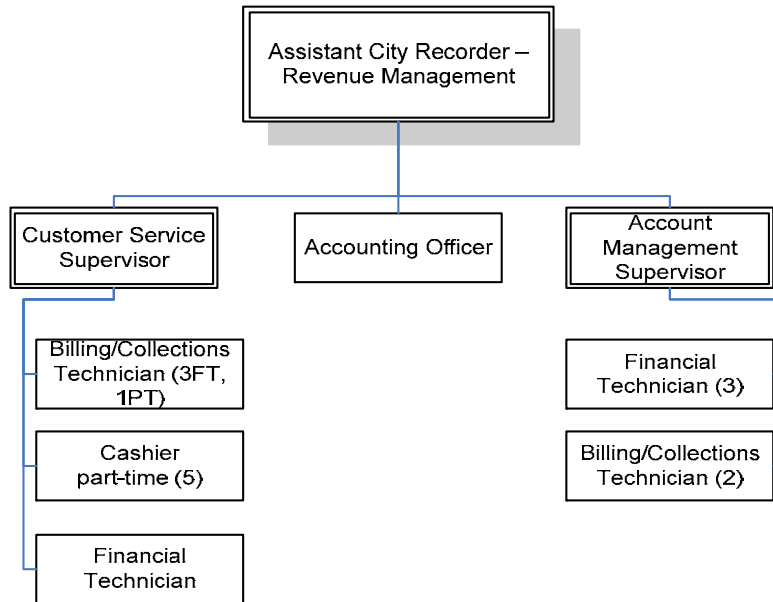
* 2017 and 2018 data estimated.

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 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst City Recorder - Rev. Mgmt	Grade G	1	0	1	0	1	0	1	0	1	0
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	4	0	4	0
Billing/Collections Technician	Grade C	6	1	5	1	5	1	5	1	5	1
Cashier Part-Time	Grade B	0	3	0	5	0	5	0	5	0	5
TOTALS		14	4	13	6	13	6	13	6	13	6

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	662,034	695,332	675,827	746,138	722,140	46,313	6.9%
Employee Benefits	198,182	213,293	240,169	225,589	273,354	33,185	13.8%
Total Personnel	860,216	908,625	915,996	971,727	995,494	79,498	8.7%
Operations							
Transportation Services	8,399	9,870	11,750	8,000	11,750	-	0.0%
Operating Services	2,095	722	2,100	1,116	1,100	(1,000)	-47.6%
Notices, Subscriptions, etc.	961	882	4,050	1,925	2,525	(1,525)	-37.7%
Utilities	2,188	2,035	2,880	2,300	2,600	(280)	-9.7%
Contractual Services	2,328	2,726	5,900	3,600	5,900	-	0.0%
Repair & Maintenance Services	1,057	501	600	1,200	1,200	600	100.0%
Employee programs	-	135	2,150	1,900	2,250	100	4.7%
Professional Development/Travel	350	1,129	2,700	2,290	2,720	20	0.7%
Office Supplies	15,874	15,646	19,375	16,900	19,625	250	1.3%
Operating Supplies	1,039	1,537	3,260	2,160	3,260	-	0.0%
Machinery & Equipment (<\$25,000)	15,873	4,821	16,100	13,000	11,100	(5,000)	-31.1%
Repair & Maintenance Supplies	55	255	-	-	-	-	0.0%
Property & Liability Costs	4,720	1,682	1,766	2,016	2,117	351	19.9%
Permits	142,778	31,043	36,000	30,000	36,000	-	0.0%
Financial Fees	328,601	361,793	389,750	388,000	399,750	10,000	2.6%
Interfund Reimbursements	(1,176,156)	(1,150,444)	(1,158,288)	(1,158,288)	(1,221,571)	(63,283)	5.5%
Total Operations	(649,838)	(715,667)	(659,907)	(683,881)	(719,674)	(59,767)	9.1%
Capital	-	-	-	-	-	-	0.0%
Total Revenue Management	210,378	192,958	256,089	287,846	275,820	19,731	7.7%



City of Franklin, Tennessee

FY 2018 Operating Budget

Municipal Court

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	176,752	190,592	201,302	194,825	207,471	6,169	3.1%
Operations	25,063	104,215	141,090	135,137	117,350	-23,740	-16.8%
Capital	0	0	0	0	0	-	0.0%
Total	201,815	294,807	342,392	329,962	324,821	-17,572	-5.1%

Department Mission

Our mission is to effectively, efficiently and accurately process city ordinance violations; to create and sustain customer oriented quality service that provides maximum access to the court and promotes public confidence in the court system.

Department Vision

Our vision is to provide those appearing and practicing before the court with fair, efficient and expeditious means of proceeding with their business. This is done by competent, professional employees, technology and process improvement measures.

FY 2018 Outlook

In 2016-17, we implemented the new electronic ticketing initiative within the Municipal Court and the Police Department. As expected, this has improved our efficiency and reduced unnecessary duplication of data entry in the ticketing and adjudication process. For fiscal 2018, we plan to return to a previous, more flexible staffing model by eliminating one full time clerk position and replacing it with 2 part time positions. We continue to cross utilize support staff from the office of Revenue Management as needed to maintain our service levels during Court sessions.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

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

Theme: None Specific

Municipal Court provides general support of all four themes of FranklinForward .

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

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Citations Processed per Employee (per month)	375	320	225	250	250
Total Cases Filed	12,945	11,547	7,955	8,780	8,780
Types of Cases					
- Moving Violations	3,872	2,467	1,985	2,382	2,382
- Financial Responsibility	1,618	1,123	715	858	858
- License and Registration	1,076	948	734	881	881
- Codes Enforcement	377	327	263	316	316
- Failure to Appear	695	497	249	299	299
- Seat Belt	402	256	179	215	215
- Parking Violations - Cited	1,438	442	765	765	765
- Parking Violations - Warning	3,467	5,487	3,065	3,065	3,065

Efficiency Measures

	2014	2015	2016	2017*	2018*
Average # of days from issuance of Citation to Court Hearing	44.6	44.4	39.2	40	40

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Municipal Court Collections as a percentage of Municipal Obligations Billed	87.1%	106.8%	110.6%	90.0%	90.0%
Tennessee Statewide Benchmarking Average	79.1%	85.8%	80.2%	TBD	TBD



City of Franklin, Tennessee

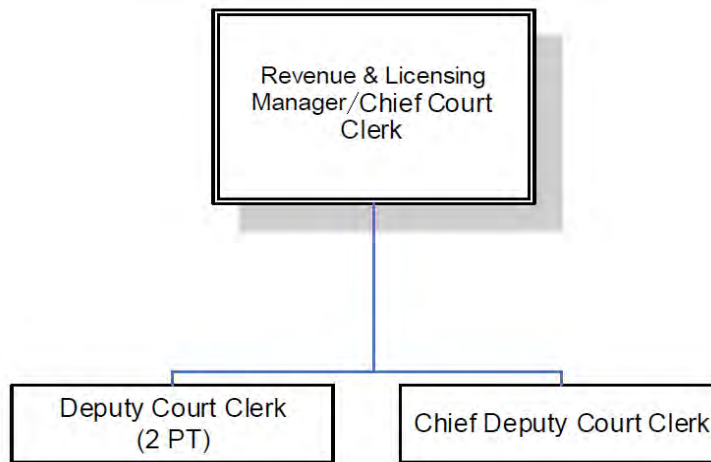
FY 2018 Operating Budget

Performance Measures

Goal: Deliver customer oriented quality service						
	Deploy tool for online payments	NA	YES	YES	YES	YES
	Customer feedback tool deployed and responding within 2 business days 100% of the time to those needing responses	NA	100.0%	100.0%	100.0%	100.0%
Goal: Collect the monies owed the City of Franklin by taking actions to pursue obligations in accordance with State and City requirements.						
	Actions taken due to citations not satisfied (% that Meet Follow Up Criteria)	95.0%	95.0%	95.0%	95.0%	95.0%

* 2017 and 2018 Data Estimated

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Deputy Court Clerk	Grade E	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	Grade C	1	2	1	2	2	0	2	0	1	2
Totals		2	2	2	2	3	0	3	0	2	2



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	108,448	112,845	114,817	118,938	114,970	153	0.1%
Officials Fees	23,277	25,750	25,054	25,491	26,056	1,002	4.0%
Employee Benefits	45,027	51,997	61,431	50,396	66,445	5,014	8.2%
Total Personnel	176,752	190,592	201,302	194,825	207,471	6,169	3.1%
Operations							
Transportation Services	7,616	5,284	9,862	7,000	7,350	(2,512)	-25.5%
Operating Services	1,744	1,303	2,400	2,000	2,450	50	2.1%
Notices, Subscriptions, etc.	351	380	815	700	975	160	19.6%
Utilities	681	623	875	700	925	50	5.7%
Contractual Services	2,240	2,240	23,068	23,068	3,000	(20,068)	-87.0%
Repair & Maintenance Services	173	52	2,750	100	3,000	250	9.1%
Professional Development/Travel	379	397	2,740	3,200	2,875	135	4.9%
Office Supplies	1,919	1,268	2,500	2,500	2,750	250	10.0%
Operating Supplies	240	272	300	300	300	-	0.0%
Fuel & Mileage	338	317	100	100	100	-	0.0%
Machinery & Equipment (<\$25,000)	3,213	-	-	1,727	-	-	0.0%
Repair & Maintenance Supplies	173	-	550	550	575	25	4.5%
Property & Liability Costs	1,709	1,762	1,851	2,481	2,605	754	40.7%
Financial Fees	3,048	2,794	3,990	3,200	4,200	210	5.3%
Debt Service and Lease Payments	1,239	87,523	89,289	87,511	86,245	(3,044)	-3.4%
Total Operations	25,063	104,215	141,090	135,137	117,350	(23,740)	-16.8%
Capital	-	-	-	-	-	-	0.0%
Total Municipal Court	201,815	294,807	342,392	329,962	324,821	(17,572)	-5.1%



City of Franklin, Tennessee

FY 2018 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Budget Summary

	2015 Actual	2016 Estimated	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	387,122	401,712	403,317	425,785	414,396	11,079	2.7%
Operations	706,476	709,343	529,685	751,505	581,173	51,487	9.7%
Capital	36,559	0	250,000	0	513,261	263,261	105.3%
Total	1,130,157	1,111,055	1,183,002	1,177,290	1,508,830	325,828	27.5%

Department Goals

Project and Facilities Management is responsible for the development, facilitation, design, planning, scheduling, and management of city facilities and projects. These projects cover a wide spectrum ranging from major new construction and large remodels to small projects designed to improve, repair, or enhance existing city facilities or systems. The group is also responsible for the maintenance of City Hall, City Parking Garages, Police Headquarters, Public Works Facility Fire Halls along with Sanitation and Environmental Services while assisting with Parks when requested.

FY 2018 Outlook

Department Goals

In the coming fiscal year, our goal remains to maintain a safe and healthy environment for City of Franklin staff and community. Facility accessibility will continue to be a priority in new and remodeling projects of municipal buildings along with maintaining a safe and surreal working environment. .

Projects

Continuing projects in fiscal year 2018 will include the site work and preparation for COF Station 7 off Long Lane and within the Berry Farms corridor. Additional installation of some access control systems in existing facilities. The continued maintenance, restructuring along with reconfiguring of staffing layouts at existing facilities.

Proposed projects within City Hall include the reconfiguration of the Finance, Engineering and Planning Department.

Momentum regarding a developmental plan for the existing City Hall site will also begin with in house discussions regarding the site, height of structures and exterior qualities for what the city may be looking for in a new facility.

Performance Measurement

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.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measurement

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.



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

Theme: A Safe Clean and Livable City



A Safe Clean and Livable City

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

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).

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

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Number of Buildings** Maintained	N/A	N/A	168	TBD	TBD
Gross Square Footage of Municipal Buildings (Gen. Fund)	N/A	N/A	575,366	TBD	TBD
Number of Hours Served					
- Employees	Data being collected				
- Contractors	Data being collected				
Number of Requests taken	Data being collected				
Average Daytime Number of People in Buildings	Data being collected				
Utilities					
- Gas (therms)	97,816	101,264	68,767	TBD	TBD
- Electricity (kW)	27,280,094	26,912,017	27,921,913	TBD	TBD

Efficiency Measures

	2014	2015	2016	2017*	2018*
G.S.F./Average daily # of people	Data being collected				
People served/Custodian	Data being collected				
Average time to complete a routine request	Data being collected				



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measurement

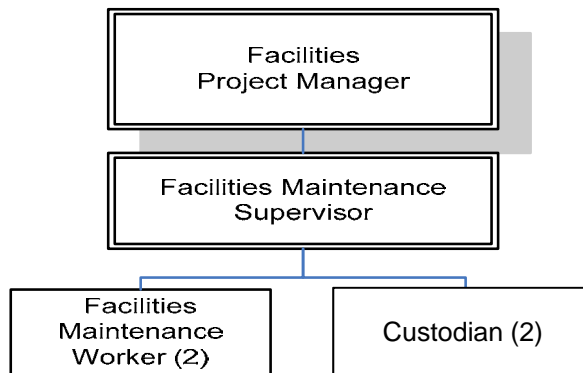
Outcome (Effectiveness) Measures

		2014	2015	2016	2017*	2018*
	Percentage of routine requests completed in 2-3 days	Data being collected				
	Reduce government agency use of electricity by 20% by 2020.					
	City of Franklin Electric Use (Annually)	27,280,094	26,912,017	27,921,913	TBD	TBD
	Target (In Kilowatt hours - Source: Finance Department)	17,005,000	16,557,500	16,143,563	15,729,625	15,315,688
	Meets Target?	No	No	No	TBD	TBD

* 2017 and 2018 data estimated.

**Buildings inclusive of all structures pertaining to general fund operations. Will be refined.

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Facilities Project Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Spvsr	Grade F	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worker	Grade C	2	0	2	0	2	0	2	0	2	0
Custodian	Grade B	3	1	3	1	3	1	2	0	2	0
Totals		7	1	7	1	7	1	6	0	6	0



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	278,967	286,011	278,931	297,514	275,743	(3,188)	-1.1%
Employee Benefits	108,155	115,701	124,386	128,271	138,653	14,267	11.5%
Total Personnel	387,122	401,712	403,317	425,785	414,396	11,079	2.7%
Operations							
Transportation Services	50	141	252	250	252	-	0.0%
Operating Services	6,185	5,139	4,290	3,450	4,190	(100)	-2.3%
Notices, Subscriptions, etc.	124	45	45	45	45	-	0.0%
Utilities	204,193	187,114	190,840	174,475	178,930	(11,910)	-6.2%
Contractual Services	45,918	77,919	79,843	142,513	155,585	75,742	94.9%
Repair & Maintenance Services	603,747	581,115	417,766	603,637	433,955	16,189	3.9%
Office Supplies	2,252	3,553	1,000	1,325	1,250	250	25.0%
Operating Supplies	4,699	2,533	2,600	1,945	2,050	(550)	-21.2%
Fuel & Mileage	2,459	988	5,200	5,148	7,300	2,100	40.4%
Machinery & Equipment (<\$25,000)	8,783	3,802	43,100	73,100	32,850	(10,250)	-23.8%
Repair & Maintenance Supplies	64,813	86,110	83,320	40,100	39,790	(43,530)	-52.2%
Operational Units	17,425	-	-	-	-	-	0.0%
Property & Liability Costs	18,381	17,379	17,962	22,450	23,573	5,610	31.2%
Rentals	330	-	1,000	750	1,000	-	0.0%
Permits	935	810	750	600	660	(90)	-12.0%
Financial Fees	-	-	-	-	-	-	0.0%
Other Business Expenses	-	-	-	-	-	-	0.0%
Interfund Reimbursements	(273,818)	(257,305)	(318,283)	(318,283)	(300,257)	18,026	-5.7%
Total Operations	706,476	709,343	529,685	751,505	581,173	51,487	9.7%
Improvements	-	-	250,000	-	513,261	263,261	105.3%
Machinery & Equipment (>\$25,000)	36,559	-	-	-	-	-	0.0%
Capital	36,559	-	250,000	-	513,261	263,261	105.3%
Total Proj. & Fac. Management	1,130,157	1,111,055	1,183,002	1,177,290	1,508,830	325,828	27.5%



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee FY 2018 Operating Budget

COMMUNITY & ECONOMIC DEVELOPMENT

The function of Community & Economic Development is to evaluate, monitor, regulate and maintain the City's land use and infrastructure, provide code enforcement, strengthen economic opportunity and nurture communal recreation and social spaces.

City of Franklin Recognitions and Awards:

- Tier III status for the Franklin Parks Department from the Tennessee Department of Environment and Conservation (2015).
- 2013 Outstanding Project/Program Tool Award for the Integrated Growth Plan for the Carothers/McEwen Corridor from the Tennessee Chapter of the American Planning Association
- Engineering Excellence Award for Intelligent Transportation System Project
- Parks Department received Pioneer Athletics "Field of Excellence" award
- Parks Department received TRPA "Excellence in Parks and Recreation Award" for Audio Cell Phone Tour
- Top 10 List for Historic Preservation (Preservation Network)
- Second Most Business Friendly City in the State (Beacon Center)
- Pinkerton Park named #1 Park in Williamson County (*Southern Exposure* and FranklinIs.com)
- 2013 Governor's Award for Excellence in Natural Heritage from Gov. Bill Haslam and TDEC Commissioner Bob Martineau for the Harpeth River Restoration Project

Under this operating unit are:

- **Building and Neighborhood Services**
- **Planning and Sustainability**
- **Engineering**
- **Traffic Operations Center**
- **Economic Development**
- **Community Development Block Grant (CDBG) Program**
- **Transit**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Building & Neighborhood Services

Chris Bridgewater, Director

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	2,017,703	2,158,242	2,461,110	2,420,227	2,622,482	161,372	6.6%
Operations	339,107	265,296	387,199	376,241	471,959	84,760	21.9%
Capital	0	0	63,300	63,300	0	-63300	0.0%
Total	2,356,810	2,423,538	2,911,609	2,859,768	3,094,441	182,832	6.3%

Departmental Summary

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin. The department has multiple responsibilities including: plan review of construction documents, issuing permits (building, sign, driveway, and tree removal), construction inspections, property maintenance violation enforcement, and enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance. There are four divisions within this department: 1) Building Codes Review and Inspections, 2) Development Services and Permitting, 3) Zoning Administration and Inspections and 4) Neighborhood Resources and Housing.

The workload generated by construction activity has increased and will likely increase slightly in the coming year. There are several very large multi-family and commercial buildings that are in the site development process that will obtain building permits. Staff was increased by budget amendment mid-year by 2 positions in response to inspection level of service commitments. BNS will continue to focus on technological improvements in service delivery to improve applicant experiences. Additionally, the department will be starting the process to obtain accreditation as a building department and to improve ISO scores for both the Building Code Effectiveness Grading Scale and the Flood Community Rating System.

Department Goals

In the coming fiscal year, Building and Neighborhood Services will concentrate on meeting level of service commitments and maintaining a high level of customer-focused service due to the anticipated volume of development activity.



City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme: A Safe Clean and Livable City



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

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

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).

Theme: Quality Life Experiences



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.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

2014 2015 2016 2017* 2018*

Workload (Output) Measures					
Vegetation/Tree Problem	\$ 91	\$ 92	\$ 94	\$ 95	\$ 95
Zoning Violation	\$ 94	\$ 70	\$ 75	\$ 76	\$ 76
Total value of building and development	\$ 568,207,950	\$ 402,254,930	\$ 494,367,542	\$ 425,000,000	\$ 425,000,000
Total revenue	\$ 2,332,672	\$ 2,046,200	\$ 1,543,550	\$ 2,200,000	\$ 2,200,000



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Total permits	8,472	7,658	5,130	8,000	8,000
Tennessee Statewide Benchmarking Average	2,322	2,402	TBD	TBD	TBD
Total construction plans reviewed	896	1,384	3820	1500	1500
Tennessee Statewide Benchmarking Average	483	533	868	TBD	TBD
Total certificates of occupancy issued	428	777	611	1000	1000
Building inspections performed	23,991	28,687	24,202	32,000	32,000
Tennessee Statewide Benchmarking Average	9,914	10,221	12,211	TBD	TBD
Building code violations	5,388	4,200	5,127	5,100	5,100
Property Maintenance code inspections	566	473	655	520	520
Total property maintenance code violations	566	473	486	520	520
Inoperable auto violations	97	123	68	110	110
Overgrown lot violations	88	98	103	91	91
Dilapidated structure violations	29	N/A	N/A	N/A	N/A
Property Parcels	21,591	22,307	23,522	23,522	23,522
Number of building inspector / certified plan reviewer FTEs	15	18	18	18	18
Tennessee Statewide Benchmarking Average	6	6	7	TBD	TBD
Number of permit technician / administrative / support FTEs	7	8	9	9	9
Total number of building code FTEs	25	26	27	27	27
Tennessee Statewide Benchmarking Average	7	7	9	TBD	TBD
Property maintenance code enforcement FTE's	2	2	2	2	2
Property maintenance administrative and support FTEs	0	0	0	0	0
Number of Construction Plans Reviewed per FTE (Inspectors/Reviewer FTEs Only)	59.7	76.9	212.2	83	83
Tennessee Statewide Benchmarking Average	93.2	95.3	109.6	TBD	TBD
Building Inspections per FTE (Inspectors FTEs Only)	1,599	1,594	1,345	1,778	1,778
Tennessee Statewide Benchmarking Average	1,208	1,238	2,267	TBD	TBD

*FY 2017 & 2018 data is estimated.

Efficiency Measures

	2014	2015	2016	2017*	2018*
Building Code Inspectors/Certified Plan Reviewer FTE per 1,000 Population	0.22	0.27	0.27	0.26	0.26
Tennessee Statewide Benchmarking Average	0.11	0.11	0.11	TBD	TBD
Revenue per Permit Issued	\$ 372.02	\$ 383.52	\$ 503.61	\$ 275	\$ 275
Tennessee Statewide Benchmarking Average	\$ 159.24	\$ 201.86	\$ 189.66	TBD	TBD
Building Code Enforcement cost per permit issued	\$ 419.49	\$ 380.43	\$ 454.26	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 431.54	\$ 427.26	\$ 261.83	TBD	TBD
Total building code enforcement cost per building inspection	\$ 83.95	\$ 70.34	\$ 88.63	\$ 65.63	\$ 65.63
Tennessee Statewide Benchmarking Average	\$ 184.15	\$ 206.97	\$ 101.98	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

*FY 2017 & 2018 data estimated.

Outcome (Effectiveness) Measures

		2014	2015	2016	2017*	2018*
	Reduce the number of cases and days it takes to resolve identified property maintenance violations.					
	# of cases reported for property maintenance violations	566	473	655	520	520
	Average number of days from complaint to first inspection	2	1	1	2	2
	Average number of days to resolve violation	21	18	17	17	17
	Cases brought into compliance	580	473	131	520	520
	% of all Property Maintenance Violations Brought into Compliance	102.5%	98.9%	141.0%	100%	100%
	Tennessee Statewide Benchmarking Average	91.7%	94.9%	96.1%	TBD	TBD

*FY 2017 & 2018 data estimated.

Revenue and value of building estimates for FY 2016 are estimates year to date and require further refinement.

Franklin Citizens Survey

(Fall 2016)

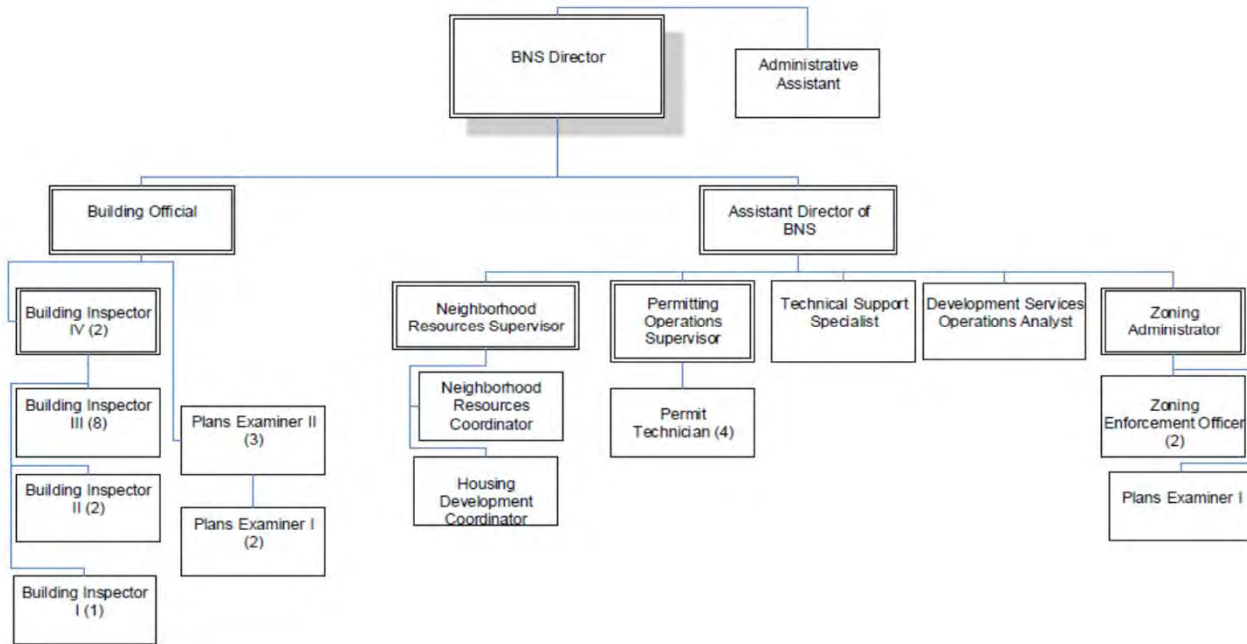
		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of Code enforcement services	19%	54%	20%	7%



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building & Neigh. Svcs. Director	Grade K	1	0	1	0	1	0	1	0	1	0
Assistant Building and Neigh. Services Department Director	Grade J	0	0	0	0	0	0	0	0	1	0
Building Official	Grade I	1	0	1	0	1	0	1	0	1	0
Development Services Coordinator	Grade H	1	0	1	0	1	0	1	0	0	0
Plans Examiner III	Grade H	1	0	1	0	0	0	0	0	0	0
Building Inspector IV	Grade G	2	0	2	0	2	0	2	0	2	0
Plans Examiner II	Grade G	2	0	2	0	3	0	3	0	3	0
Zoning Administrator	Grade G	1	0	1	0	1	0	1	0	1	0
Dev. Serv. Oper. Analyst	Grade G	0	0	0	0	0	0	0	0	1	0
Neighborhood Resources Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Housing Development Coord.	Grade F	1	0	1	0	1	0	1	0	1	0
Plans Examiner I	Grade F	2	0	2	0	3	0	3	0	3	0
Permitting Operations Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Building Inspector III	Grade F	3	0	3	0	6	0	8	0	8	0
Building Inspector II	Grade E	4	0	5	0	2	0	2	0	2	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Zoning Enforcement Officer	Grade E	2	0	2	0	2	0	2	0	2	0
Signs/Design Standards Admin.	Grade E	0	0	0	0	0	0	0	0	0	0
Neighborhood Resources Coord.	Grade E	1	0	1	0	1	0	1	0	1	0
Building Inspector I	Grade D	1	0	1	0	1	0	1	0	1	0
Permit Technician	Grade D	3	0	3	0	4	0	4	0	4	0
Planning Associate	Grade D	1	0	1	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Total		31	0	32	0	33	0	35	0	36	0



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	1,474,843	1,551,931	1,733,768	1,717,050	1,811,001	77,233	4.5%
Employee Benefits	542,860	606,311	727,342	703,177	811,481	84,139	11.6%
Total Personnel	2,017,703	2,158,242	2,461,110	2,420,227	2,622,482	161,372	6.6%
Operations							
Transportation Services	3,139	1,992	2,537	2,722	2,779	242	9.5%
Operating Services	2,817	7,435	5,556	3,816	5,667	111	2.0%
Notices, Subscriptions, etc.	25,845	18,768	18,760	18,160	45,650	26,890	143.3%
Utilities	25,999	24,213	28,915	26,275	29,101	186	0.6%
Contractual Services	28,164	18,346	72,950	65,000	109,900	36,950	50.7%
Repair & Maintenance Services	9,782	14,761	16,250	12,000	16,500	250	1.5%
Employee programs	4,147	3,282	4,300	4,300	23,825	19,525	454.1%
Professional Development/Travel	19,236	15,923	28,150	25,150	32,870	4,720	16.8%
Office Supplies	14,982	11,118	10,640	13,740	11,550	910	8.6%
Operating Supplies	6,016	8,413	6,190	5,465	6,380	190	3.1%
Fuel & Mileage	15,857	10,607	14,000	12,000	16,000	2,000	14.3%
Machinery & Equipment (<\$25,000)	88,782	34,867	80,100	83,100	78,250	(1,850)	-2.3%
Repair & Maintenance Supplies	7,063	588	-	694	700	700	100.0%
Operational Units	54,635	62,319	59,515	59,515	59,515	-	0.0%
Property & Liability Costs	11,869	14,811	15,534	21,746	22,835	7,301	47.0%
Permits	1,213	800	250	250	250	-	0.0%
Financial Fees	-	2,783	2,000	2,000	2,100	100	5.0%
Debt Service and Lease Payments	14,285	14,270	21,551	20,308	8,085	(13,466)	-62.5%
Total Operations	339,107	265,296	387,199	376,241	471,959	84,760	21.9%
Capital	-	-	63,300	63,300	-	(63,300)	-100.0%
Total BNS Department	2,356,810	2,423,538	2,911,609	2,859,768	3,094,441	182,832	6.3%

Personnel

A Building Inspector and an Electrical Inspector were added as a budget amendment mid-fiscal year to meet level of service commitments. Several positions are proposed as Program Enhancements.

Operations

Calendar Year 2016 has seen a record amount of development investment in our community at \$774 million. Inspections performed also increased to 33,000.

The Development Services One Stop has continued to be very successful and routinely has between 15 and 25 applicants at each twice weekly session.

Usage of the Online inspection scheduling website has increased from 43% to 86%.



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	1,265,077	1,322,045	1,397,426	1,359,668	1,215,983	-181,443	-13.0%
Operations	141,450	315,480	189,573	161,722	226,771	37,198	19.6%
Capital	0	0	0	0	0	0	0.0%
Total	1,406,527	1,637,525	1,586,999	1,521,390	1,442,753	-144,245	-9.1%

Departmental Summary

The Franklin Planning and Sustainability Department (P&SD) works with the Franklin Municipal Planning Commission in providing information and advice to the Board of Mayor and Aldermen and other City departments in order to assist them in making decisions concerning the growth and development of the City.

The P&SD also provides the following:

- Expertise, technical assistance, and staff support to the Planning Commission, the Board of Zoning Appeals, the Historic Zoning Commission, the Battlefield Commission, the Sustainability Commission, the Franklin Tree Commission, and various ad-hoc committees.
- Long-range planning initiatives to analyze, forecast, and guide future development.
- A leadership role in sustainability efforts for the City and the region.
- Administration and Maintenance of the Land Use Plan and the Zoning Ordinance in order to provide policies and regulations that continually strive to improve the built environment while protecting the City's natural and historic resources.
- Long-range planning initiatives to analyze, forecast, and guide future development.
- Implementation of processes in order to provide effective and efficient development review.
- Oversees performance agreements and sureties and coordinates inspections associated with improvements to new developments, including, but not limited to, drainage, landscaping, sidewalks, streets, and water/wastewater.
- Performs landscaping inspections and reviews.
- Seeks Federal and State funding opportunities in order to assist with activities and projects.
- Assists the Franklin Special School District, the Williamson County School System, and other cities within Williamson County in analyzing growth patterns.
- Assists the school system in introducing concepts of urban planning, historic preservation, and energy efficiency to students.



City of Franklin, Tennessee

FY 2018 Operating Budget

Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

Fiscal Year 2018 Outlook

The update to the Land Use Plan, Envision Franklin, will be adopted, and work will commence to transfer the policies of the plan into a new Zoning Map and Ordinance. Regular meetings will be held to present and discuss the new Zoning Ordinance during its preparation. An update to the Subdivision Regulations will be prepared and presented, as well.

Reviewing and recommending plans and rezoning requests is an ongoing responsibility of the P&SD, based on the Land Use Plan and the Zoning Ordinance, to the Planning Commission and the Board of Mayor and Aldermen.

Infill development continues to be an increasing land-use issue that needs to be addressed. Discussions will continue with the Infill Working Group to identify standards and districts for the new Zoning Ordinance that support and strengthen downtown neighborhoods.

Long-range planning efforts will continue to be an increasing priority in the P&SD, specifically with the commencement of the Downtown Riverfront Planning Study and Murfreesboro Road Redevelopment Plan.

Increased involvement with the Nashville Area MPO will continue. The P&SD will continue to consider the importance of regional transportation for Franklin and how to plan and design land uses that support sustainable local and regional transportation.

An update to the Downtown National Register Listing is underway and anticipated to be finalized in September 2017.

Funds have been requested to facilitate and establish an action plan for the Battlefield Commission.

The P&SD will continue to facilitate and engage the community in efforts to establish a Public Art Commission and guidelines.

Increasing emphasis will be placed on continuing professional education in order to develop urban design skills for the City staff, Planning Commissioners, Board members, and design professionals.

The P&SD anticipates another year of increasing development demand and annexation requests. Non-contiguous annexation and its opportunities and challenges will be evaluated by staff as these types of annexation requests are likely to increase.



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.



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

Theme: A Safe and Livable City



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

Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.

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

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: 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

Theme: Quality Life Experiences



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 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.

Goal: To become a more bicycle friendly community.

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 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.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

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)

Baseline: Citizen Perception reported through community survey.

Theme: Sustainable Growth & Economic Prosperity



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

Goal: Update the Land Use Plan tied to transportation and infrastructure availability.

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.

Goal: To increase private investment in Franklin's Historic Area.

Baseline: Franklin issued 94 Certificates of Appropriateness for construction in 2014 (Planning and Sustainability).

Baseline: The value of investment dollars from COA's for 2014. (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)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Net Acreage Changes	61	88	218	TBD	TBD
Base Zoning Changes					
Acreage Zoned Due to Annexation	61	88	218	TBD	TBD
Acreage Rezoned	119	296	351	TBD	TBD
Development Process Approval Measures					
Development Plans	26	21	16	24	22
Site Plans	70	82	80	74	77
Plats	65	71	67	68	68
Residential Approvals					
Total Units	1424	TBD	2527	2996	2762
Cases heard by BOZA	20	19	21	31	23
Residential site plans reviewed	87	110	50	52	51
Preliminary plats reviewed	4	3	7	8	6
Final plats reviewed	61	70	84	104	80
Municipal planner FTEs	9	8	8	8	8



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Planning and zoning administrative and support FTEs	4	5	5	5	5
Engineering FTEs	2	3	3	3	3
Total planning and zoning revenues	\$ 182,046	\$ 177,932	\$ 122,734	\$ 182,697	\$ 166,352

Efficiency Measures

	2014	2015	2016	2017	2018
Average number of days for preliminary plat review	47	55	55	55	55

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Franklin will be a model for environmental quality and a sustainable city.					
Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey					
Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.					
Baseline established?	No	No	Yes	Yes	Yes
Survey Conducted?	No	No	Yes	Yes	TBD
Target: 93%	TBD	TBD	93.0%	93.0%	TBD
Meets Target?	TBD	TBD	TBD	TBD	TBD
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					
Target: Named "Smarter City"	No	No	No	TBD	TBD
Meets Target?	No	No	No	TBD	TBD
Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.					
# of LEED Certified buildings in Franklin	11	12	18	18	18
Target (Source: www.usgbc.org)	10	11	11	12	12
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.					
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.					
90% citizen satisfaction rated excellent/good for services as reported by community survey.					
Baseline: Data to be collected in next community survey.	N/A	N/A	93%	93%	TBD
Meets Target?	N/A	N/A	Yes	Yes	TBD
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.					



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

	To be a community that promotes walking, jogging, and cycling.					
	Increase the Walkability Index Score for Franklin.	TBD	TBD	TBD Score: 23	TBD	TBD
	Meets Target?	TBD	TBD	TBD	TBD	TBD
	Become a more bicycle friendly community.					
	Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.					
	Meets Target?	N/A	N/A	N/A	TBD	TBD
	Reduce the number of days of air quality nonattainment in the City of Franklin.					
	Baseline: 0 days of non-attainment	0	0	0	0	0
	Actual Days of non-attainment	0	0	0	TBD	TBD
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
	Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
	Current Ranking	4	4	4	TBD	TBD
	Target	4	4	4	TBD	TBD
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Franklin will strategically manage its growth and the value of its assets.					
	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)					
	Target: At least 1 updated	1	All Areas Updating		TBD	TBD
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
	Franklin Poverty Rate	6.7%	6.9%	TBD	TBD	TBD
	State Poverty Rate	13.3%	16.9%	TBD	TBD	TBD
	Target	6.7%	8.5%	TBD	TBD	TBD
	Meets Target?	Yes	Yes	TBD	TBD	TBD
	Increase the assessed valuation per square mile for land in City of Franklin					
	Current Assessed Value	\$ 3,440,062,708	\$ 3,576,977,148	\$ 4,638,233,867	TBD	TBD
	Square Miles	41.53	41.53	41.78	TBD	TBD
	Target	\$ 80,000,000	\$ 82,000,000	\$ 105,000,000	TBD	TBD
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
	Increase private investment in Franklin's Historic Area.					
	# of Certificates of Appropriateness issued for construction	68	47	106	70	72
	Value of investment dollars from COA's	\$ 11,751,522	\$ 6,425,809	\$ 20,688,515	\$ 7,000,000	\$ 7,000,000
	Meets Target?	Yes	No	Yes	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

*Includes Residential and Commercial site plans.

**City engineers who are involved in development plan review but are housed in the Engineering Department.

Franklin Citizens Survey

(Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the value of Land use, planning and zoning	16%	43%	28%	13%
<input checked="" type="checkbox"/>	% rating Your neighborhood as a place to live	55%	38%	7%	1%
<input checked="" type="checkbox"/>	% rating Franklin as a place to live	73%	24%	3%	0%
<input checked="" type="checkbox"/>	% rating the Quality of the overall natural environment in Franklin as it relates to Franklin as a whole	37%	50%	10%	2%
<input checked="" type="checkbox"/>	% rating the Overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) as it relates to Franklin as a whole	25%	53%	18%	5%
<input checked="" type="checkbox"/>	% rating the Sense of community in Franklin as it relates to Franklin as a whole	36%	46%	15%	2%
<input checked="" type="checkbox"/>	% rating how important the Quality of the overall natural environment in Franklin is for the Franklin community to focus on in the next two years	41%	46%	13%	1%
<input checked="" type="checkbox"/>	% rating how important the Overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) is for the Franklin community to focus on in the next two years	39%	44%	16%	1%

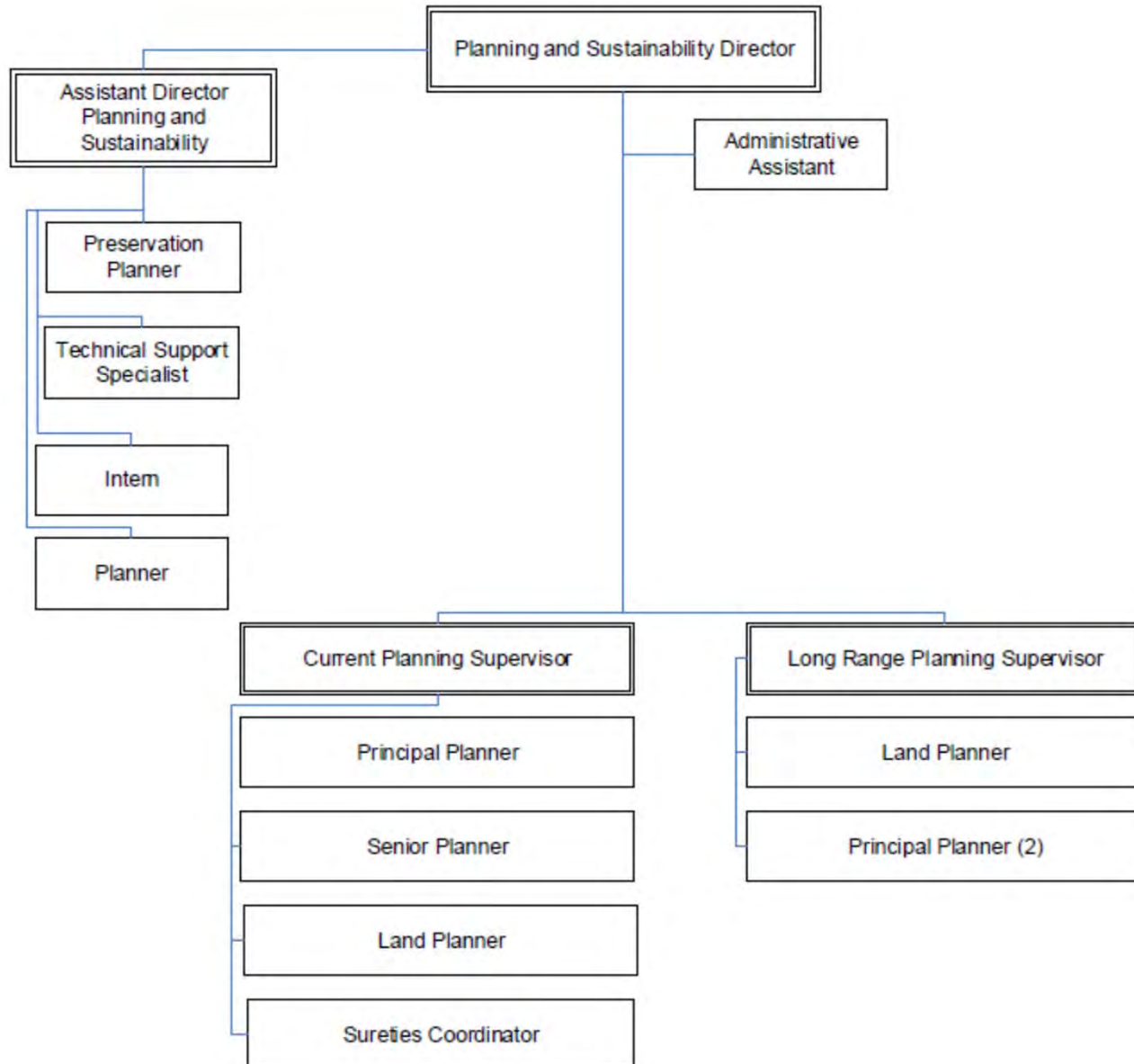
		Very Satisfied	Somewhat Satisfied	Somewhat Important	Not at all Important
<input checked="" type="checkbox"/>	% rating their level of satisfaction with the City's management of growth	29%	55%	15%	1%



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
ACA Community Development	Grade N	1	0	1	0	1	0	1	0	0	0
Planning Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant Planning Director	Grade J	0	0	0	0	0	0	0	0	1	0
Planning Supervisor	Grade I	2	0	2	0	2	0	2	0	2	0
Principal Planner/ Co-Leader	Grade H	2	1	2	1	2	1	3	1	3	0
Preservation Planner	Grade G	0	0	0	0	0	0	1	0	1	0
Land Planner (TN Reg)	Grade G	0	0	1	0	0	0	0	0	0	0
Planning Senior	Grade G	2	0	2	0	2	0	1	0	1	0
Dev. Serv. Oper. Analyst	Grade G	1	0	0	0	1	0	1	0	0	0
Planner	Grade F	1	0	1	0	1	0	1	0	1	0
Land Planner	Grade F	0	0	0	0	2	0	2	0	2	0
Sureties Coordinator	Grade F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Planning Assistant	Grade E	1	0	1	0	1	0	0	0	0	0
Planning Associate	Grade D	2	0	2	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	0	0	0	1	0	1	0	0	0	0
Intern	---	0	1	0	1	0	1	0	1	0	1
Total Authorized Staffing		16	2	16	3	16	3	16	2	15	1



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	987,807	1,035,553	1,070,036	1,062,246	896,245	(173,791)	-16.2%
Officials Fees	9,650	9,800	14,708	14,708	14,708	-	0.0%
Employee Benefits	267,620	276,692	312,682	282,714	305,030	(7,652)	-2.4%
Total Personnel	1,265,077	1,322,045	1,397,426	1,359,668	1,215,983	(181,443)	-13.0%
Operations							
Transportation Services	1,762	2,376	3,100	2,250	3,100	-	0.0%
Operating Services	4,241	5,323	9,500	7,500	9,500	-	0.0%
Notices, Subscriptions, etc.	23,661	38,649	34,050	29,055	30,900	(3,150)	-9.3%
Utilities	6,204	5,458	7,000	6,250	7,000	-	0.0%
Contractual Services	9,110	174,717	23,800	22,500	32,600	8,800	37.0%
Repair & Maintenance Services	5,615	3,676	6,500	3,750	6,500	-	0.0%
Employee programs	1,859	425	3,500	1,300	3,500	-	0.0%
Professional Development/Travel	35,208	54,590	53,200	51,750	46,400	(6,800)	-12.8%
Office Supplies	12,626	10,991	14,300	11,850	14,800	500	3.5%
Operating Supplies	1,367	377	400	1,221	400	-	0.0%
Fuel & Mileage	516	577	2,200	675	1,700	(500)	-22.7%
Machinery & Equipment (<\$25,000)	33,726	11,597	6,800	11,254	56,985	50,185	738.0%
Repair & Maintenance Supplies	6	236	-	-	-	-	-
Operational Units	-	-	10,850	4,000	4,000	(6,850)	-63.1%
Property & Liability Costs	5,485	6,488	13,873	8,367	8,886	(4,987)	-35.9%
Permits	64	-	400	-	400	-	0.0%
Other Business Expenses	-	-	100	-	100	-	0.0%
Total Operations	141,450	315,480	189,573	161,722	226,771	37,198	19.6%
Capital	-	-	-	-	-	-	-
Total Planning & Sustain.	1,406,527	1,637,525	1,586,999	1,521,390	1,442,753	(144,245)	-9.1%

Notes & Objectives

- Draft a new Zoning Ordinance to implement Envision Franklin, with input from the FMPC and BOMA.
- Create and implement a Battlefield Commission Action Plan.
- Continue to work on creation of a Public Art Program.
- Design a riverfront trail system based on the results of the 2017 Riverfront Planning Study.
- Update the Preservation Plan.
- Incorporate education opportunities for members of the Planning Commission and BOMA.
- Update the Subdivision Regulations.
- Improve workspace and technology in the P&SD.



City of Franklin, Tennessee

FY 2018 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering							
	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	775,333	898,723	1,125,838	1,095,550	1,207,063	81,225	7.2%
Operations	-15,565	-96,022	-49,967	-51,232	-51,024	-1,057	2.1%
Capital	0	0	0	0	0	0	0.0%
Total	759,768	802,701	1,075,871	1,044,318	1,156,039	80,168	7.5%

Traffic Operations Center (TOC)							
	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	172,817	258,175	278,557	275,554	349,154	70,597	25.3%
Operations	311,426	239,931	668,775	460,100	545,312	-123,463	-18.5%
Capital	186,326	60,361	2,300,000	438,480	2,150,000	(150,000)	-6.5%
Total	670,570	558,467	3,247,332	1,174,134	3,044,466	-202,866	-6.2%

Departmental Summary

This budget contains operations for two separate functions: Engineering & Traffic Operations Center.

ENGINEERING

The Engineering Department plans for the future infrastructure needs of the City of Franklin and consists of three divisions. The divisions include Engineering, Traffic Operations and Stormwater.

The Engineering Division manages both City-funded and private infrastructure projects. The Engineering Division works with other City Departments, TDOT, various utility providers, elected officials, and the public to ensure that our infrastructure is designed and installed properly and that it meets all Local, State and Federal standards and guidelines.

The Traffic Operations Division manages the transportation network within the City of Franklin. They currently oversee our Congestion Management Program, Traffic Count Program, Traffic Calming Program and assist with both public and private infrastructure projects.

The Stormwater Division helps the City maintain compliance with mandates set by the Federal (EPA) and State (TDEC) Governments to minimize stormwater runoff pollution. Under the Clean Water Act of 1972, the Environmental Protection Agency (EPA) requires municipalities like Franklin to manage stormwater. The City has received a Phase II Municipal Separate Storm Sewer System (MS4) Permit from the Tennessee Department of Environment and Conservation (TDEC) to allow Franklin to discharge stormwater into nearby rivers and streams.



City of Franklin, Tennessee

FY 2018 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

TRAFFIC OPERATIONS CENTER (TOC)

A goal of the Traffic Operations Division is to perform timing optimizations for signal systems. Currently there are five major systems in the City - Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown (Main St, Fifth Ave, SR96 West), Hillsboro Road and Columbia Ave. Traffic counts and turning movement counts are obtained at all signalized intersections within a three year window. These counts are then used to perform signal system timing optimizations.

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 114 traffic signals and 22 Closed Circuit Television (CCTV) cameras. In past years the TOC has worked towards providing better traffic flow throughout the City through the Congestion Management Program. That program requires data collection at each of those intersections every three years and optimizing the signal timing in each of the City's main corridors.

The TOC will be addressing new challenges as we move into the future. First will be the Comprehensive Transportation Network Plan which will study the transportation network with attention to the roadway network, bike and pedestrian facilities and transit. This study will replace the traditional Major Thoroughfare Plan Update and will provide a more complete planning document for use by the city in applying for Federal Highway Administration or Federal Transit Administration funding. The second challenge is to deploy an Adaptive Traffic Signal Control System in the Cool Springs Area. This action will provide the benefits of constant signal optimization.

Congestion Management Program:

Traffic Counts or Data Collection have been and continue to be the most basic building blocks of any traffic management system. With the rapid growth and development of the City of Franklin in the recent past, traffic volumes have also grown and developed. This program was designed to perform "turning movement counts" for each peak hour at each of our signalized intersections every three years.

Currently there are five major systems in the City:

- 1) Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd)
- 2) SR 96 E (Murfreesboro Rd./Royal Oaks)
- 3) Downtown Franklin (Main St, Fifth Ave, SR96 West)
- 4) Hillsboro Road
- 5) Columbia Ave.

The data collected is used to develop traffic signal timing plans that will best move traffic with highest degree of safety and minimal delay. By utilizing traffic modeling software, we develop intersection timing plans that best manage those rush hour flows. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every 3 years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."



City of Franklin, Tennessee

FY 2018 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

STORMWATER (Budget contained within Stormwater Fund)

The City of Franklin is granted authorization to discharge stormwater through its stormwater infrastructure and into receiving water bodies through a NPDES permit issued by the EPA and administered through TDEC. A condition of this permit coverage is that six minimum control measures are met by the end of the permit cycle. The City is required annually to submit an “annual report”, which is essentially a report to document the progress the City is making towards meeting its current permit requirements. Current minimum control measures are:

- 1) Public Education and Outreach
- 2) Public Involvement and Participation
- 3) Illicit Discharge Detection and Elimination
- 4) Construction Site Stormwater Runoff Control
- 5) Permanent Stormwater Management in Development and Redevelopment
- 6) Pollution Prevention for Municipal Operations

In addition to the above minimum control measures the City is required to do annual ambient monitoring which includes:

- 1) Macroinvertebrate Sampling
- 2) E.Coli Sampling

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.



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

Theme: Quality Life Experiences



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.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)



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

Theme: Quality Life Experiences

Goal: Implement our Congestion Management Program by coordinate traffic signals to insure optimum travel speed, reduce delay, reduce energy and fuel consumption and minimize stops. The City Currently has five coordinated signal systems that include: Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown Franklin (Main St, Fifth Ave, SR96 West), Hillsboro Road, Columbia Ave.

Baseline: Implement new traffic counts and signal timing plans on one coordinate system per year. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every 3 years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."

Workload (Output) Measures

	Last Signal Timing Update
1) Cool Springs Area	2016
Cool Springs Area (Holiday Plan)	2008
2) SR 96 E	2015
3) Downtown Franklin	2010
4) Hillsboro Road	To Be Completed Following Hillsboro Road (Independence Square to Mack Hatcher
5) Columbia Ave	2015

Theme: A Safe, Clean and Livable City



Franklin will be a model for environmental quality and a sustainable City

Goal: Meet or exceed the minimum compliance of our NPDES MS4 permit to protect our national resources.

Baseline: Complete four public education and outreach events per year.

Baseline: Complete four public involvement and participation events per year.

Baseline: Complete illicit discharge detection and elimination on 20% of our watershed yearly.

Baseline: Inspect 100% of our active construction sites monthly for EPSC compliance.

Baseline: Inspect 20% of the cities permanent stormwater management facilities.

Baseline: Complete annual ambient monitoring to include Macroinvertebrate Sampling, E.Coli Sampling and complete 20% watershed Visual Stream Assessments.

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Number of public education and outreach events completed.	1	5	2	TBD	TBD
Number of public involvement and participation events completed.	1	3	2	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)

Percentage of Watershed completed for illicit discharge detection and elimination.	0%	100%	0%	TBD	TBD
Percentage of active construction sites	100%	100%	100%	TBD	TBD
Percentage of permanent stormwater management facilities inspected.	0%	0%	0%	TBD	TBD
Annual Ambient monitoring (Achieved or Not Achieved)					
Macroinvertebrate Sampling	Achieved	Achieved	Achieved	TBD	TBD
E.Coli Sampling	Achieved	Achieved	Achieved	TBD	TBD
Visual Stream Assessment	Not Achieved	Achieved	Not Achieved	TBD	TBD

Outcome (Effectiveness) Measures

		2014	2015	2016	2017*	2018*
Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin. <i>(Baseline: Community Survey by ASI for Franklin Tomorrow)</i>		37%	37%	41%	41%	TBD
	Target	30%	30%	35%	35%	TBD
	Meets Target?	No	No	No	No	TBD
To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services						
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)		N/A	72	74	TBD	TBD
	Target	TBD	72	72	75	75
	Meets Target?	TBD	Yes	Yes	TBD	TBD

Franklin Citizens Survey

(Fall 2016)

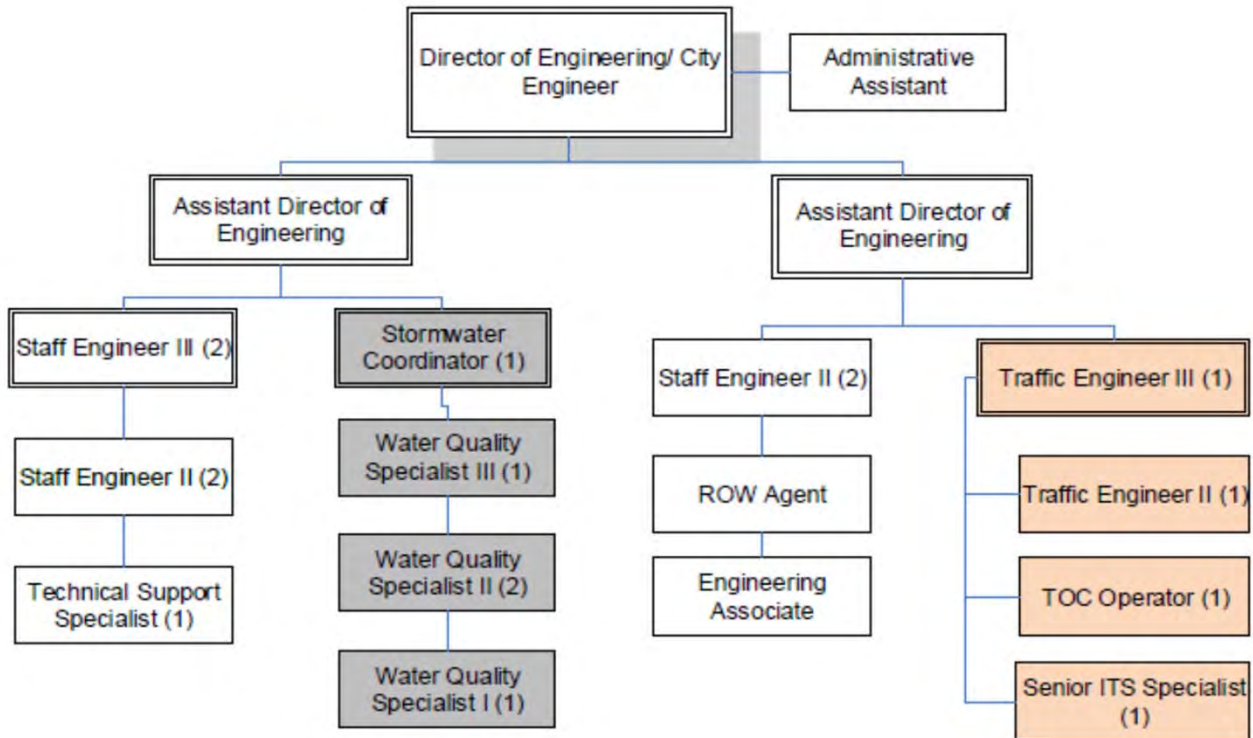
		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating traffic flow on major streets as it relates to Franklin as a whole	1%	25%	45%	29%
<input checked="" type="checkbox"/>	% rating ease of public parking as it relates to Franklin as a whole	11%	42%	33%	14%
<input checked="" type="checkbox"/>	% rating ease of travel by car in Franklin as it relates to Franklin as a whole	7%	41%	39%	13%
<input checked="" type="checkbox"/>	% rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole	5%	18%	29%	47%
<input checked="" type="checkbox"/>	% rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole	6%	29%	34%	30%
<input checked="" type="checkbox"/>	% rating ease of walking in Franklin as it relates to Franklin as a whole	17%	41%	30%	12%
<input checked="" type="checkbox"/>	% rating the quality of Traffic signal timing	12%	38%	34%	15%



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



Notes:

1) *Funding Allocation:*

Gray: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Peach: The Traffic Eng III, Traffic Eng II and TOC Operator are included in TOC Budget.
White: Positions funded through the Engineering budget are shaded in white.

2) *For detailed counts and authorized positions, please see following page entitled "Staffing by Position"*



City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Engineering											
Director of Engineering	Grade L	1	0	1	0	1	0	1	0	1	0
Asst. Dir. Of Engineering	Grade J	1	0	1	0	2	0	2	0	2	0
Staff Engineer III	Grade I	3	0	3	0	2	0	2	0	2	0
Staff Engineer II	Grade H	3	0	3	0	3	0	4	0	4	0
Right of Way Agent	Grade G	1	0	1	0	1	0	1	0	1	0
Plans Examiner I	Grade F	0	0	0	0	0	0	0	0	1	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	0	0
Engineering Associate	Grade E	0	0	1	0	1	0	1	0	1	0
Admin. Asst	Grade D	1	0	1	0	1	0	1	0	1	0
Total - Engineering		11	0	12	0	12	0	13	0	13	0

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Operations Center											
Traffic Engineer III	Grade I	1	0	1	0	1	0	1	0	1	0
Traffic Engineer II	Grade F	1	0	1	0	1	0	1	0	1	0
ITS Specialist Senior	Grade F	1	0	1	0	0	0	0	0	1	0
TOC Operator	Grade E	1	0	1	0	1	0	1	0	1	0
Total - TOC		4	0	4	0	3	0	3	0	4	0



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget - Engineering

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	594,297	676,112	833,969	809,851	863,386	29,417	3.5%
Employee Benefits	181,036	222,611	291,869	285,699	343,676	51,807	17.8%
Total Personnel	775,333	898,723	1,125,838	1,095,550	1,207,063	81,225	7.2%
Operations							
Transportation Services	675	183	730	750	767	37	5.1%
Operating Services	11,035	4,035	5,950	5,950	6,099	149	2.5%
Notices, Subscriptions, etc.	6,006	3,764	9,750	9,750	9,963	213	2.2%
Utilities	3,691	3,857	4,175	4,524	4,749	574	13.7%
Contractual Services	90,125	74,165	108,000	108,000	108,400	400	0.4%
Repair & Maintenance Services	3,960	1,002	2,420	2,420	2,610	190	7.9%
Employee programs	275	681	820	820	861	41	5.0%
Professional Development/Travel	12,072	5,495	23,170	18,000	18,000	(5,170)	-22.3%
Office Supplies	4,822	5,309	6,446	6,446	6,770	324	5.0%
Operating Supplies	1,169	2,068	4,550	4,550	4,778	228	5.0%
Fuel & Mileage	773	924	2,000	2,000	2,100	100	5.0%
Machinery & Equipment (<\$25,000)	58,811	24,574	17,000	17,000	31,828	14,828	87.2%
Repair & Maintenance Supplies	-	50	-	-	-	-	0.0%
Property & Liability Costs	4,020	5,965	6,043	9,344	9,811	3,768	62.4%
Permits	2,919	6,010	7,525	7,710	8,153	628	8.3%
Other Business Expenses	1	1	-	50	53	53	100.0%
Debt Service and Lease Payments	4,077	4,104	5,413	5,413	-	(5,413)	-100.0%
Interfund Reimbursement	(219,996)	(238,209)	(253,959)	(253,959)	(265,966)	(12,007)	4.7%
Total Operations	(15,565)	(96,022)	(49,967)	(51,232)	(51,024)	(1,057)	2.1%
Capital	-	-	-	-	-	-	0.0%
Total Engineering	759,768	802,701	1,075,871	1,044,318	1,156,039	80,168	7.5%

Notes & Objectives



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget - TOC

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	132,066	197,759	199,220	205,744	251,948	52,728	26.5%
Employee Benefits	40,751	60,416	79,337	69,810	97,206	17,869	22.5%
Total Personnel	172,817	258,175	278,557	275,554	349,154	70,597	25.3%
Operations							
Transportation Services	24	8	330	330	347	17	5.2%
Operating Services	-	84	330	330	447	117	35.5%
Notices, Subscriptions, etc.	525	2,954	2,254	3,894	4,479	2,225	98.7%
Utilities	1,399	1,535	2,288	2,150	2,257	(31)	-1.4%
Contractual Services	228,974	192,772	613,000	374,377	473,150	(139,850)	-22.8%
Repair & Maintenance Services	472	742	1,210	853	895	(315)	-26.0%
Employee programs	-	6	330	330	397	67	20.3%
Professional Development/Travel	2,475	1,350	7,757	6,975	8,947	1,190	15.3%
Office Supplies	161	165	550	542	586	36	6.5%
Operating Supplies	230	223	1,375	1,375	1,689	314	22.8%
Fuel & Mileage	238	172	882	700	735	(147)	-16.7%
Machinery & Equipment (<\$25,000)	39,700	28,704	22,225	49,536	30,600	8,375	37.7%
Repair & Maintenance Supplies	17,594	-	2,600	2,600	2,730	130	5.0%
Property & Liability Costs	4,005	9,736	11,314	13,778	15,660	4,346	38.4%
Permits	810	1,480	2,330	2,330	2,393	63	2.7%
Debt Service and Lease Payments	14,820	-	-	-	-	-	0.0%
Total Operations	311,426	239,931	668,775	460,100	545,312	(123,463)	-18.5%
Infrastructure	-	-	-	-	-	-	0.0%
Machinery & Equipment (>\$25,000)	186,326	60,361	2,300,000	438,480	2,150,000	(150,000)	-6.5%
Capital	186,326	60,361	2,300,000	438,480	2,150,000	(150,000)	-6.5%
Total TOC	670,570	558,467	3,247,332	1,174,134	3,044,466	(202,866)	-6.2%

Notes & Objectives



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Expenditures	32,811	67,277	70,211	70,992	79,518	9,307	13.3%
Economic Development	32,811	67,277	70,211	70,992	79,518	9,307	13.3%

Department Summary

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of \$25,000 plus an additional amount for the Greater Nashville Regional Council of \$14,700. Membership to the Nashville Area Chamber of Commerce is \$3,000 and the Metropolitan Planning Organization is budgeted at \$9,000. \$20,000 is included for continued funding of the business retention program being conducted by the Economic Development Office with the new Chamber of Commerce.

An additional allocation for the Williamson County Convention and Visitors Bureau is budgeted in the Hotel Tax Fund.



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.



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

Quality of Life Experiences



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 remain below the national Cost of Living Index of 100.

Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).

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).

Sustainable Growth & Economic Prosperity



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).

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]

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].



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

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 3rd 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, @WilliamsonProsper.com)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Outcome (Effectiveness) Measures

		2014	2015	2016	2017*	2018*
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
	Remain below the national Cost of Living Index of 100.					
	Current Rating	88.1	95.5	95.7	TBD	TBD
	Target	< 100	< 100	< 100	< 100	< 100
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Improve ranking as one of the best cities for start-up businesses in the United States.					
	Current Rating	43	TBD	TBD	TBD	TBD
	Target	Top 50	N/A	N/A	N/A	N/A
	Meets Target?	Yes	TBD	TBD	TBD	TBD
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.						
	Opportunities for increasing tourism experiences.					
	Increase tourist visits to Franklin.					
	Overall Tourist visits to Williamson County	1,220,000	1,310,000	N/A	N/A	N/A
	Target	1,150,000	1,250,000	1,350,000	1,450,000	1,600,000
	Meets Target?	Yes	Yes	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

		2014	2015	2016	2017*	2018*
	Increase the number of participants in conventions, conferences, and meetings in the Conference Center					
	Baseline: [TBD from FY 2012 data on # of participants or equivalent proxy]					
	Target					
	Meets Target?	TBD	TBD	TBD	TBD	TBD
	Opportunities for revenue enhancements through tourism and sales revenues.					
	Increase the revenue generated from Hotel/Motel taxes.	\$ 2,764,802	\$ 3,291,019	\$ 3,557,971	\$ 3,600,000	\$ 3,750,000
	Target (more than previous year)	\$ 2,403,775	\$ 2,764,802	\$ 3,291,019	\$ 3,557,971	\$ 3,600,000
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Increase sales tax revenue money greater than the annual state-wide sales tax growth.					
	Franklin Collections (in \$ millions)	\$27.254	\$28.944	\$31.309	\$32.561	\$33.864
	Franklin Collection Increase	4.8%	6.2%	8.2%	4.0%	4.0%
	State Collections (in \$ billions)	\$7.29	\$7.678	\$8.269	\$8.60	\$8.944
	State Collection Increase	3.9%	5.4%	7.7%	4.0%	4.0%
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center					
	Baseline: [Review Conference Center data for appropriate metrics]					
	Annual Net Income for Conference Center	-\$156,381	-\$114,223	\$72,835	\$125,000	\$150,000
	Target	\$208,181	-\$156,381	-\$114,223	\$72,835	\$125,000
	Meets Target?	No	Yes	Yes	TBD	TBD
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.					
	Increase the number of jobs in the city over the previous year.	36,050	37,440	39,150	Data to be collected	
	Target	34,500	35,500	37,440	39,150	39,150
	Meets Target?	Yes	Yes	Yes	TBD	TBD
	Decrease the unemployment rate within the city over the previous year below the county and state levels.					
	Franklin's Unemployment Rate	4.8%	4.2%	3.5%	TBD	TBD
	Williamson County Unemployment Rate	5.7%	4.6%	3.8%	TBD	TBD
	Tennessee's Unemployment Rate	7.4%	6.2%	5.0%	TBD	TBD
	Target (Franklin's U/I for preceding year)	5.5%	4.8%	4.2%	3.5%	3.5%
	Meets Target(s)?	Yes	Yes	Yes	TBD	TBD
	Encourage expansion and retention of business opportunities in the City of Franklin.					
	Increase the net number of business licenses within the city over the previous year.					
	New business licenses	406	404	493	400	400
	Total Active business licenses	5711	6182	6617	7000	7400
	Meets Target(s)?	Yes	Yes	Yes	TBD	TBD
	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)					
	# of Small Businesses in Franklin	3,377	TBD	TBD	TBD	TBD
	Target	3,200	TBD	TBD	TBD	TBD
	Meets Target?	Yes	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

	Increase the number of businesses with more than 100 employees over the previous year.					
	# of businesses in Franklin with more than 100 employees	109	TBD	TBD	TBD	TBD
	Target	125	TBD	TBD	TBD	TBD
	Meets Target?	No	TBD	TBD	TBD	TBD
	Increase the success of Fortune 1000 companies located in Franklin over the previous year.					
	# of local people employed by Fortune 1000 companies in Franklin	Data to be collected				
	Target	Data to be collected				
	Meets Target?	TBD	TBD	TBD	TBD	TBD
	Reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.					
	Franklin Retail & Commercial Vacancy Rate	3.30%	1.10%	0.90%	Data to be collected	
	Nashville MSA Retail & Commercial Vacancy Rates	7.60%	6.90%	4.70%	Data to be collected	
	Target	2.28%	2.07%	1.41%	Data to be collected	
	Meets Target?	No	Yes	Yes	TBD	TBD

Franklin Citizens Survey

(Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of Economic Development services	33%	49%	15%	3%
<input checked="" type="checkbox"/>	% rating Employment opportunities as it relates to Franklin as a whole.	23%	52%	20%	4%
<input checked="" type="checkbox"/>	% rating Shopping opportunities as it relates to Franklin as a whole.	51%	42%	7%	1%
<input checked="" type="checkbox"/>	% rating Cost of living in Franklin as it relates to Franklin as a whole.	5%	36%	39%	20%
<input checked="" type="checkbox"/>	% rating the Overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole.	34%	55%	11%	1%
<input checked="" type="checkbox"/>	% rating a Vibrant downtown/commercial areas it relates to Franklin as a whole.	52%	37%	10%	1%
<input checked="" type="checkbox"/>	% rating the Overall quality of new development in Franklin as it relates to Franklin as a whole.	30%	48%	19%	4%

Organizational Chart

There is no organization chart associated with Economic Development. It is supported by personnel within Administration.

Staffing by Position

There are no staff formally associated with Economic Development. It is supported by personnel within Administration.



City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart

There is no organization chart associated with Economic Development. It is supported by personnel within Administration.

Staffing by Position

There are no staff formally associated with Economic Development. It is supported by personnel within Administration.



City of Franklin, Tennessee
FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Est 2017	Budget 2018	Difference	
						\$	%
Economic Development / Chamber Support	25,000	25,000	25,000	25,000	25,000	-	0.0%
Greater Nashville Regional Council	-	14,466	14,400	14,400	22,518	8,118	56.4%
Nashville Area Chamber of Commerce	-	-	3,000	3,000	3,000	-	0.0%
Nashville Area MPO	7,811	7,811	7,811	8,592	9,000	1,189	15.2%
Williamson Chamber - Business Retention / Development	-	20,000	20,000	20,000	20,000	-	0.0%
Total Expenditures	32,811	67,277	70,211	70,992	79,518	9,307	13.3%
Ending Fund Balance	32,811	67,277	70,211	70,992	79,518	9,307	13.3%

Notes & Objectives



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

Community Development Block Grant Fund

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	23,717	20,212	85,185	85,185	48,985		
Revenues	448,200	330,297	280,560	250,300	250,300	-30,260	-10.79%
Expenditures	451,705	265,323	286,975	286,500	274,000	-12,975	-4.52%
Ending Balance	20,212	85,185	78,770	48,985	25,285		

Fund Summary

The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually (\$250,000). To date the City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for emergency rehabilitation of about 66 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and administrating homeless assistance on an as-needed basis.

Fund Goals

Acting within the HUD guidelines the City prepares an Annual Action Plan and a Consolidated Annual Performance Evaluation Report that reflect the goals of the coming year and the completion of projects from the previous fiscal year. These plans are presented in public meetings for review and comment by the public and ultimately presented and approved by the Board of Mayor and Alderman.

Using the CDBG funds the City will continue to further our partnership with the development community and non-profits toward providing improvement within our community for a variety of different needs. These may include concentrated rehabilitation of homes, new construction, neighborhood signs and land acquisition for the purpose of building affordable single family homes.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the Community Development Block Grant Fund. It is supervised by personnel in the Building & Neighborhood Services Department.

Staffing by Position

There are no staff formally budgeted within the CDBG Fund. Operations of the fund are maintained by the City's Housing Development Coordinator. That position is budgeted within the Building and Neighborhood Services department.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Beginning Fund Balance	23,717	20,212	85,185	85,185	48,985		
Revenues							
DEPT OF HOUSING AND URBAN DEV(FEDI	223,787	329,866	280,410	250,000	250,000	(30,410)	-10.8%
INTEREST INCOME	251	431	150	300	300	150	100.0%
OTHER REVENUES	224,162	-	-	-	-	-	
CONTRIBUTIONS - OTHERS	-	-	-	-	-	-	
Total Available Funds	448,200	330,297	280,560	250,300	250,300	(30,260)	-10.8%
Expenses (Operations)							
MAILING & OUTBOUND SHIPPING SERVIC	-	-	175	-	-	(175)	-100.0%
PRINTING & COPYING SERVICES, OUTSOU	-	-	100	-	-	(100)	-100.0%
LEGAL NOTICES	-	-	200	-	-	(200)	-100.0%
CONSULTANT SERVICES	44,540	76,425	5,000	5,000	12,500	7,500	150.0%
OTHER CONTRACTUAL SERVICES	50,339	68,898	160,000	160,000	140,000	(20,000)	-12.5%
BUILDING REPAIR & MAINTENANCE SERV	94,878	120,000	120,000	120,000	120,000	-	0.0%
TRAINING, OUTSIDE	326	-	1,500	1,500	1,500	-	0.0%
IN LIEU OF AFFORDABLE HOUSING COSTS	224,162	-	-	-	-	-	0.0%
GRANT PROGRAMS	37,460	-	-	-	-	-	0.0%
Total Expenditures	451,705	265,323	286,975	286,500	274,000	(12,975)	0.0%
Ending Fund Balance	20,212	85,185	78,770	48,985	25,285		



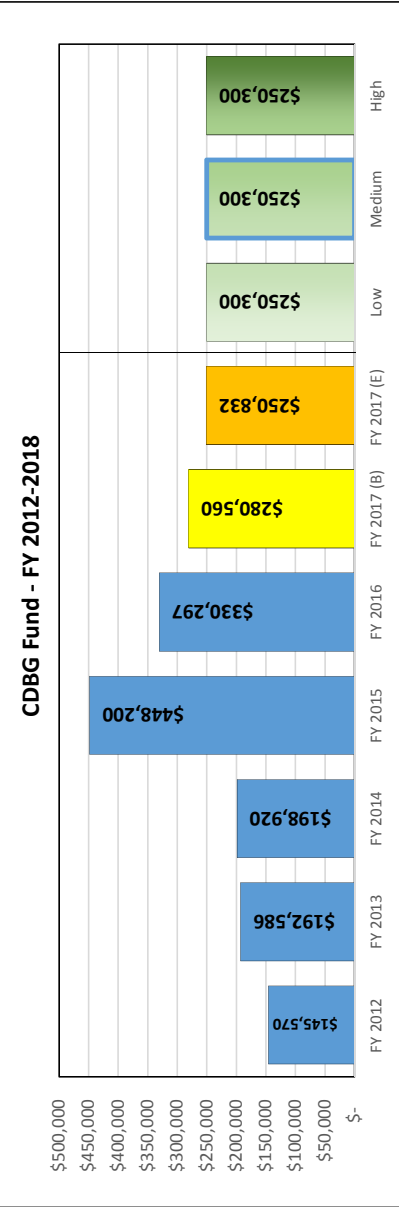
City of Franklin

Revenue Model

Fund: Community Development Block Grant Fund

Percent of All Revenues 0.2%

CDBG Fund: The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually (\$250,000). To date the City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for emergency rehabilitation of about 62 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and administering homeless assistance on an as-needed basis.



	Actual					Budget			Forecast (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average	
CDBG GRANT (FEDERAL)	141,492	192,385	198,747	223,787	329,866	280,410	250,000	250,000	250,000	250,000	\$ 325,806	12.5%	
IN LIEU OF AFFORDABLE HOUSING FEES	709	201	173	224,162	0	0	0	-	-	-			
INTEREST INCOME	3,369	0	0	251	431	150	832	300	300	300			
CONTRIBUTIONS - OTHERS	0	0	0	0	0	0	0	-	-	-			
Totals	\$ 145,570	\$ 192,586	\$ 198,920	\$ 448,200	\$ 330,297	\$ 280,560	\$ 250,832	\$ 250,300	\$ 250,300	\$ 250,300	\$ 263,115	14.1%	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2018 Operating Budget

Transit

Debbie Henry, Executive Director

Budget Summary

	2015	2016	2017		2018	2017 v. 2018	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	\$ 400,695	\$ 189,608	\$ 374,758	\$ 374,758	\$ 362,441		
Revenues	\$ 2,087,408	\$ 1,873,659	\$ 2,421,755	\$ 2,440,923	\$ 2,690,829	\$ 269,074	11.11%
Expenditures	\$ 2,298,495	\$ 1,688,509	\$ 2,473,603	\$ 2,453,240	\$ 2,690,829	\$ 217,226	8.78%
Ending Balance	\$ 189,608	\$ 374,758	\$ 322,910	\$ 362,441	\$ 362,441		

Department Mission:

The Franklin Transit Authority connects people and places by providing efficient, effective and affordable transportation services.



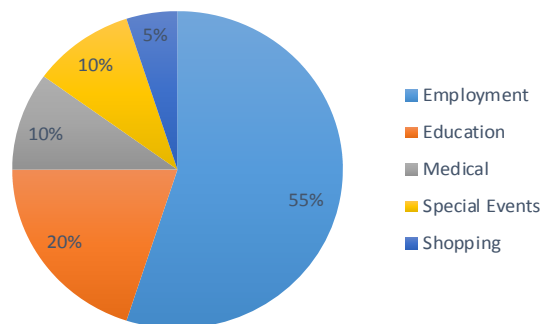
Department Objectives:

- The planning, operations, and management of the small urban public transit system.
- Operating six days a week, featuring fixed route service as well as Transit On Demand (TODD), a pre-arranged curb-to-curb service, within the City of Franklin.
- The TMA Group is the contractor of record for the operations and management of the Franklin Transit Authority. The TMA Group is a regional leader in customizing innovative, environmentally friendly, multimodal transportation solutions for employers and communities.

Department Accomplishments:

- * 95,000 passenger trips (a 10% increase); 55% are employment trips, 20% are student trips, 10% are medical appointments, 10% are for city events (Main Street Festival, Dickens of a Christmas, Pumpkinfest) and 5% trips are for shopping and social activities.
- * Primary growth of ridership is reflected in customers using transit for work and city events.
- * Celebrated two full years of preventable accidents within the Franklin Transit system; 8 years tenured drivers.

How Transit is Used
Franklin Transit Authority
FY 2017





City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme: Quality Life Experiences



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).

Outcome Measures

	2014	2015	2016	2017*	2018*
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Transit hubs, Park& Ride sites	N/A	72	74	74	74
Total	-	72	74	74	74
<i>Increase from Prior year?</i>	TBD	Yes	Yes	TBD	TBD
Meeting Goal?	TBD	Yes	Yes	TBD	TBD
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
Franklin Transit Fixed Route	42,751	56,360	46,468	52,363	53,934
Transit On Demand (TODD)	N/A	25,895	26,219	33,151	34,145
Total	42,751	82,255	72,687	85,514	88,079
<i>Increase from Prior year?</i>	Yes	Yes	No	TBD	TBD
Meeting Goal?	Yes	Yes	No	TBD	TBD

All numbers shown are Fiscal Year (July 1- June 30).

*2017 and 2018 are estimated



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures (con't)

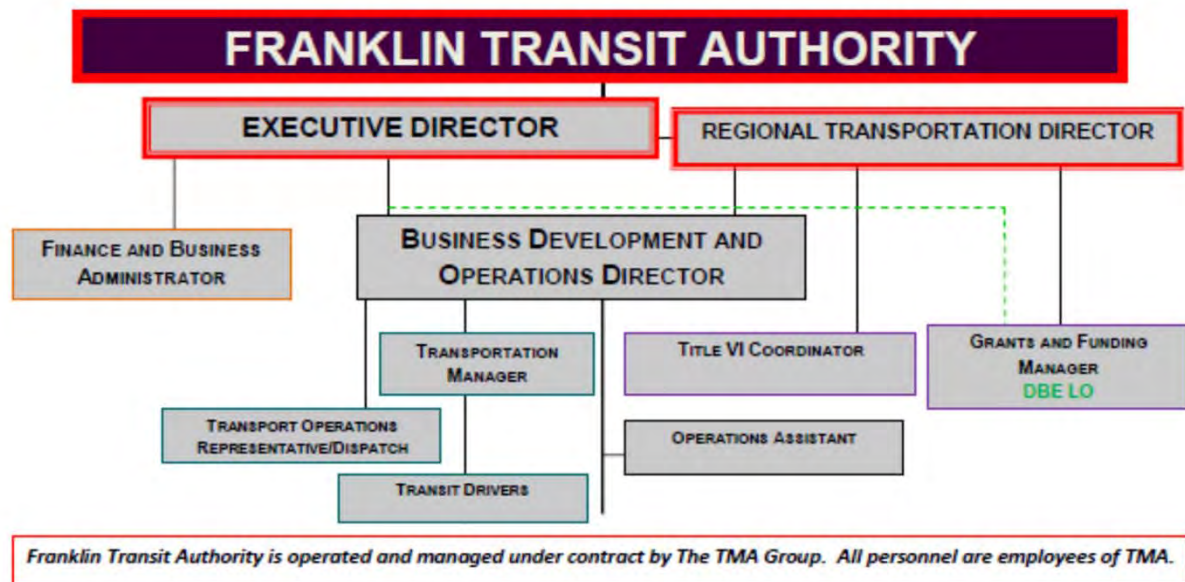
Franklin Citizens Survey (Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of bus or transit service	14%	28%	28%	30%

How likely, if at all, would you be to use a limited mass transit route if the following improvements were made?

		Very Likely	Somewhat Likely	Somewhat Unlikely	Very Unlikely
<input checked="" type="checkbox"/>	Expanded weekday schedule	16%	22%	9%	52%
<input checked="" type="checkbox"/>	Additional pick-up and drop-offs	18%	25%	9%	47%
<input checked="" type="checkbox"/>	Decreasing fares	14%	20%	13%	53%
<input checked="" type="checkbox"/>	Enhanced Park & Ride facilities	17%	25%	10%	48%
<input checked="" type="checkbox"/>	Enhanced connections via walking, cycling, etc	20%	25%	10%	45%
<input checked="" type="checkbox"/>	Expanded weekend schedule	19%	26%	8%	47%

Organizational Chart





City of Franklin, Tennessee FY 2018 Operating Budget

Budget

	Actual 2015	Annual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Opening Balance	400,695	189,608	374,758	374,758	362,441		
Revenues							
DEPT OF TRANSPORTATION (FEDERAL)	1,175,609	989,505	959,899	959,899	1,307,264	347,365	36.2%
TRANSIT PLANNING GRANT	61,008	-	-	-	-	-	-
TDOT (STATE)	50,554	261,550	225,000	225,000	333,172	108,172	48.1%
TRANSIT FARES	94,072	88,460	85,000	100,968	144,500	59,500	70.0%
CHARTERS	9,782	-	-	-	-	-	-
INTEREST INCOME	3,573	4,391	3,200	6,400	3,200	-	0.0%
RENTAL INCOME	9,700	9,700	9,700	9,700	9,700	-	0.0%
SALE OF SURPLUS ASSETS	-	18,640	-	-	-	-	-
TRANSFER FROM GENERAL FUND	683,110	501,413	1,138,956	1,138,956	892,993	(245,963)	-21.6%
Total Available Funds	2,087,408	1,873,659	2,421,755	2,440,923	2,690,829	269,074	11.1%
Expenses (Operations)							
VEHICLE LICENSES & TITLES	54	38	100	-	-	(100)	-100.0%
VEHICLES (<\$25,000)	173	-	-	-	-	-	-
COMPUTER HARDWARE (<\$25,000)	-	-	500	-	-	(500)	-100.0%
TRANSIT OPERATIONS	1,674,156	1,573,310	2,093,003	2,093,003	2,183,329	90,326	4.3%
TRANSIT PLANNING	67,787	1,626	75,000	160,237	177,500	102,500	136.7%
GRANT PROGRAMS	500,910	-	-	-	-	-	-
MACHINERY & EQUIPMENT (>\$25,000)	55,415	113,535	305,000	200,000	330,000	25,000	8.2%
COMPUTER SOFTWARE (>\$25,000)	-	-	-	-	-	-	-
Total Expenditures	2,298,495	1,688,509	2,473,603	2,453,240	2,690,829	217,226	8.8%
Ending Balance	189,608	374,758	322,910	362,441	362,441		

Notes & Objectives

The 2018 budget represents an increase in operations expenses and capital expenditures from \$2,246,755 in 2017 to \$2,690,829 in 2018. This budget allows for the continued enhancement of the Franklin Transit Authority expanded Fixed and ADA routes into the Cool Springs area serving Carothers Parkway and Mallory Lane from Highway 96 to Bakers Bridge Avenue. In addition, a goal is to reduce service frequency for the entire fixed route system from sixty (60) minutes to thirty (30) minutes.

Overall, the FTA distributes its expenses between the Federal government, State government and City of Franklin as follows: Capital Expenditures: 80% federal, 10% state, 10% local; Preventive Maintenance Expenses: 80% federal and 20% local; Planning Expenses: 80% federal, 10% state, and 10% local.

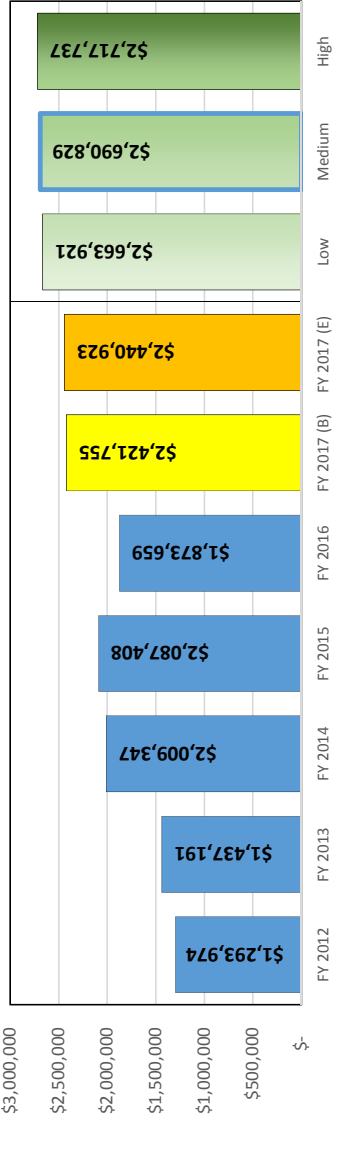


Fund: Transit Fund

Percent of All Revenues 1.8%

Transit Fund: A special revenue fund used to account for the City's transit operations. The 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.

Transit Fund - FY 2012-2018



	Actual				Budget			Estimated			Forecast (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average			
TRANSIT OPERATIONS GRANT (FEDERAL)	743,012	906,203	1,005,998	1,229,365	989,505	959,899	959,899	1,294,191	1,307,264	1,320,337	\$ 1,989,201	\$ 1,739,754			
TRANSIT CAPITAL GRANT (FED/STATE)	137,752	7,972	44,333	67,588	261,550	225,000	225,000	329,840	333,172	336,504	-2.0%				
FEDERAL ARRA # 4	5,119	0	0	0	0	0	0	-	-	-					
TRANSIT FARES	78,861	87,069	94,314	94,072	88,460	85,000	100,968	143,055	144,500	145,945					
CHARTERS							0								
INTEREST INCOME	17,742	11,897	11,820	3,573	4,391	3,200	6,400	3,168	3,200	3,232					
RENTAL INCOME	9,800	9,700	9,700	9,700	9,700	9,700	9,700	9,603	9,700	9,797					
SALE OF SURPLUS ASSETS	0	0	0	0	18,640	0	0	-	-	-					
TRANSFER FROM GENERAL FUND	301,688	414,350	843,182	683,110	501,413	1,138,956	1,138,956	884,063	892,993	901,923					
Totals	\$ 1,293,974	\$ 1,437,191	\$ 2,009,347	\$ 2,087,408	\$ 1,873,659	\$ 2,421,755	\$ 2,440,923	\$ 2,663,921	\$ 2,690,829	\$ 2,717,737					

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

PUBLIC WORKS

The Public Works operating unit is responsible for the maintenance, repair and upkeep of the City's intermodal transportation infrastructure and vehicle and equipment fleet.

Under this operating unit are:

- **Streets Department - Maintenance Division**
- **Streets Department - Traffic Division**
- **Streets Department - Fleet Maintenance Division**
- **Stormwater Fund - Streets & Engineering Departments**
- **Street Aid & Transportation Fund**
- **Road Impact Fund**
- **Parks**
- **Sanitation & Environmental Services Fund**
- **Water & Wastewater Enterprise Fund**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Streets - Maintenance

Joe York, Director

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	2,010,164	2,231,051	2,500,813	2,436,733	2,538,321	37,508	1.5%
Operations	1,303,352	1,593,218	1,708,031	1,571,948	1,625,806	-82,225	-4.8%
Capital	0	0	0	0	40,000	40,000	0.0%
Total	3,313,516	3,824,269	4,208,844	4,008,681	4,204,127	-4,717	-0.1%

Departmental Summary

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

The Street Maintenance Division currently maintains 327 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Public Works facility and landscaping along the right-of-way of Mack Hatcher Pkwy from Murfreesboro Road to Franklin Road.

Compost

The Compost Facility defers yard waste and collected leaves from entering the Landfill. This valuable resource is processed and used to complete Stormwater projects, backyard gardening, Parks projects, etc.. Tipping fees are diverted, saving the City and Planet.

Infrared Patch Truck

The Street Department began using infrared technology to perform routine patching practices in 2012.

Road Salt and Salt Brine

We currently house 2400 ton of Road Salt and 1800 gallon of Salt Brine solution at (2) two strategic locations.

Pre-event calculated costs for standard salt spreading method are approx. \$7.50 per lane mile.
Pre-event calculated costs for salt brine method are approx. \$1.70 per lane mile. Post-event calculations could double the amount for both methods.



City of Franklin, Tennessee

FY 2018 Operating Budget

Streets - Maintenance

Joe York, Director

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.



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

Theme:

All themes applicable; none specified.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Accepted Roadways Maintained (Centerline Miles)	N/A	323	323	327	328
Total Miles of Sidewalks Maintained	N/A	N/A	303	310	310
Catch Basins/Gutters Maintained	N/A	13,641	13,641	13,641	13,641
Stormwater Channels Maintained (Linear ft.)	N/A	183,091	183,091	183,091	183,091
Gravity Mains Maintained	N/A	12,384	12,384	12,384	12,384
Crosswalks Painted	N/A	1,240	2,305	2,000	2,000
Centerlines Painted	N/A	22,200	59,466	50,000	50,000
Number of Streets Repaired	N/A	37	21	40	40
Number of Potholes Repaired	N/A	407	503	500	500
Number of Citizen Concerns Received	N/A	532	692	600	600
Major Weather Events					
Amount of Salt Used (ton)	N/A	450	374	500	500
Amount of Brine Used (gallon)	N/A	32,000	48,125	45,000	45,000
Cost of pave streets	\$ 2,052,000	\$ 2,157,252	\$ 2,137,609	\$ 2,250,000	\$ 3,367,101
Cost to repair sidewalks	\$ 125,000	\$ 247,200	\$ 261,576	\$ 279,600	\$ 261,600
Cost of Curb & Gutter	\$ 10,000	\$ 10,600	\$ 15,000	\$ 10,900	\$ 10,900
Leaf Vacuum Season (cubic yds)	7,955	9,048	8,920	10,351	10,351

Efficiency Measures

	2014	2015	2016	2017*	2018*
Avg. Cost to Repair Streets (Sq.Yd.)	\$ 62.08	\$ 62.12	\$ 79.00	\$ 79.00	\$ 80.00



City of Franklin, Tennessee

FY 2018 Operating Budget

Streets - Maintenance

Joe York, Director

Performance Measures

Avg. Cost to Repair Sidewalks (Sq. Ft.)	\$ 11.96	\$ 11.96	\$ 8.50	\$ 8.50	\$ 8.50
Avg. Cost to Repair Catch Basins/Gutters	N/A	N/A	N/A	N/A	N/A

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Response Time					
- From Receipt to Investigation to Notification	N/A	24 hrs	24 hrs	24 hrs	24 hrs
- From Notification to Resolution	N/A	72 hrs	72 hrs	72 hrs	72 hrs

*estimated

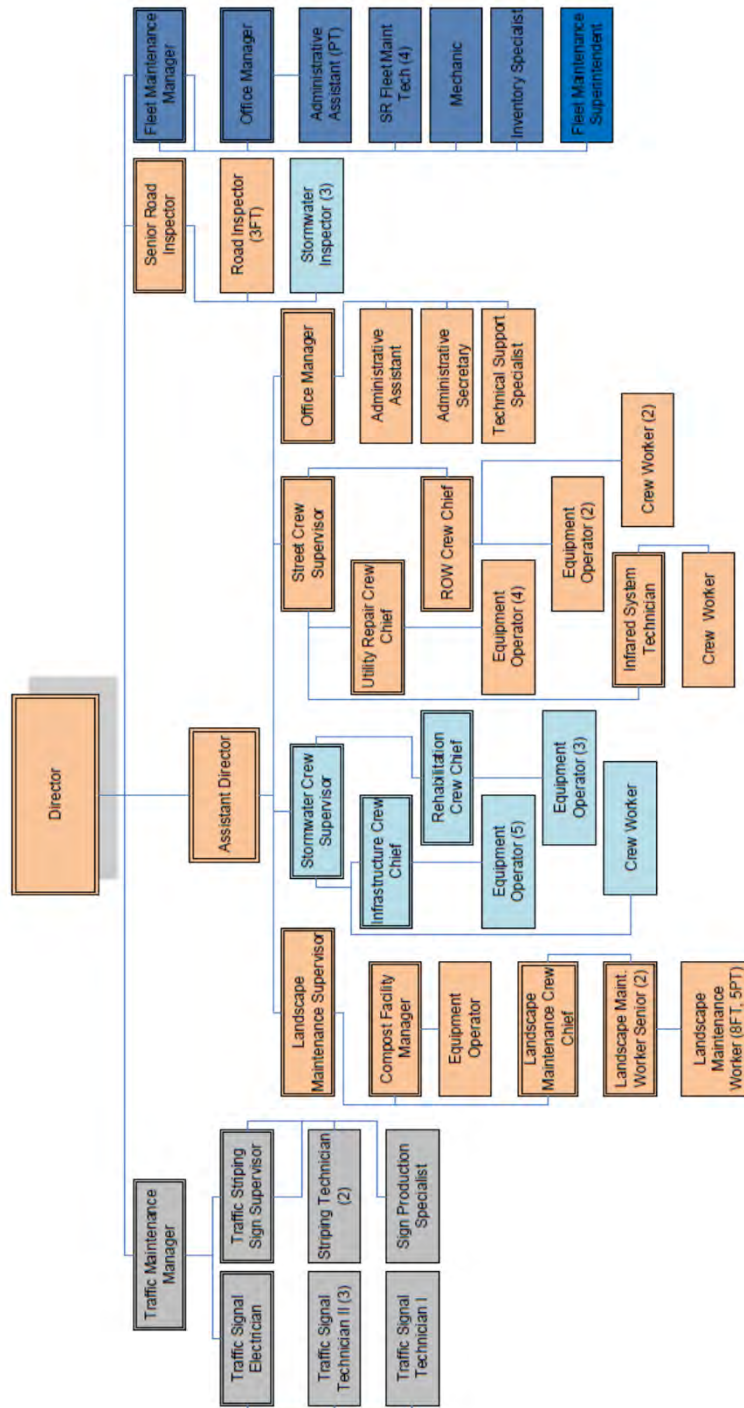
Franklin Citizens Survey

(Fall 2016)

	Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/> % rating the quality of Street repair	19%	43%	29%	9%
<input checked="" type="checkbox"/> % rating the quality of Street cleaning	31%	50%	16%	3%
<input checked="" type="checkbox"/> % rating the quality of Street lighting	27%	47%	21%	5%
<input checked="" type="checkbox"/> % rating the quality of Snow removal	17%	40%	27%	16%
<input checked="" type="checkbox"/> % rating the quality of Sidewalk maintenance	21%	50%	24%	5%

Organizational Chart

The organization chart below shows the entire Streets Department.



Streets - Maintenance Personnel are shown in Peach

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



City of Franklin, Tennessee
FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Street Director	Grade K	1	0	1	0	1	0	1	0	1	0
Assistant Director	Grade J	1	0	1	0	1	0	1	0	1	0
Senior Road Inspector	Grade G	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Road Inspector	Grade F	2	0	2	0	2	0	2	1	3	0
Office Manager	Grade F	1	0	1	0	1	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade F	1	0	0	0	0	0	0	0	0	0
Compost Facility Manager	Grade E	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Street Crew Supervisor	Grade E	2	0	1	0	1	0	1	0	1	0
Crew Chief	Grade E	0	0	2	0	2	0	2	0	2	0
Infrared System Technician	Grade E	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Crew Chief	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Equipment Operator	Grade D	8	0	6	0	6	0	6	0	7	0
Landscape Maint. Worker Sr.	Grade C	2	0	2	0	2	0	2	0	2	0
Administrative Secretary	Grade B	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Worker	Grade B	4	7	7	9	7	9	9	5	8	5
Crew Worker	Grade B	3	0	3	0	3	0	3	0	3	0
Totals		33	7	34	9	34	9	36	6	37	5



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	1,414,507	1,593,437	1,720,945	1,685,245	1,666,172	(54,773)	-3.2%
Employee Benefits	595,657	637,614	779,868	751,488	872,149	92,281	11.8%
Total Personnel	2,010,164	2,231,051	2,500,813	2,436,733	2,538,321	37,508	1.5%
Operations							
Transportation Services	602	227	689	402	439	(250)	-36.3%
Operating Services	5,676	5,801	4,550	5,710	10,460	5,910	129.9%
Notices, Subscriptions, etc.	4,214	3,971	4,646	3,931	4,780	134	2.9%
Utilities	851,580	853,283	774,700	735,156	771,912	(2,788)	-0.4%
Contractual Services	603	1,251	4,230	2,430	13,200	8,970	212.1%
Repair & Maintenance Services	58,758	194,858	218,500	193,015	207,500	(11,000)	-5.0%
Employee programs	4,639	8,457	10,815	9,437	9,120	(1,695)	-15.7%
Professional Development/Travel	7,412	7,307	11,020	10,950	13,830	2,810	25.5%
Office Supplies	7,853	7,188	9,800	8,850	9,400	(400)	-4.1%
Operating Supplies	35,812	35,743	38,600	36,900	37,250	(1,350)	-3.5%
Fuel & Mileage	55,931	37,270	60,200	36,516	50,000	(10,200)	-16.9%
Machinery & Equipment (<\$25,000)	76,429	59,238	80,690	84,345	89,600	8,910	11.0%
Repair & Maintenance Supplies	87,579	149,327	151,425	154,499	164,605	13,180	8.7%
Operational Units	-	2,814	750	750	750	-	0.0%
Property & Liability Costs	10,352	82,564	93,325	71,208	62,855	(30,470)	-32.6%
Rentals	1,049	1,237	3,280	1,750	5,805	2,525	77.0%
Permits	3,047	7,000	4,250	4,250	4,370	120	2.8%
Debt Service and Lease Payments	91,816	135,682	236,560	211,849	169,930	(66,630)	-28.2%
Total Operations	1,303,352	1,593,218	1,708,031	1,571,948	1,625,806	(82,225)	-4.8%
Capital	-	-	-	-	40,000	40,000	0.0%
Total Streets - Maintenance	3,313,516	3,824,269	4,208,844	4,008,681	4,204,127	(4,717)	-0.1%



City of Franklin, Tennessee

FY 2018 Operating Budget

Streets - Traffic Division

Joe York, Director

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	723,606	679,666	760,337	869,672	801,019	40,682	5.4%
Operations	475,335	680,972	789,260	782,662	619,539	-169,721	-21.5%
Capital	0	0	0	0	112,500	112,500	100.0%
Total	1,198,941	1,360,638	1,549,597	1,652,334	1,533,058	-16,540	-1.1%

Department Summary

The Street Department, Traffic Division currently maintains 113 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

Traffic Division personnel are responsible for maintenance of all downtown decorative street lights, City school flashers, high mast interstate lighting located within the City limits along I-65, McEwen interchange, McEwen Drive from Carothers to Cool springs Blvd., Carothers Parkway walking trail, Boyd Mill Ave., Liberty Park, Carothers Parkway and electronic pedestrian crosswalks throughout the City.

The Traffic Division sign shop manufactures and installs a variety of signs in compliance with M.U.T.C.D. guidelines. The variety of signs produced include: street name signs, directional signs, regulatory signs, informational signs, speed limit and parking signs, etc. In-house sign manufacturing is a cost savings, as well as a time saver. Sign production is performed on an as needed basis, with no delivery time as a factor. No freight or shipping charges are incurred, as compared to purchase from an outside vendor.

With commercial grade printing capabilities, the sign design and production system has been utilized for the production of signs for the Parks, Solid Waste, Fire, and Police Depts. Seasonal downtown decorative banners are produced bi-annually.

Department Outlook

We began a pilot program changing out non-incandescent lighting within the downtown area to Light Emitting Diode. Currently, the Traffic Division has converted 100% of Downtown street lights to LED lighting. We recently completed the High Mast Interstate LED conversion program that was approved in FY17.

GPS and reflectivity activities have been performed on City wide signage, including street names, advanced warning, directional, stop, yield etc. For asset management purposes, all signal data was gathered and entered into the Hansen data base system. This process was completed over the course of several months by physically inspecting, counting and taking GPS points for each signal component. The components include signal poles, traffic signal heads, pedestrian poles and heads, signal control boxes with controllers and monitors, UPS units, signal loops, etc. (on-going)



City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme:

All themes applicable; none specified.

Key:	Strategic Plan: FranklinForward		<i>*estimated</i>			
	Sustainable Franklin					
	Tennessee Municipal Benchmarking Project					

2014 2015 2016 2017* 2018*

Workload (Output) Measures

Street Signs Created	1,228	608	333	609	609
Street Signs Replaced		608	333	609	609
Type of Sign Created					
Stop Signs	109	162	51	163	163
Speed Limit Signs	61	91	62	92	92
Street Name Signs	194	111	49	112	112
Parking Signs	35	49	14	50	50
Yield Signs	19	14	2	15	15
Warning Signs	94	102	123	103	103
Road Construction	52	51	22	52	52
All Way Stop Placards	86	N/A	10	N/A	N/A
Signs for Other Depts	261	224	311	225	225
Downtown Banners	20	91	140	92	92

Efficiency Measures

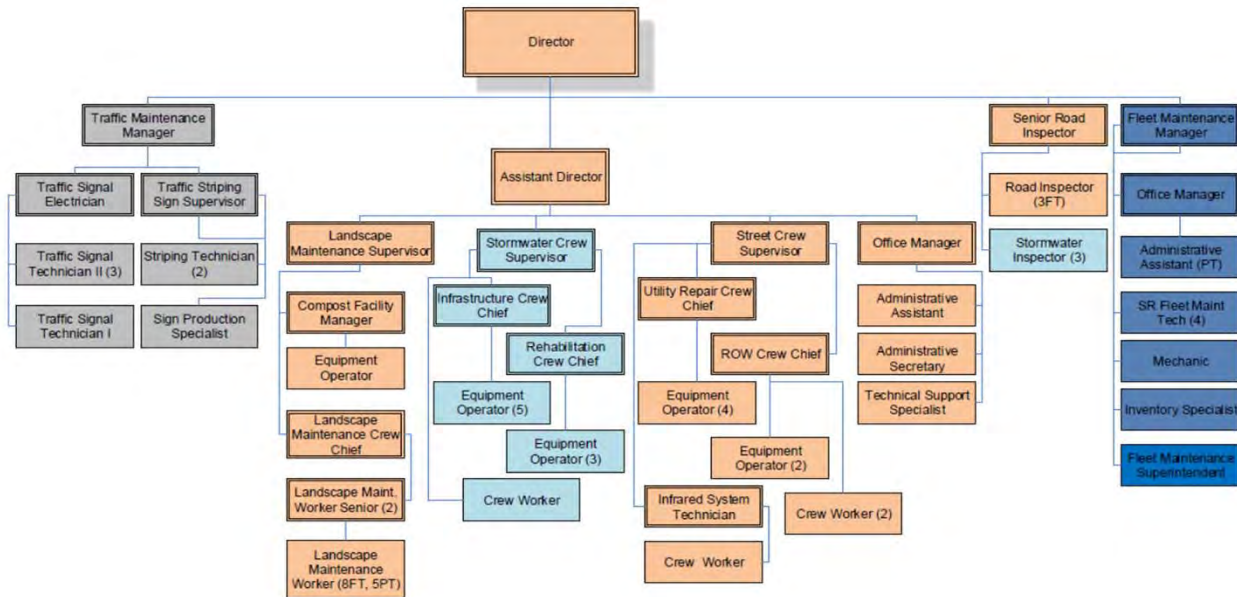
Cost/Sign Created					
Stop Signs	\$ 43	\$ 43	\$ 43	\$ 43	\$ 43
Speed Limit Signs	\$ 27	\$ 27	\$ 27	\$ 27	\$ 27
Street Name Signs	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
Parking Signs	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10
Yield Signs	\$ 41	\$ 41	\$ 41	\$ 41	\$ 41
Warning Signs	\$ 29	\$ 29	\$ 29	\$ 29	\$ 29
Road Construction	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35
All Way Stop Placards	\$ 6.50	N/A	N/A	N/A	N/A
Signs for Other Depts	\$ 20	\$ 23	\$ 23	\$ 23	\$ 23
Downtown Banners	\$ 10	\$ 18	\$ 18	\$ 18	\$ 18



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



Streets - Traffic Personnel are shaded in gray.

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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maint. Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Traffic Sign/Maint. Electrician	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Strip./Sign. Prod. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician II	Grade F	3	0	3	0	3	0	3	0	3	0
Traffic Signal Technician I	Grade E	1	0	1	0	1	0	1	0	1	0
Sign Production Specialist	Grade E	0	0	0	0	1	0	1	0	1	0
Striping Technician	Grade D	3	0	3	0	2	0	2	0	2	0
Asst. Striping Technician	---	0	0	0	0	0	0	0	0	0	0
Totals		10	0	10	0	10	0	10	0	10	0



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	497,589	474,990	499,193	536,339	515,708	16,515	3.3%
Employee Benefits	226,017	204,676	261,144	333,333	285,311	24,167	9.3%
Total Personnel	723,606	679,666	760,337	869,672	801,019	40,682	5.4%
Operations							
Transportation Services	147	649	890	720	930	40	4.5%
Operating Services	213	699	318	318	350	32	10.1%
Notices, Subscriptions, etc.	653	425	900	900	1,050	150	16.7%
Utilities	73,313	71,817	63,360	82,883	86,886	23,526	37.1%
Repair & Maintenance Services	15,354	21,632	36,490	36,490	62,432	25,942	71.1%
Employee programs	-	408	4,500	4,500	4,500	-	0.0%
Professional Development/Travel	4,838	4,186	9,955	9,955	10,330	375	3.8%
Office Supplies	2,149	1,497	1,805	1,805	2,000	195	10.8%
Operating Supplies	7,983	9,816	13,650	13,650	14,053	403	3.0%
Fuel & Mileage	10,612	9,120	12,500	12,500	12,500	-	0.0%
Machinery & Equipment (<\$25,000)	70,848	120,716	93,499	94,999	83,998	(9,501)	-10.2%
Repair & Maintenance Supplies	173,158	255,119	410,230	410,230	243,065	(167,165)	-40.7%
Property & Liability Costs	75,442	139,534	77,229	52,591	73,656	(3,573)	-4.6%
Rentals	362	-	540	540	550	10	1.9%
Permits	-	22	150	150	150	-	0.0%
Debt Service and Lease Payments	40,263	45,332	63,244	60,431	23,089	(40,155)	-63.5%
Total Operations	475,335	680,972	789,260	782,662	619,539	(169,721)	-21.5%
Capital	-	-	-	-	112,500	112,500	
Total Streets - Traffic	1,198,941	1,360,638	1,549,597	1,652,334	1,533,058	(16,540)	-1.1%

Notes & Objectives

Personnel:

Operations:

Capital:



City of Franklin, Tennessee

FY 2018 Operating Budget

Streets - Fleet Maintenance

Joe York, Director

Budget Summary

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Budget	2017 v. 2018	
						\$	%
Personnel	580,366	639,963	676,250	691,317	706,152	29,902	4.4%
Operations	493,146	305,612	516,372	305,943	346,652	-169,720	-32.9%
Capital	0	0	0	0	0	-	0.0%
Total	1,073,512	945,575	1,192,622	997,260	1,052,804	-139,818	-11.7%

Departmental Summary

The Fleet Maintenance Division consists of nine (9) full time employees and one (1) part-time employee. I would like to make this a full time position as it has been part-time for five years. This division provides mechanical services for the COF's entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the City's fleet include: police cars, passenger vehicles, pickup trucks, dump trucks, heavy equipment, fire apparatus, small engines, mowers, etc. Due to EPA regulations, engines are more complex requiring additional service, continual stop and go, and little to no interstate driving provides more needed shop time and service. City vehicles have more than the normal wear and tear placed on them than normal driven vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, engine diagnostic, and other misc. services.

Department Outlook

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

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

Working with all COF departments to help them obtain the correct vehicles and equipment for their staff to preform their jobs more efficiently.

Continue yearly updates of vehicles and equipment that is available to us on state contract and other cost effective co-ops, and purchasing cooperatives for competitive quotes.



City of Franklin, Tennessee

FY 2018 Operating Budget

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.



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

Theme: A Safe Clean and Livable City



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

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)

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

Workload (Output) Measures

	2014	2015	2016*	2017*	2018*
Percent Outsourced	22%	13%	13%	12%	13%
Percent of Service Calls	8%	8%	9%	6%	9%
Total Number of Repairs	1,362	2,142	2,590	2620	2710
Fleet Size					
Cars/Passenger Vehicles/SUV's	n/a	204	132	188	198
Light Trucks	n/a	135	189	152	162
Heavy Trucks	n/a	125	111	99	104
Cost of Repairs Performed by Fleet Maintenance					
Administration	\$ 254	\$ 524	\$ 198	\$ 500	\$ 600
City Hall Maintenance	\$ 48	\$ 1,942	\$ 1,377	\$ 600	\$ 600
Building & Neighborhood Services	\$ 3,927	\$ 5,650	\$ 12,094	\$ 6,500	\$ 6,500
Engineering	\$ 391	\$ 2,370	\$ 2,653	\$ 800	\$ 800
Fire	\$ 141,287	\$ 205,000	\$ 259,190	\$ 349,665	\$ 375,000
Human Resources	\$ 1,802	\$ 1,395	\$ 556	\$ 1,000	\$ 1,000
IT	\$ 642	\$ 322	\$ 95	\$ 2,500	\$ 2,500
Parks	\$ 12,373	\$ 17,500	\$ 34,331	\$ 23,232	\$ 25,000
Planning	\$ -	\$ 508	\$ 272	\$ 870	\$ 870
Police	\$ 77,217	\$ 153,400	\$ 154,862	\$ 284,672	\$ 245,000
Sanitation & Environmental Services	\$ 185,528	\$ 400,522	\$ 390,802	\$ 334,428	\$ 355,000
Street Department	N/A	\$ 145,600	\$ 180,978	\$ 121,034	\$ 125,000



City of Franklin, Tennessee
FY 2018 Operating Budget

Performance Measures

Water	\$ 58,294	\$ 65,900	\$ 91,647	\$ 73,180	\$ 71,500
Total	\$ 481,763	\$ 1,000,633	\$ 1,129,055	\$ 1,198,981	\$ 1,209,370

Efficiency Measures

	2014	2015	2016*	2017*	2018*
TBD					

Outcome (Effectiveness) Measures

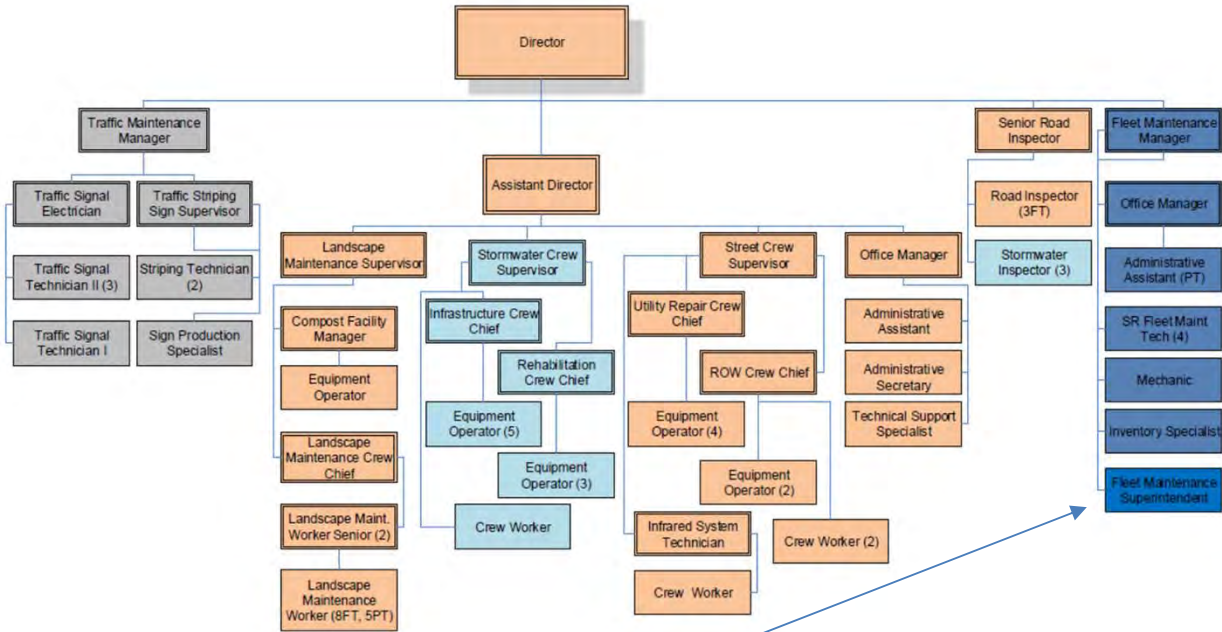
	2014	2015	2016*	2017*	2018*
Reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015. <i>(Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 385,589 gallons for 66,172 residents. Purchasing Department))</i>	5.66	5.76	5.87	TBD	TBD
Target (in gallons per vehicle / total pop.)	5.32	5.04	4.788	4.536	4.3092
Meets Target?	No	No	No	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



Fleet Personnel are shaded in dark blue.

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

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Fleet Maintenance Superintendent	Grade G	0	0	0	0	0	0	0	0	1	0
Sr. Fleet Maint. Tech.	Grade F	4	0	5	0	5	0	5	0	4	0
Office Manager	Grade F	1	0	1	0	1	0	1	0	1	0
Mechanic	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	0	1	0	1	0	1	0	1	0	1
Inventory Specialist	Grade D	1	0	1	0	1	0	1	0	1	0
Prevent. Maint. PM Tech.	TBD	0	0	0	0	0	0	0	0	0	0
Totals		8	1	9	1	9	1	9	1	9	1



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	424,696	464,883	472,951	490,388	489,808	16,857	3.6%
Employee Benefits	155,670	175,080	203,299	200,929	216,344	13,045	6.4%
Total Personnel	580,366	639,963	676,250	691,317	706,152	29,902	4.4%
Operations							
Transportation Services	7,735	7,424	6,407	6,455	6,527	120	1.9%
Operating Services	4,559	3,829	4,518	4,518	4,853	335	7.4%
Notices, Subscriptions, etc.	867	1,137	1,273	1,375	1,416	143	11.2%
Utilities	11,064	14,436	16,020	16,987	17,260	1,240	7.7%
Contractual Services	1,280	2,700	6,250	4,500	5,500	(750)	-12.0%
Repair & Maintenance Services	531,870	464,790	463,000	374,131	445,000	(18,000)	-3.9%
Employee programs	3,981	3,793	4,500	4,500	5,000	500	11.1%
Professional Development/Travel	4,067	4,530	9,474	9,474	10,445	971	10.2%
Office Supplies	4,233	3,656	4,582	4,582	5,187	605	13.2%
Operating Supplies	19,351	17,900	19,676	17,835	20,261	585	3.0%
Fuel & Mileage	4,199	11,525	17,200	8,750	9,275	(7,925)	-46.1%
Machinery & Equipment (<\$121,000)	35,114	14,882	36,504	11,304	35,320	(1,184)	-3.2%
Repair & Maintenance Supplies	(230,175)	(353,313)	(184,850)	(267,652)	(239,850)	(55,000)	29.8%
Property & Liability Costs	5,184	7,366	8,072	7,780	8,560	488	6.0%
Rentals	-	-	-	500	500	500	100.0%
Other Business Expenses	260	-	-	-	-	-	0.0%
Debt Service and Lease Payments	89,557	100,957	103,746	100,904	11,398	(92,348)	-89.0%
Total Operations	493,146	305,612	516,372	305,943	346,652	(169,720)	-32.9%
Capital	-	-	-	-	-	-	-
Total Streets - Maintenance	1,073,512	945,575	1,192,622	997,260	1,052,804	(139,818)	-11.7%

Notes & Objectives

OPERATIONS:

82610 & 83610 Vehicle Repair & Maintenance Services – These account's will decrease by 5-10% due to replacement of aging fleet vehicles. We are now in need of replacing 59 police cruisers, and 25 CID units. If the COF does not address the replacement of these vehicles in 2018 we are going to encounter major problems of downed units, parts shortages and an immobile Police force. There will be an additional 25-30 more units that will fall into this category in 2019, and each year after that to bring us current with our lifecycle analysis of this department. All of these vehicles are (between 8-14 years old), with well over 100K-200K plus miles on them. They require \$2,500-\$5,000 or more annually to keep them safely on the road. We have developed a life-cycle program of 5-7 years max on patrol vehicles, and 8-10 years on CID vehicles to realize a maintenance cost savings. The residual value will be greater at end of life sale in these vehicles if we adopt the life-cycle analysis.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

OPERATIONS:

82610 & 83610 Vehicle Repair & Maintenance Services – In our Fire Department we have two Tower's and Engine's that are 15 and 18 years old that need replacement. We also have two Ladder's that are 20 and 21 years old that need replaced. These trucks cost the COF huge maintenance dollars to keep them in service. Also repair parts are getting much harder to find and keeping them out of service longer when repairs are needed. We need to implement a life-cycle program on Towers and Ladders of 15 years, and Engine's 10 years for scheduled replacement. This will greatly reduce maintenance and downtime cost for the COF.

83620 Equipment Parts & Supplies – This account will decrease by 5-10% due to new replacement equipment, and trucks. This should sustain and decrease the maintenance expenses for the next couple of years across all departments.

We have no additional items that are required for Fleet in this budget year. In 2018 we need to begin discussions on a new Fleet Facility to handle the growing Fleet needs of the COF future and plan accordingly.



City of Franklin, Tennessee

FY 2018 Operating Budget

Stormwater

Joe York, Director

Paul Holzen, City Engineer

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Balance	5,511,065	4,783,235	4,873,735	4,873,735	4,078,428		
Revenues	2,673,347	2,546,681	2,714,224	2,723,371	2,777,838	63,614	2.3%
Personnel	1,047,100	1,177,449	1,351,801	1,303,820	1,552,344	200,543	14.8%
Operations	1,510,490	881,055	1,185,465	974,215	1,062,320	-123,145	-10.4%
Capital	843,587	397,677	2,672,357	1,240,643	3,605,000	932,643	34.9%
Total	3,401,177	2,456,181	5,209,623	3,518,678	6,219,664	1,010,041	19.4%
Ending Balance	4,783,235	4,873,735	2,378,336	4,078,428	636,602		

Division Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Streets	2,118,114	1,779,552	2,146,138	1,968,482	1,893,151	(252,986)	-11.8%
Engineering	363,924	676,629	3,063,485	1,550,196	4,326,512	1,263,027	41.2%
Transfers	919,139	-	-	-	-	-	0.0%
Total	3,401,177	2,456,181	5,209,623	3,518,678	6,219,664	1,010,041	19.4%

Department Summary

The Stormwater Fund has two divisions contained within it - Streets and Engineering.

Streets

The Street Department, Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing drainage systems. Work activities are performed daily. We spend on average \$125,000 - \$150,000 annually performing routine maintenance throughout local neighborhoods.

A new self-contained storm vacuum will run daily clearing Storm drain inlet structures from debris collected on top of structures, where inlet clogging has occurred.

The Stormwater Division consists of twenty (21) employees: 1 coordinator; 5 water quality specialists, 3 stormwater inspectors; 1 compliance inspector; 1 supervisor; & 10 maintenance personnel.

In recent years we performed sweeping operations throughout the City with (2) two Street sweepers. Due to the increase of construction activities and additional curb and gutter along Mack Hatcher Parkway and Hillsboro Rd. We will be increasing operations to (3) three sweeping units daily.



City of Franklin, Tennessee
FY 2018 Operating Budget

Stormwater

Joe York, Director

Paul Holzen, City Engineer

Department Summary (continued)

Engineering

The City of Franklin is granted authorization to discharge stormwater through its stormwater infrastructure and into receiving water bodies through a NPDES permit issued by the EPA and administered through TDEC. A condition of this permit coverage is that six minimum control measures are met by the end of the permit cycle. The City is required annually to submit an “annual report”, which is essentially a report to document the progress the City is making towards meeting its current permit requirements. Current minimum control measures are:

- 1) Public Education and Outreach
- 2) Public Involvement and Participation
- 3) Illicit Discharge Detection and Elimination
- 4) Construction Site Stormwater Runoff Control
- 5) Permanent Stormwater Management in Development and Redevelopment
- 6) Pollution Prevention for Municipal Operations

In addition to the above minimum control measures the City is required to do annual ambient monitoring which includes:

- 1) Macroinvertebrate Sampling
- 2) E.Coli Sampling

Franklin Citizens Survey

(Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of Storm drainage	27%	53%	16%	4%

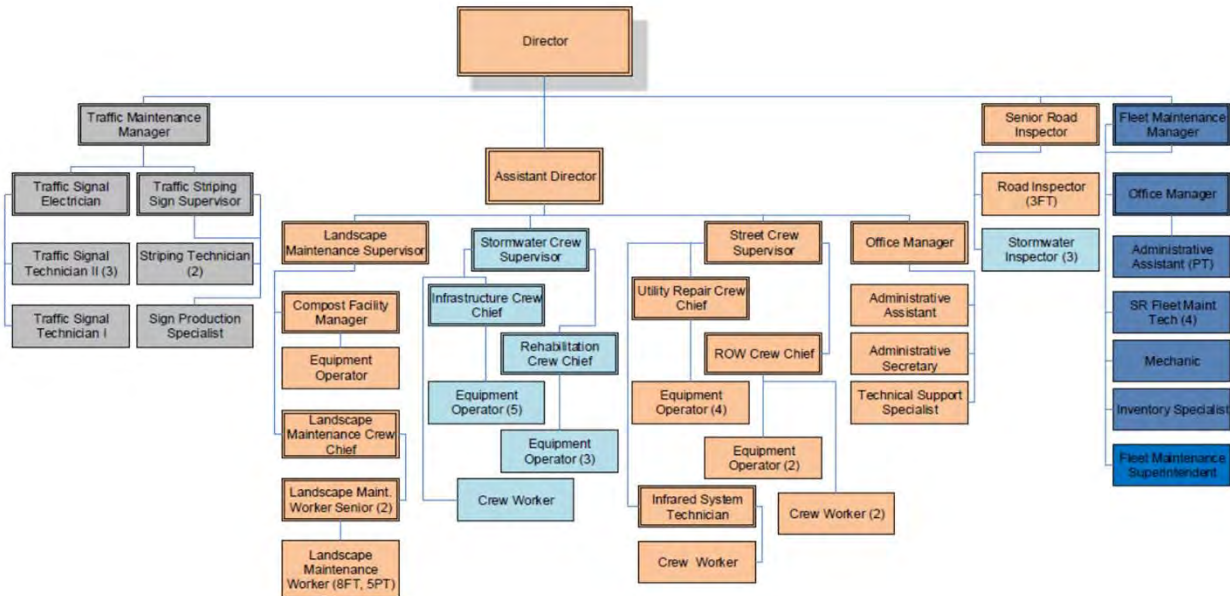


City of Franklin, Tennessee

FY 2017 Operating Budget

Organizational Chart

Streets Department



Personnel funded through the Stormwater Fund in the Streets Department are shaded in light blue.

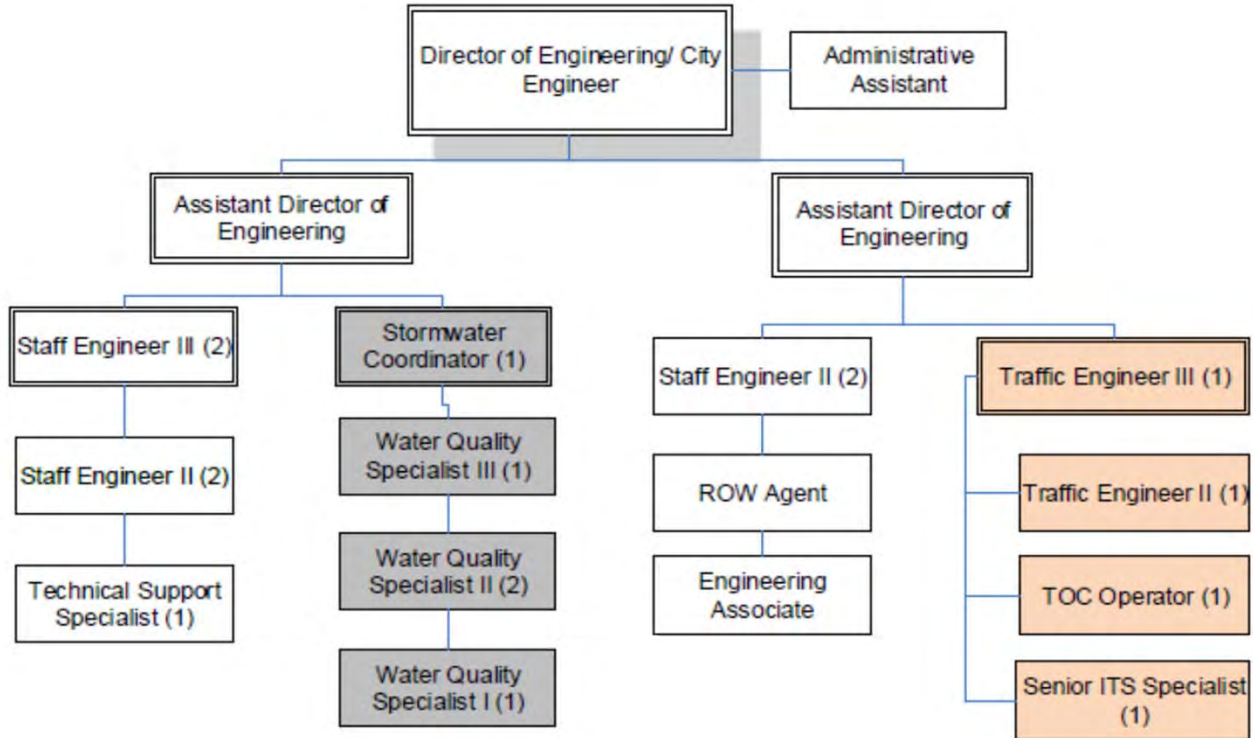
Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



Notes:

1) Funding Allocation:

Gray: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Peach: The Traffic Eng III, Traffic Eng II and TOC Operator are included in TOC Budget.
White: Positions funded through the Engineering budget are shaded in white.

2) For detailed counts and authorized positions, please see following page entitled "Staffing by Position"

3) Org chart does not include program enhancement requests.



City of Franklin, Tennessee
FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Stormwater - Engineering											
Stormwater Coordinator	Grade H	1	0	1	0	1	0	1	0	1	0
Water Quality Specialist III	Grade H	0	0	0	0	0	0	0	0	1	0
Water Quality Specialist II	Grade G	1	0	1	0	3	0	3	0	2	0
Water Quality Specialist I	Grade F	1	0	2	0	1	0	1	0	2	0
Stormwater - Streets											
Stormwater Inspector	Grade F	2	0	2	0	2	0	3	0	3	0
Stormwater Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Crew Chief	Grade E	0	0	2	0	2	0	2	0	2	0
Equipment Operator	Grade D	10	0	8	0	8	0	8	0	8	0
Crew Worker	Grade B	1	0	1	0	1	0	1	0	1	0
Totals		17	0	18	0	19	0	20	0	21	0



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	747,936	819,215	931,076	896,630	1,038,796	107,720	11.6%
Employee Benefits	299,164	358,234	420,725	407,190	513,548	92,823	22.1%
Total Personnel	1,047,100	1,177,449	1,351,801	1,303,820	1,552,344	200,543	14.8%
Operations							
Transportation Services	961	1,125	1,060	1,073	1,140	80	7.5%
Operating Services	1,266	624	2,390	2,035	2,127	(263)	-11.0%
Notices, Subscriptions, etc.	7,231	7,677	14,458	9,933	14,240	(218)	-1.5%
Utilities	50,791	56,320	53,765	56,295	61,978	8,213	15.3%
Contractual Services	76,823	137,067	176,456	102,334	168,104	(8,352)	-4.7%
Repair & Maintenance Services	87,959	86,964	115,385	87,510	126,235	10,850	9.4%
Employee programs	(262)	2,046	5,015	5,015	5,259	244	4.9%
Professional Development/Travel	6,898	11,087	35,309	25,460	26,350	(8,959)	-25.4%
Office Supplies	2,244	1,834	1,421	1,471	1,504	83	5.8%
Operating Supplies	17,965	13,514	20,666	16,816	19,340	(1,326)	-6.4%
Fuel & Mileage	44,859	28,616	56,950	39,990	41,733	(15,217)	-26.7%
Machinery & Equipment (<\$182,000)	29,975	59,990	53,620	55,621	42,173	(11,447)	-21.3%
Repair & Maintenance Supplies	35,657	85,430	178,286	114,386	127,520	(50,766)	-28.5%
Operational Units	206,424	181,976	189,677	189,677	196,569	6,892	3.6%
Property & Liability Costs	14,981	24,442	27,576	18,669	35,761	8,185	29.7%
Rentals	1,431	2,283	5,000	1,000	1,200	(3,800)	-76.0%
Permits	3,574	3,960	4,851	10,710	11,721	6,870	141.6%
Financial Fees	2,574	5,735	13,000	5,640	9,000	(4,000)	-30.8%
Transfers to Other Funds	919,139	-	-	-	-	-	0.0%
Debt Service and Lease Payments	-	170,365	230,580	230,580	170,366	(60,214)	-26.1%
Total Operations	1,510,490	881,055	1,185,465	974,215	1,062,320	(123,145)	-10.4%
Capital	843,587	397,677	2,672,357	1,240,643	3,605,000	932,643	34.9%
Total Stormwater Fund	3,401,177	2,456,181	5,209,623	3,518,678	6,219,664	1,010,041	19.4%

Notes & Objectives

Personnel:

Operations:

Capital:



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	562,466	600,545	657,086	637,400	698,797	41,711	6.3%
Employee Benefits	247,553	295,606	347,065	330,387	410,345	63,280	18.2%
Total Personnel	810,019	896,151	1,004,151	967,787	1,109,142	104,991	10.5%
Operations							
Transportation Services	162	327	400	273	300	(100)	-25.0%
Operating Services	912	413	750	795	795	45	6.0%
Notices, Subscriptions, etc.	364	1,681	1,325	800	1,050	(275)	-20.8%
Utilities	48,892	53,214	50,080	51,795	57,000	6,920	13.8%
Contractual Services	4,403	-	15,000	100	15,000	-	0.0%
Repair & Maintenance Services	85,757	77,283	114,920	83,500	114,500	(420)	-0.4%
Employee programs	(262)	1,960	4,740	4,740	4,970	230	4.9%
Professional Development/Travel	3,483	3,120	14,950	14,360	14,850	(100)	-0.7%
Office Supplies	1,838	972	915	915	920	5	0.5%
Operating Supplies	15,752	12,307	17,575	13,775	15,325	(2,250)	-12.8%
Fuel & Mileage	43,666	27,770	55,300	38,340	40,000	(15,300)	-27.7%
Machinery & Equipment (<\$182,000)	27,760	49,472	37,950	38,250	23,450	(14,500)	-38.2%
Repair & Maintenance Supplies	35,430	84,981	174,600	110,700	123,650	(50,950)	-29.2%
Operational Units	206,424	181,976	189,677	189,677	196,569	6,892	3.6%
Property & Liability Costs	13,798	24,442	27,576	18,669	19,602	(7,974)	-28.9%
Rentals	1,431	2,283	5,000	1,000	1,200	(3,800)	-76.0%
Permits	113	500	1,045	500	1,000	(45)	-4.3%
Financial Fees	2,574	5,735	13,000	5,640	9,000	(4,000)	-30.8%
Other Business Expenses	-	-	-	-	-	-	
Debt Service and Lease Payments	-	144,828	144,827	144,827	144,828	1	0.0%
Total Operations	492,496	673,263	869,630	718,656	784,009	(85,621)	-9.8%
Capital	815,598	210,138	272,357	282,039	-	(272,357)	-100.0%
Total Stormwater - Streets	2,118,114	1,779,552	2,146,138	1,968,482	1,893,151	(252,986)	-11.8%

Notes & Objectives

Personnel:

Operations:

Capital:



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	185,470	218,670	273,990	259,230	339,999	66,009	24.1%
Employee Benefits	51,611	62,628	73,660	76,803	103,203	29,543	40.1%
Total Personnel	237,081	281,298	347,650	336,033	443,202	95,552	27.5%
Operations							
Transportation Services	799	798	660	800	840	180	27.3%
Operating Services	354	211	1,640	1,240	1,332	(308)	-18.8%
Notices, Subscriptions, etc.	6,867	5,996	13,133	9,133	13,190	57	0.4%
Utilities	1,899	3,106	3,685	4,500	4,978	1,293	35.1%
Contractual Services	72,420	137,067	161,456	102,234	153,104	(8,352)	-5.2%
Repair & Maintenance Services	2,202	9,681	465	4,010	11,735	11,270	2423.7%
Employee programs	-	86	275	275	289	14	5.1%
Professional Development/Travel	3,415	7,967	20,359	11,100	11,500	(8,859)	-43.5%
Office Supplies	406	862	506	556	584	78	15.4%
Operating Supplies	2,213	1,207	3,091	3,041	4,015	924	29.9%
Fuel & Mileage	1,193	846	1,650	1,650	1,733	83	5.0%
Machinery & Equipment (<\$121,000)	2,215	10,518	15,670	17,371	18,723	3,053	19.5%
Property & Liability Costs	1,183	-	-	-	16,158	16,158	
Repair & Maintenance Supplies	227	450	3,686	3,686	3,870	184	5.0%
Permits	3,461	3,460	3,806	10,210	10,721	6,915	181.7%
Debt Service	-	25,537	85,753	85,753	25,538	(60,215)	-70.2%
Total Operations	98,854	207,792	315,835	255,559	278,311	(37,524)	-11.9%
Capital	27,989	187,539	2,400,000	958,604	3,605,000	1,205,000	50.2%
Total Stormwater-Engineering	363,924	676,629	3,063,485	1,550,196	4,326,512	1,263,027	41.2%

Notes & Objectives

Personnel:

Operations:

Capital:



City of Franklin, Tennessee

FY 2018 Operating Budget

Street Aid Fund

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	295,259	287,224	373,415	373,415	377,136		
Revenues	2,396,417	2,486,090	2,962,643	2,966,799	3,196,723	234,080	7.9%
Expenditures	2,404,452	2,399,899	2,962,440	2,963,078	3,145,600	183,160	6.2%
Ending Balance	287,224	373,415	373,618	377,136	428,259		

Fund Summary

The Street Aid & Transportation Fund is 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. As set forth under T.C.A. §54-4-201 to 205, revenues for the fund come from taxes levied against gasoline, diesel and liquefied and natural gas sales. They are distributed to municipalities based upon a formula dependent upon the decennial Federal Census.

Municipalities must account for all funds received and submit annual audits to the State Comptroller's office. All purchases through the fund must comply with state and local procurement laws.

Acceptable expenditures include: street improvements (including design, construction, street scape and administration of capital projects), repair and maintenance of existing streets, sidewalks, right-of-way acquisition, street lights and street signs.

Source: Darden, Ron, "State Street Aid Fund Revenues and Expenditures: On the Road to Understanding (2011)" (2011). MTAS Publications: Technical Bulletins. http://trace.tennessee.edu/utk_mtastech/



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.

Staffing by Position

There are no staff formally associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Beginning Fund Balance	295,259	287,224	373,415	373,415	377,136		
Revenues							
TOTAL LOCAL TAXES	508,038	526,008	939,756	939,756	946,516	6,760	0.7%
GASOLINE TAX (STATE)	1,887,683	1,959,797	1,939,747	1,944,003	2,250,003	310,256	16.0%
INTEREST INCOME	696	286	300	200	204	(96)	-32.0%
TRANSFER FROM GENERAL FUND	-	-	82,840	82,840	-	(82,840)	-100.0%
Total Available Funds	2,396,417	2,486,090	2,962,643	2,966,799	3,196,723	234,080	7.9%
Expenses (Operations)							
LEGAL SERVICES	-	-	-	-	-	-	
PAVING & REPAIR SERVICES	2,233,966	2,225,609	2,450,000	2,450,000	2,700,000	250,000	10.2%
SIDEWALK REPAIR	169,942	173,024	512,440	512,440	445,000	(67,440)	-13.2%
OTHER OPERATING SUPPLIES	544	1,266	-	638	600	600	100.0%
TOTAL INFRASTRUCTURE	-	-	-	-	-	-	
Total Expenditures	2,404,452	2,399,899	2,962,440	2,963,078	3,145,600	183,160	6.2%
Ending Fund Balance	287,224	373,415	373,618	377,136	428,259		

Notes & Objectives

Estimates for growth from the State are inclusive of the increase approved via the passage of the IMPROVE Act. A 16% increase is being budgeted, though the expectation by the time of full implementation is closer to a 25% increase in aid from the state. This number may be refined via budget amendment later in FY 2018 once the exact amount is determined.

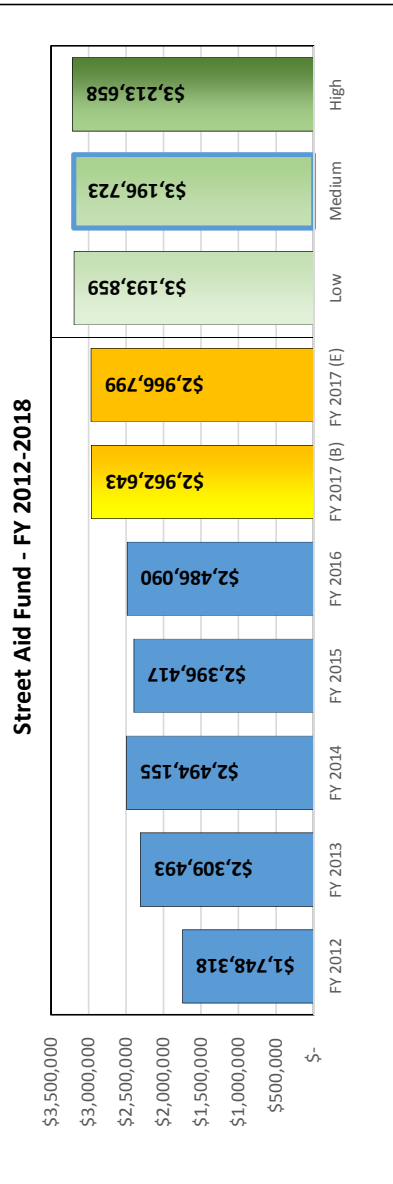
The additional funds will be used to establish a pavement restoration program to increase the life of neighborhood and minor collector roadways in Franklin.

This increase in funds is welcome, but not even this alone will not keep up with ongoing needs. Additional funds will be needed in the future to keep up with the need to repair roads throughout the City.

In addition to the Street Aid & Transportation Fund, multiple transportation projects are approved under Phase I of the Capital Improvement Plan. More information on these can be found in Appendices A-C of this document.



Street Aid: 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. Counties and municipalities share in the proceeds of petroleum taxes. In general, counties receive about 30 percent of the proceeds and municipalities about 15 percent. The state retains roughly 55 percent of the proceeds. Fifty percent of the counties' shares are divided equally among the 95 counties, 25 percent on the basis of area and 25 percent on the basis of population; Municipalities' shares are divided based on the population each municipality bears to the aggregate population of all municipalities, according to the federal census or a special census as prescribed by T.C.A. § 54-4-203. T.C.A. § 67-3-901(b), (c), (f)(2) and (i); T.C.A. § 67-3-905; T.C.A. § 67-3-1108; T.C.A. § 54-4-103; and T.C.A. § 54-4-204; Op. Tenn. Atty. Gen. No. 86-136; and The money each individual municipality receives under the Petroleum and Alternative Fuels Tax Law is paid into the municipality's state street aid fund and is required to be administered and spent under the law that governs that fund. T.C.A. § 54-4-103, T.C.A. § 54-4-204.



Estimates for growth from the State are inclusive of the increase approved via the passage of the IMPROVE Act. A 16% increase is being budgeted, though the expectation by the time of full implementation is closer to a 25% increase in aid from the state. This number may be refined via budget amendment later in FY 2018 once the exact amount is determined.

	Actual					Budget			Estimated			Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average	10-Yr Average			
PROPERTY TAXES COLLECTED	-	-	-	508,038	526,008	689,756	689,756	696,654	696,516	710,449						
GASOLINE TAX (STATE)	1,748,202	1,736,341	1,754,190	1,887,683	1,959,797	1,939,747	1,944,003	2,247,003	2,250,003	2,253,003	\$ 2,458,888	\$ 2,286,895	\$ 2,007,477	6.8%	9.5%	
INCREASE IN STATE SHARED TAXES	-	-	-	-	-	-	-	-	-	-						
INTEREST INCOME	116	20	-	697	286	300	200	202	204	206						
TRANSFER FROM GENERAL FUND	-	573,132	739,965	-	-	332,840	332,840	250,000	250,000	250,000						
Totals	\$ 1,748,318	\$ 2,309,493	\$ 2,494,155	\$ 2,396,417	\$ 2,486,090	\$ 2,962,643	\$ 2,966,799	\$ 3,193,859	\$ 3,196,723	\$ 3,213,658						

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2018 Operating Budget

Road Impact Fund

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	-	397,976	5,019,848	5,019,848	4,613,276		
Revenues	3,358,555	7,595,878	6,811,334	6,749,455	8,508,560	1,697,226	24.9%
Expenditures	2,960,579	2,974,006	8,375,140	7,156,027	7,793,080	-582,060	-6.9%
Ending Balance	397,976	5,019,848	3,456,042	4,613,276	5,328,756		

Fund Summary

The Road Impact Fund is the special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects.

The budget anticipates almost \$7.79 million in expenditures, part in the form of a transfer to the debt service fund, part in funding Phase I CIP projects and part in the form of Road Impact Offset agreement payments.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee
FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$ %	
Beginning Fund Balance	-	397,976	5,019,848	5,019,848	4,613,276		
Revenues							
ROAD IMPACT FEES	3,611,954	7,854,118	6,810,334	6,796,634	8,800,000	1,989,666	29.2%
ROAD IMPACT CREDITS	(253,523)	(267,394)	-	(77,241)	(301,440)	(301,440)	-100.0%
INTEREST INCOME	124	9,154	1,000	30,062	10,000	9,000	900.0%
TRANSFER FROM GENERAL FUND	-	-	-	-	-	-	
CONTRIBUTIONS FROM DEVELOPER	-	-	-	-	-	-	
Total Available Funds	3,358,555	7,595,878	6,811,334	6,749,455	8,508,560	1,697,226	24.9%
Expenses (Operations)							
LEGAL SERVICES	-	-	-	-	-	-	
TRANSFER TO DEBT SERVICE FUND	2,960,579	2,674,006	2,737,999	2,737,999	2,709,552	(28,447)	-1.0%
TRANSFER TO CAPITAL FUND			2,000,000	2,000,000		(2,000,000)	-100.0%
CAPTIAL PROJECTS					1,500,000	1,500,000	100.0%
ROAD IMPACT OFFSET AGREEMENTS	-	300,000	3,637,141	2,418,028	3,583,528	(53,613)	-1.5%
Total Expenditures	2,960,579	2,974,006	8,375,140	7,156,027	7,793,080	(582,060)	-6.9%
Ending Fund Balance	397,976	5,019,848	3,456,042	4,613,276	5,328,756		

Notes & Objectives

Revenues within the Road Impact fund are completely dependent upon the timing of development activity. Expenses shown reflect only amount needed for debt service payments and potential reimbursements to developers for approved road construction by the City Engineer.

This budget may be amended as Fiscal Year 2018 progresses.



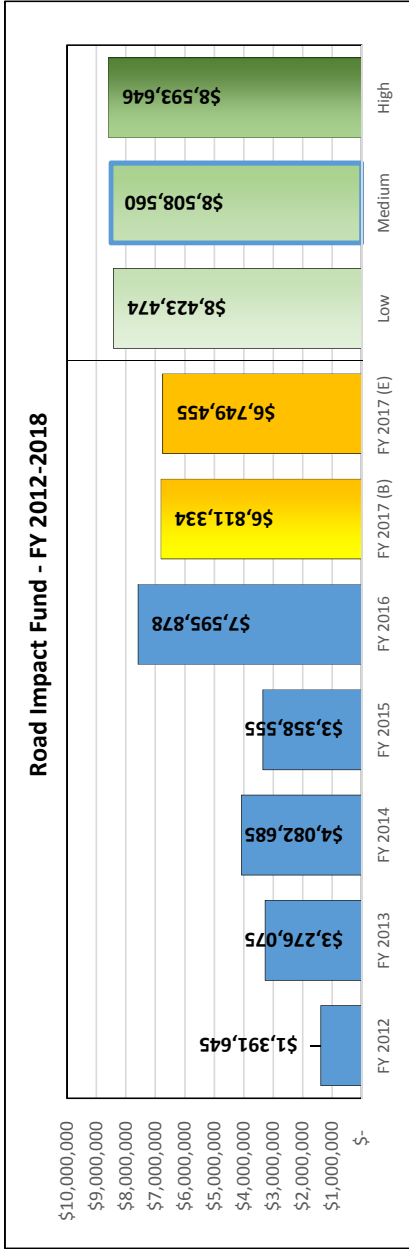
Fund: Road Impact

Percent of All Revenues

5.8%

Road Impact Fund: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011.

The forecast for FY 2018 is an estimate based on a careful analysis of available permits - both in process and anticipated through the Department of Building and Neighborhood Services. It is heavily dependent upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual				Budget			Estimated			Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average	3-yr Average	5-Yr Average	
ROAD IMPACT FEES	1,461,757	3,488,544	4,725,902	3,611,954	7,854,118	6,810,334	6,796,634	8,712,000	8,800,000	8,888,000			\$ 5,012,373	\$ 3,940,968	
ROAD IMPACT CREDITS	(70,112)	(182,469)	(704,150)	(253,523)	(267,394)	-	(77,241)	(298,426)	(301,440)	(304,454)			\$ 5,012,373	\$ 3,940,968	
INTEREST INCOME	-	-	-	124	9,154	1,000	30,062	9,900	10,000	10,100			12.0%	14.6%	
CONTRIBUTIONS FROM DEVELOPER	-	(30,000)	-	-	-	-	-	-	-	-					
TRANSFER FROM GENERAL FUND	-	-	60,933	-	-	-	-	-	-	-					
Totals	\$ 1,391,645	\$ 3,276,075	\$ 4,082,685	\$ 3,358,555	\$ 7,595,878	\$ 6,811,334	\$ 6,749,455	\$ 8,423,474	\$ 8,508,560	\$ 8,593,646					

Source: City of Franklin, Comprehensive Annual Financial Reports - 2001-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2018 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	1,910,274	2,025,959	2,631,754	2,231,669	2,807,449	175,695	6.7%
Operations	1,328,986	1,490,052	1,787,515	1,856,337	1,982,613	195,098	10.9%
Capital	78,487	24,967	0	5,000	325,983	325,983	100.0%
Total	3,317,747	3,540,978	4,419,269	4,093,006	5,116,045	696,776	15.8%

Department Goals

Franklin Parks Department is an essential service established to improve the quality of life for all residents of the City by proactively responding to changing demographics and emerging trends, while also maximizing all available resources to enhance each resident's health, promote economic vitality and long-term sustainability now and for future generations.



Departmental Summary

The primary challenge in development of the Parks budget for Fiscal Year 2017-18 will be implementing new/existing projects and day-to-day services while balancing the projections provided in the 2015 Comprehensive Parks Master Plan. Three areas of concentration will take place in the new fiscal year: Master Plan the new Southeast Municipal Park; continued construction of master plan for Carter's Hill Battlefield Park and balancing the significant increase in sporting and special events hosted at various parks. The vision will be to provide high quality, accessible parks, historic sites, new trails and recreation amenities that will create positive recreational healthy experiences for all residents and visitors of the city that make living, working, and playing in Franklin the city of choice for the region.



City of Franklin, Tennessee

FY 2018 Operating Budget

Parks

Lisa Clayton, Director

Department Summary (continued)

REVENUES:

Park General Fund in the 2016 calendar year ended with \$53,411.75 in revenue and on target to reach approximately \$58,000 by the end of fiscal year 2017. For the 2017-18 fiscal year, revenues are projected at approximately \$60,000. The majority of Parks revenue comes from special events, athletic rentals and lease agreements.

EXPENDITURES:

Park General Fund operational expenditures for the new fiscal budgeted year are \$2 million. This is an increase due to new facilities at Harlinsdale Farm, Carter's Hill Park and Bicentennial Park - Point Park. The increase in population has had an impact on the amount of park patrons attending events in FY16 &17. The Parks Department projects a 8% increase in patrons attending events hosted by the department which is an increase in projected workload for existing staff. Parks budgeted personnel in 2016-17 for a total of (39) thirty-nine full time personnel within seven divisions within the department. A total of (18) eighteen part-time or seasonal positions are being proposed in various positions. The need to increase in personnel within the Programming Division and Urban Forestry will be crucial for FY18.

CAPITAL:

Budgeted Park capital projects from the General Fund total amount \$29,283 to remove and install non-compliance playground equipment within Tinkerbell Playground at Pinkerton Park.

The department developed a Capital Improvement Plan and implementation policies along with other CIP projects with the city as a whole. The 10-year CIP plan will serve as a working document to be updated annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs of the approximately \$67 million dollar worth of projects. The top project for FY18 will be to secure a consulting firm to master plan the new Southeast Multipurpose Athletic Complex.

SUMMARY:

The Fiscal Year 2017-2018 budget for the City of Franklin Parks Department is a product of months of considerable effort by many individuals beginning with the input and analysis of staff members at all levels of the organization and continuing through the final decisions of BOMA that values strategic planning and is committed to our community's quality of life and efficient stewardship of public funds.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. 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.



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

Theme: Quality Life Experiences



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.

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)

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 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: 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).

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures


	2014	2015	2016	2017	2018
Participation					
Children - All	16,284	16,609	16,941	17,449	17,973
Children - Franklin	15,774	16,247	16,572	17,069	17,581
Total participation – youth	32,058	32,856	33,513	34,518	35,554
Adults - All	28,123	28,686	29,260	30,138	31,042
Adults - Franklin Residents	27,279	28,097	28,659	29,519	30,404



City of Franklin, Tennessee




FY 2018 Operating Budget

Performance Measures

Seniors - All	650	670	683	703	725
Registered Athletics	8,143	8,500	8,670	8,930	9,198
City Sponsored Events	8,038	9,000	9,248	9,525	9,811
Non-City Sponsored Events	34,323	35,000	36,230	37,317	38,436
Park Attendance by Scheduled Users					
Schools	3,938	9,000	9,200	9,476	9,760
Athletics	8,299	9,000	9,350	9,631	9,919
City Sponsored Special Events	7,690*	28,500	15,160	15,615	16,083
Outside Sponsored Special Events	19,549*	46,000	47,750	49,183	50,658
Parks and Recreation Acres Maintained	704	704	704	725	747
Passive Parks	514	514	514	529	545
Active Parks	190	190	190	196	202
Greenway miles	11.75	12	15	15	16
Permit applications received	98	164	247	254	262
Parks and Recreation Units Managed	16	16	16	16	17
Estimated annual hours of operation of units	70,080	70,080	70,080	72,182	74,348
Revenues from user fees	\$ 53,302	\$ 41,329	\$ 53,412	\$ 73,410	\$ 84,407
Number of volunteer hours worked	17,880	18,237	18,602	19,160	19,735
Total number of training hours	918	1,200	764	786	810
Grant proceeds awarded	\$ -	\$ 20,000	\$ 86,936	\$ 89,544	\$ 92,230
Urban Forestry & Recycling					
Trees Planted	127	275	167	172	177
Tree Farm Trees	52	0	25	26	27
Trees Planted by Donation/Grants	2	10	4	4	4
Trees Purchased From Tree Bank	66	250	146	150	155
Lecture Series Attendance	52	75	0	0	0
 Blue Bag Recycling	560	785	703	724	746

*Eastern Flank & Bicentennial Parks were under construction and unavailable for rent for majority of the year.
Inclement weather was another reason for lower numbers (i.e. 4th of July)

Efficiency Measures

	2014	2015	2016	2017	2018
Cost per Franklin Resident to Support Parks*	\$ 17.18	\$ 19.29	\$ 18.87	TBD	TBD
Parks and Recreation Cost Per Capita	\$ 64.60	\$ 70.18	\$ 73.74	TBD	TBD
 Tennessee Statewide Benchmarking Average	\$ 92.95	\$ 97.30	\$ 92.41	TBD	TBD
Percentage of Costs Supported by Parks and Recreation User Fees Collected	1.24%	0.48%	1.83%	1.25%	1.25%
 Tennessee Statewide Benchmarking Average	9.7%	10.0%	11.2%	TBD	TBD
Total Costs per Total Parks and Recreation Areas Maintained	\$ 6,090	\$ 6,616	\$ 6,952	\$ 7,000	\$ 7,000
 Tennessee Statewide Benchmarking Average	\$ 9,229	\$ 8,083	\$ 7,370	TBD	TBD

*Formula is Operations Expenses / Population



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2014	2015	2016	2017	2018	
Increase the percent of Franklin citizens who perceive they have excellent / good parks, recreation, and amenities.						
	Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good	9%	9%	65%	65%	TBD
	Target (Source: 2012 Community Survey by ASI for Franklin Tomorrow)	9%	9%	9%	65%	65%
	Meets Target?	Yes	Yes	Yes	Yes	TBD
	Acres per 1000 residents	10.61	10.61	10.61	10.61	10.61
	Tennessee Statewide Benchmarking Average	12.19	16.50	17.16	TBD	TBD
	Target (National Parks & Recreation Association)	6	6	6	6	6
	Meets Target?	Yes	Yes	Yes	TBD	TBD
Remain one of the Top Rated Healthy Cities in Tennessee						
	State Rank	TBD	TBD	TBD	TBD	TBD
	Target (Robert Wood Johnson Foundation, 2012)	1st	1st	1st	1st	1st
	Meets Target?	TBD	TBD	TBD	TBD	TBD
Maintain Status as Tree City USA						
	Number of years received	9	10	11	12	13
	Target: Status Maintained? (Arbor Day Foundation?)	Yes	Yes	Yes	TBD	TBD
	Meets Target?	Yes	Yes	Yes	TBD	TBD

Franklin Citizens Survey

(Fall 2016)

		2x/week+	2-4x/mo	Once/mo.	Not at all
<input checked="" type="checkbox"/>	% of respondents Used Franklin recreation centers or their services	15%	18%	30%	37%
<input checked="" type="checkbox"/>	% of respondents Visited a neighborhood park or City park	20%	32%	37%	11%

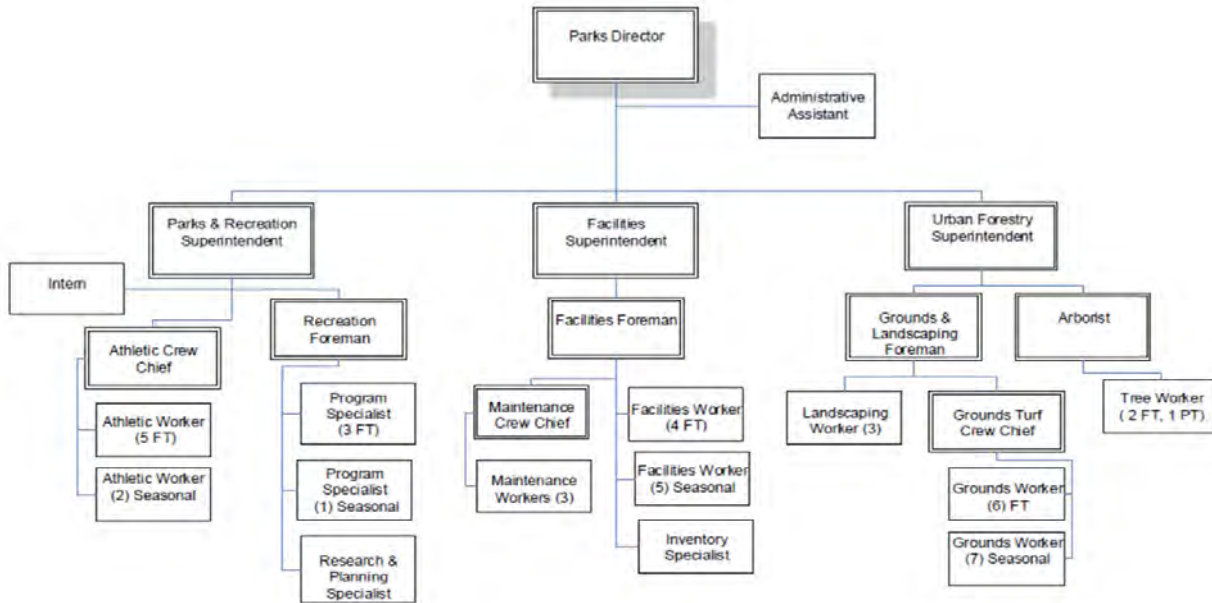
		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of City parks	45%	46%	8%	1%
<input checked="" type="checkbox"/>	% rating the quality of Recreation programs or classes	34%	50%	13%	2%
<input checked="" type="checkbox"/>	% rating the quality of Recreation centers or facilities	38%	47%	13%	2%
<input checked="" type="checkbox"/>	% rating the quality of Franklin open space	21%	49%	21%	9%
<input checked="" type="checkbox"/>	% rating Recreational opportunities as it relates to Franklin as a whole	25%	52%	19%	3%
<input checked="" type="checkbox"/>	% rating Fitness opportunities as it relates to Franklin as a whole	27%	50%	19%	4%



City of Franklin, Tennessee

FY 2018 Operating Budget

Organizational Chart



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



City of Franklin, Tennessee
FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Parks Director	L	1	0	1	0	1	0	1	0	1	0
Facilities Superintendent	H	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	G	1	0	1	0	1	0	1	0	1	0
Urban Forestry Superintendent*	G	0	0	0	0	0	0	0	0	1	0
Athletic Foreman	F	1	0	0	0	0	0	0	0	0	0
Grounds & Landscape Foreman	F	1	0	1	0	1	0	1	0	1	0
Facilities Foreman	F	0	0	1	0	1	0	1	0	1	0
Recreation Foreman	F	0	0	1	0	1	0	1	0	1	0
Program Coordinator	E	1	0	0	0	0	0	0	1	0	1
Arborist	E	1	0	1	0	1	0	1	0	1	0
Research & Planning Specialist	E	0	0	1	0	1	0	1	0	1	0
Facilities Crew Chief	E	1	0	0	0	0	0	0	0	0	0
Athletics Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Grounds Turf Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Landscaping Crew Chief	E	0	0	0	0	0	0	0	0	0	0
Maintenance Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Program Specialist*	D	1	0	1	1	1	1	2	1	3	1
Admin Assistant	D	1	0	1	0	1	0	2	0	2	0
Inventory Specialist	D	1	0	1	0	1	0	1	0	1	0
Heavy Equipment Operator	---	1	0	0	0	0	0	0	0	0	0
Athletic Field Worker	---	4	2	0	0	0	0	0	0	0	0
Maintenance Worker	C	3	0	3	0	3	0	3	0	3	0
Athletic Worker	B	0	0	4	2	5	2	5	2	5	2
Tree Worker	B	0	1	0	3	2	1	2	1	2	1
Facilities Worker	B	3	4	3	4	4	5	4	5	4	5
Grounds Worker	B	4	6	4	7	6	7	6	7	6	7
Landscaping Worker	B	2	3	3	0	3	0	3	0	3	0
Intern	---	0	1	0	1	0	1	0	1	0	1
TOTALS		31	17	31	18	37	17	39	18	41	18



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	1,390,984	1,462,884	1,907,661	1,770,534	1,935,355	27,694	1.5%
Employee Benefits	519,290	563,075	724,093	461,135	872,094	148,001	20.4%
Total Personnel	1,910,274	2,025,959	2,631,754	2,231,669	2,807,449	175,695	6.7%
Operations							
Transportation Services	15,898	26,512	12,740	14,702	14,845	2,105	16.5%
Operating Services	11,510	9,142	20,125	19,531	20,150	25	0.1%
Notices, Subscriptions, etc.	15,687	34,982	77,935	87,277	94,465	16,530	21.2%
Utilities	233,892	249,349	199,083	240,237	255,534	56,451	28.4%
Contractual Services	14,272	32,670	84,660	85,210	106,040	21,380	25.3%
Repair & Maintenance Services	205,064	228,146	205,185	261,979	256,820	51,635	25.2%
Employee programs	10,327	12,154	23,210	24,175	25,770	2,560	11.0%
Professional Development/Travel	26,289	20,359	38,360	36,401	43,345	4,985	13.0%
Office Supplies	10,813	12,604	17,155	17,962	18,850	1,695	9.9%
Operating Supplies	74,133	73,329	113,149	111,919	120,748	7,599	6.7%
Fuel & Mileage	51,654	40,161	28,119	35,965	37,045	8,926	31.7%
Machinery & Equipment (<\$25,000)	178,245	141,946	123,653	129,098	143,340	19,687	15.9%
Repair & Maintenance Supplies	245,755	245,892	316,475	330,493	355,445	38,970	12.3%
Operational Units	63,904	94,078	253,078	169,300	260,000	6,922	2.7%
Property & Liability Costs	67,793	56,285	59,796	69,266	62,864	3,068	5.1%
Rentals	20,224	27,589	33,120	36,345	43,385	10,265	31.0%
Permits	3,944	3,227	3,000	3,000	3,100	100	3.3%
Other Business Expenses		435	160	746	770	610	381.3%
Debt Service and Lease Payments	79,582	181,192	178,512	182,731	120,096	(58,416)	-32.7%
Total Operations	1,328,986	1,490,052	1,787,515	1,856,337	1,982,613	195,098	10.9%
Improvements	-	-	-	-	29,283	29,283	0.0%
Infrastructure	26,470	24,967	-	5,000	-	-	0.0%
Machinery & Equipment (>\$25,000)	52,017	-	-	-	296,700	296,700	0.0%
Capital	78,487	24,967	-	5,000	325,983	325,983	0.0%
Total Parks Department	3,317,747	3,540,978	4,419,269	4,093,006	5,116,045	696,776	15.8%



City of Franklin, Tennessee

FY 2018 Operating Budget

Sanitation & Environmental Services

Becky Caldwell, Director

Budget Summary - Overall

	2015	2016	2017		2018	2017 v. 2018	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	405,119	618,286	767,350	767,350	635,501		
Revenues	8,275,157	9,057,523	9,372,227	8,465,850	8,544,340	(827,887)	-8.8%
Expenses							
Personnel	2,768,627	2,757,882	3,004,484	2,963,131	3,167,493	163,009	5.4%
Operations	5,293,363	6,150,577	6,383,598	5,469,669	5,098,787	(1,284,812)	-20.1%
Capital	0	0	164,900	164,899	266,590	101,690	0.0%
Expenses	8,061,990	8,908,459	9,552,982	8,597,699	8,532,870	(1,020,112)	-10.7%
Ending Balance	618,286	767,350	586,595	635,501	646,971		

Budget Summary - By Division

	2015	2016	2017		2018	2017 v. 2018	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	405,119	618,286	767,350	767,350	635,501		
Revenues	8,275,157	9,057,523	9,372,227	8,465,850	8,544,340	(827,887)	-8.8%
Expenses							
Administration	749,349	866,779	826,926	944,320	1,035,875	208,949	25.3%
Collection	3,651,831	3,635,603	3,994,978	3,775,856	3,551,620	(443,357)	-11.1%
Disposal	3,660,810	4,406,077	4,731,079	3,877,523	3,945,375	(785,704)	-16.6%
Expenses	8,061,990	8,908,459	9,552,982	8,597,699	8,532,870	(1,020,112)	-10.7%
Ending Balance	618,286	767,350	586,595	635,501	646,971		

Departmental Summary

The Sanitation and Environmental Services (SES) Department team is responsible for collection and disposal of residential and non-residential solid waste, residential recyclables, yard wastes and bulk wastes. We strive to provide and maintain a high level of service, through efficient use of resources, as we focus on the safety of our team while maintaining continued growth within our community.

During the past ten (10) years, we have enforced our biodegradable yard bag requirement for collection of small yard waste, we have added the Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services for Williamson County residents, we started and continue to provide curbside, blue bag recycling services to our residents, we streamlined our hauling and landfilling functions through a long-term agreement with Bi-County Solid Waste, we established a long-term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service and we have continued to make small changes, internally, to ensure we are operating as efficiently as possible to ensure responsible use of our existing resources as well as answering the service needs of our community.



City of Franklin, Tennessee

FY 2018 Operating Budget

Sanitation & Environmental Services

Becky Caldwell, Director

Departmental Summary (con't)

At the end of 2016, our blue bag, curbside, residential recycling service achieved an average, weekly, participation rate of 60% with the average diversion at 16%. This service continues to be successful. We have graduated from the initial 8-yard rear load trucks to 20-yard full-size rear load trucks and plan to expand our fleet to include larger 25-yard rear load trucks for managing the added participation and volume from providing our blue bag recycling service. We continue hauling blue bags to the Marshall County Solid Waste materials recovery facility (MRF) as part of the long-term partnership formed in November 2014.

Our partnership with Bi-County Solid Waste continues to be successful. The volume of solid waste processed through our transfer station, in FY2016, totaled 96,503 tons. Our City of Franklin SES Department collected 27,420 tons, or 28% of the total processed through the facility. We were better able to manage daily operations and the direct cost of operating the transfer station as we completed installation of the stationary pedestal boom cranes and stopped accepting construction and demolition debris through our transfer station. In order to help this division become self-sufficient, we raised the tip fees for use of our facility, to \$45/ton for municipal solid waste with a \$20 minimum and \$50/ton for construction and demolition waste with a \$25 minimum.

The three divisions of the Sanitation & Environmental Services Department include:

(1) Administration, (2) Collection and (3) Transfer Station.

- The Administration Division actively participates in public education, customer service, department financial management, provides direct support to the other divisions within the department and oversees management of the Municipal Services Complex.

- Our team of professionals in the Collection Division collect household and commercial waste generated from residents and businesses. SES continues providing residential solid waste collection to include household garbage, brush, bulky wastes, white goods, blue bags of recyclables and brown bags of small yard waste. The non-residential services are limited to 8-cubic yard dumpsters of solid waste or cardboard for recycling and 90-gallon rollout containers.

- Disposal Division team members operate the City-owned transfer station for City and private refuse haulers, process yard debris for recycling and separate metal recyclables from refuse accepted through the facility.

Department Goals

The primary goal of the Sanitation and Environmental Services Department is to continue supporting the safety and quality of life in our community by protecting public health. We want to continue providing weekly services that maintain focus on the needs of our residential customers, at a competitive and affordable service fee. We continue to provide services for non-residential customers who sign up for our services.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Sanitation & Environmental Services

Becky Caldwell, Director

Department Goals (con't)

Continuous improvement for the long-term development of our department remains a top priority. We set a goal to review and assess all resources and manage them in the most efficient, effective way possible. Our community continues to grow. When new residents become established in our City, we begin providing services upon their moving in to newly constructed homes. There have been 1,524 Certificates of Occupancy issued by our Building and Neighborhood Services team during these past two (2) years. This is the year we have reached our capacity to continue providing our current services, at the same weekly frequency, to all of our customers, without additional resources. We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings. The primary financial goal of self-sustainability may only be obtainable with fee increases and specific changes for particular service offerings.

Additionally, the implementation of our utility billing software has identified inconsistencies in billing which have led to the need to clarify the definition of customer for billing purposes. Proposed Title 17 changes include recommending the Williamson County Tax Assessor classification as a guide for our billing process; if the property is classified as a “residential” property, City solid waste collection services are required, and if the property is classified as something other than “residential”, use of City solid waste collection services are optional. This change will further allow for more accurate forecasting of revenues for the SES Department.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, 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.



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

Theme: A Safe Clean and Livable City



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

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

	2014	2015	2016	2017*	2018*
Total tons of residential refuse collected	17,331	18,848	18,424	20,000	20,000
Commercial Trash Collected (tons)	7,644	8,064	7,886	10,000	10,000
Total tons diverted from class 1 landfill	8,605	7,897	7,904	8,500	8,500
Total tons of recycling collected	3,113	3,251	3,464	3,800	3,800
Total tons of yard waste diverted	5,277	4,643	4,660	5,500	5,500
Trash from private haulers (tons)	30,180	53,235	69,083	57,000	57,000
Tons collected per 1000 population (tons)	252	277	283	298	298
Tennessee Statewide Benchmarking Average	317	401	345	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Residential collection points	18,750	19,000	21,500	20,000	20,000
Accidents / incidents	28	26	23	20	20
Total annual collection fees	\$ 4,946,611	\$ 4,946,611	\$ 5,146,586	\$ 5,300,984	\$ 5,460,013
Total annual recycling revenue	\$ 16,040	\$ 27,309	\$ 20,743	\$ 25,000	\$ 25,000
BOPAE Collections					
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)					
Batteries (lbs)	17,484	40,824	18,937	15,000	15,000
Target	10,298	10,813	11,354	11,922	12,518
Meets Target?	Yes	Yes	Yes	TBD	TBD
Oil (gallons)	1,008	1,888	1,594	1,400	1,400
Target	635	667	700	735	772
Meets Target?	Yes	Yes	Yes	TBD	TBD
Paint (lbs)	335,880	425,000	419,200	375,000	375,000
Target	157,309	165,175	173,433	182,105	191,210
Meets Target?	Yes	Yes	Yes	TBD	TBD
Anti-Freeze (gallons)	324	696	846	950	950
Target	718	754	791	831	872
Meets Target?	No	No	Yes	TBD	TBD
Electronics (lbs)	167,568	145,240	131,100	150,000	150,000
Target	239,044	250,996	263,546	276,723	290,560
Meets Target?	No	No	No	TBD	TBD

Efficiency Measures

	2014	2015	2016	2017*	2018*
Landfill fee per ton	\$ 32.00	\$ 33.09	\$ 33.09	\$ 33.09	\$ 33.09
Tennessee Statewide Benchmarking Average	\$ 25.37	N/A	\$ 28.05	TBD	TBD
Tons Collected per FTE					
Residential Refuse	866.6	942.4	877.3	925.0	950.0
Tennessee Statewide Benchmarking Average	3443.2	3321.8	3738.8	TBD	TBD
Recycling	1037.7	1083.7	1154.7	1266.7	1266.7
Tennessee Statewide Benchmarking Average	1126.4	1233.1	1253.2	TBD	TBD

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
Tons Diverted / 1,000 Population	129.7	119.0	127	TBD	TBD
Tennessee Statewide Benchmarking Average	374.8	381.1	341.5	TBD	TBD
Accidents /1,000 Collection Points	1.49	0.91	1.07	TBD	TBD
Tennessee Statewide Benchmarking Average	0.81	0.46	0.64	TBD	TBD
Increase the percent of diversion through the "blue bag" recyclable program by 3% per year.	18.9%	14.6%	17.0%	18.0%	18.0%
Target	19.9%	22.9%	25.9%	28.9%	31.9%
Meets Target?	No	No	No	TBD	TBD



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

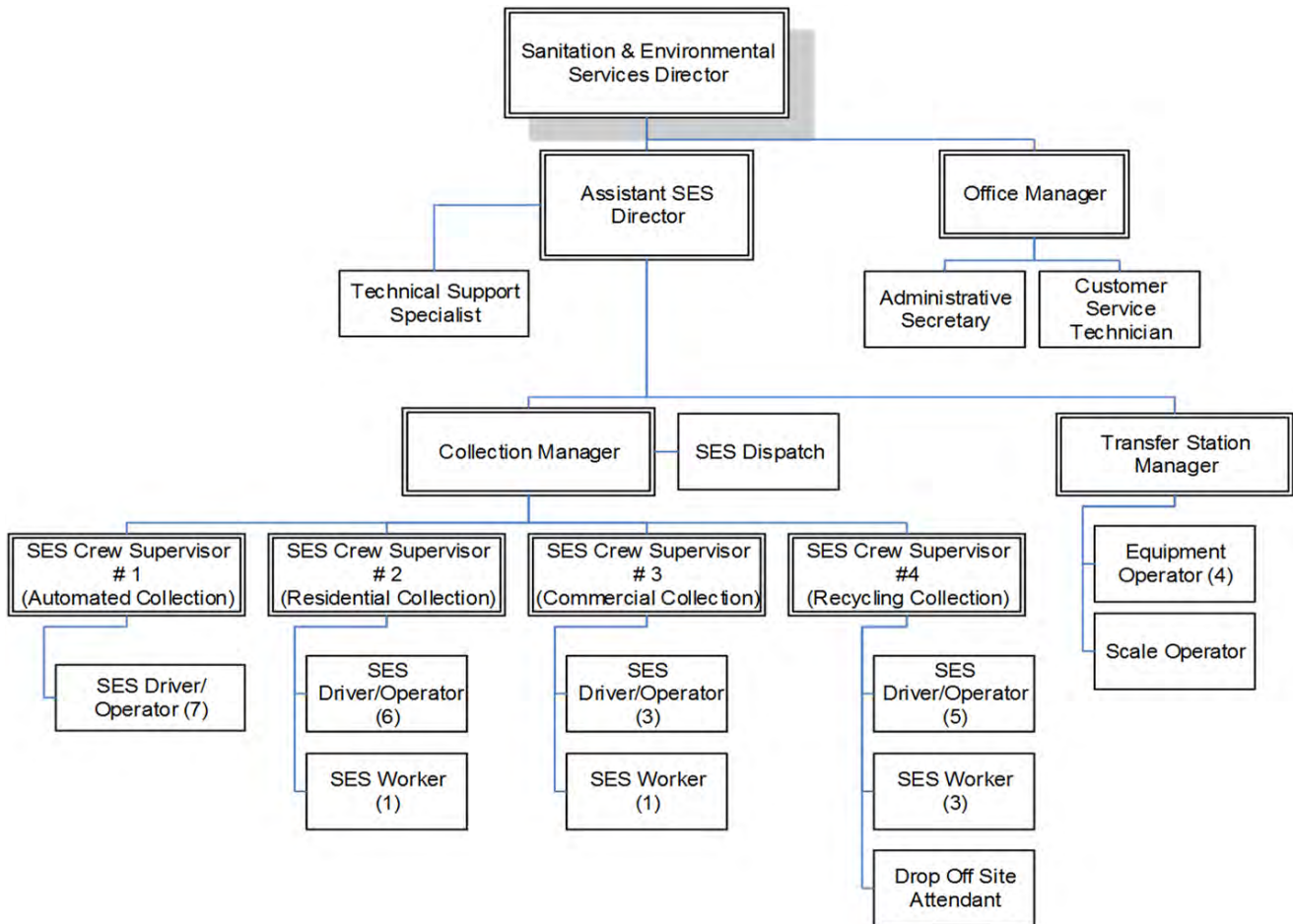
	Reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.	47%	57%	59%	60%	62%
	Target	49%	52%	55%	58%	61%
	Meets Target?	No	Yes	Yes	TBD	TBD

Franklin Citizens Survey

(Fall 2016)

		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of Garbage collection	50%	42%	7%	2%
<input checked="" type="checkbox"/>	% rating the quality of Recycling	39%	37%	13%	11%
<input checked="" type="checkbox"/>	% rating the quality of Yard waste pick-up	44%	42%	10%	5%

Organizational Chart



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



City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Administration											
San. & Env. Services Director	K	1	0	1	0	1	0	1	0	1	0
Assistant SES Director	I	1	0	1	0	1	0	1	0	1	0
Office Manager	F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	E	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worker	C	1	0	1	0	0	0	0	0	0	0
HHW Drop Off Site Attendant	C	0	0	0	0	1	0	1	0	1	0
Customer Services Technician	C	0	0	0	0	1	0	1	0	1	0
Administrative Secretary	B	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	N/A	0	0	0	0	0	0	0	0	0	0
Totals		6	0	6	0	7	0	7	0	7	0

Collection											
Collection Manager	G	1	0	1	0	1	0	1	0	1	0
SES Crew Supervisor	E	4	0	4	0	4	0	4	0	4	0
SES Driver Operator	C	20	0	21	0	21	0	21	0	21	0
HHW Drop Off Site Attendant	C	1	0	1	0	0	0	0	0	0	0
SES Dispatcher	B	1	0	1	0	1	0	1	0	1	0
SES Worker	B	6	4	9	2	9	2	5	0	5	0
Totals		33	4	37	2	36	2	32	0	32	0

Disposal											
Transfer Station Manager	F	1	0	1	0	1	0	1	0	1	0
Equipment Operator	D	4	0	4	0	4	0	4	0	4	0
Scale Operator	C	1	0	1	0	1	0	1	0	1	0
Totals		6	0	6	0	6	0	6	0	6	0

Recycling											
SES Driver/Operator	C	1	0	Moved to Collection effective FY 2015							
SES Worker	B	2	1								
Totals		3	1								

SES Total		48	5	49	2	49	2	45	0	45	0
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City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Available Funds							
Intergovernmental	93,309	22,277	-	-	-	-	#DIV/0!
Charges for Services	7,274,219	8,237,233	8,777,227	7,586,730	8,149,340	(627,887)	-7.2%
Use of Money and Property	407,629	198,011	145,000	128,908	145,000	-	0.0%
Other Revenue	500,000	600,002	450,000	750,212	250,000	(200,000)	-44.4%
Total Available Funds	8,275,157	9,057,523	9,372,227	8,465,850	8,544,340	(827,887)	-8.8%
Personnel							
Salaries & Wages	1,993,239	1,915,172	2,048,135	2,003,448	2,098,633	50,498	2.5%
Employee Benefits	775,388	842,710	956,348	959,683	1,068,860	112,512	11.8%
Total Personnel	2,768,627	2,757,882	3,004,484	2,963,131	3,167,493	163,009	5.4%
Operations							
Transportation Services	754	1,171	3,016	2,945	2,196	(820)	-27.2%
Operating Services	2,690,484	3,237,118	3,512,467	2,685,239	2,825,575	(686,892)	-19.6%
Notices, Subscriptions, etc.	25,288	22,164	28,281	27,436	30,250	1,969	7.0%
Utilities	68,939	69,758	72,055	84,865	92,125	20,070	27.9%
Contractual Services	2,228	7,650	10,000	9,000	9,000	(1,000)	-10.0%
Repair & Maintenance Services	541,841	724,404	717,319	626,156	658,215	(59,104)	-8.2%
Employee programs	8,712	16,422	21,611	21,065	21,723	112	0.5%
Professional Development/Travel	9,884	9,257	17,136	17,017	16,985	(151)	-0.9%
Office Supplies	11,963	10,925	12,236	12,060	12,747	511	4.2%
Operating Supplies	116,939	117,912	135,347	125,996	153,375	18,028	13.3%
Fuel & Mileage	262,672	175,391	185,326	171,311	199,500	14,174	7.6%
Machinery & Equipment (<\$25,000)	15,885	21,505	31,665	36,676	54,556	22,891	72.3%
Repair & Maintenance Supplies	64,430	58,287	62,872	60,020	68,275	5,403	8.6%
Operational Units	155,840	229,837	218,414	218,414	222,782	4,368	2.0%
Property & Liability Costs	109,468	92,977	97,679	113,053	97,791	112	0.1%
Rentals	3,283	-	-	-	-	-	-
Permits	1,672	1,650	2,000	1,630	2,000	-	0.0%
Financial Fees	6,415	8,672	7,025	7,502	7,650	625	8.9%
Other Business Expenses	-	-	-	-	-	-	-
Debt Service and Lease Payments	612,156	745,705	625,193	625,328	295,483	(329,710)	-52.7%
Transfers to Other Funds	584,510	599,772	623,956	623,956	328,558	(295,398)	-47.3%
Total Operations	5,293,363	6,150,577	6,383,598	5,469,669	5,098,787	(1,284,812)	-20.1%
Capital	-	-	164,900	164,899	266,590	101,690	61.7%
SES	8,061,990	8,908,459	9,552,982	8,597,699	8,532,870	(1,020,112)	-10.7%



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

Notes & Objectives

Revenue:

We continue working toward the goal of becoming a self-sufficient department, operating within a balanced budget, dependent upon service fees to cover our operating and capital expenses. This goal allows for any monies used to subsidize departmental expenses to be reassigned for General Fund use. Most recently, we requested a \$1.50 per month residential service fee increase in the FY2015 budget.

We will continue to focus a significant portion of staff time in Fiscal 2018 on revenues. We plan to ask for a \$1.00 per month increase in residential service fees for the FY2018 and a \$.50 per month increase in residential service fees in future budgets. In addition, we will examine separate charges for services offered other than basic trash collection.

Our focus will continue to be increasing our operations efficiencies through use of our routing software, diverse truck combinations and public education. Additional staff to accommodate growth within the City may be necessary in the upcoming year or ensuing years but is not being proposed at this time.

Long-term budget projections include the final Debt Service payment on the Municipal Services Complex to occur in FY2018 budget.

Operations:

We continue to recognize the avoided costs associated with our curbside recycling service. We have expanded our Batteries, Oil, Paint, Anti-freeze and Electronics (BOPAE) drop-off service to be open the first Saturday of each month, from 8:00 a.m. until noon, at our Century Court, Municipal Services Complex location. Collection of compact fluorescent light (CFL) bulbs was added as another recyclable waste to our BOPAE drop-off service. We propose to add at least two kiosks within our City boundaries for collection of sharps, the primary cost of which will be the initial purchase of a kiosk for each location, and proper disposal as an ongoing expense.

Bi-County Solid Waste continues to be a strong partner working with our Transfer Station team on a daily basis to provide hauling and disposal services for refuse collected by our department, in addition to waste delivered to our facility by private companies.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

Administration Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	323,032	334,168	329,022	357,908	458,638	129,616	39.4%
Employee Benefits	158,083	164,381	124,810	188,906	143,914	19,104	15.3%
Total Personnel	481,115	498,549	453,833	546,814	602,552	148,719	32.8%
Operations							
Transportation Services	-	27	22	-	-	(22)	-100.0%
Operating Services	622	1,814	900	707	1,075	175	19.4%
Notices, Subscriptions, etc.	1,335	2,072	4,650	4,236	4,750	100	2.2%
Utilities	47,016	50,611	50,004	65,784	68,687	18,683	37.4%
Contractual Services	825	-	-	-	-	-	
Repair & Maintenance Services	32,694	40,505	40,957	48,030	54,250	13,293	32.5%
Employee programs	6,513	10,463	9,600	9,027	9,600	-	0.0%
Professional Development/Travel	3,766	5,296	6,863	7,017	6,100	(763)	-11.1%
Office Supplies	4,031	3,489	4,151	4,050	4,250	99	2.4%
Operating Supplies	1,214	1,624	3,894	3,750	3,875	(19)	-0.5%
Fuel & Mileage	2,618	4,040	1,803	1,605	2,000	198	11.0%
Machinery & Equipment (<\$25,000)	3,382	9,919	21,000	20,053	40,000	19,000	90.5%
Repair & Maintenance Supplies	2,829	3,051	4,529	9,182	10,000	5,471	120.8%
Operational Units	155,840	229,837	218,414	218,414	222,782	4,368	2.0%
Property & Liability Costs	5,549	5,482	6,306	5,671	5,954	(352)	-5.6%
Rentals	-	-	-	-	-	-	
Permits	-	-	-	(20)	-	-	
Other Business Expenses	-	-	-	-	-	-	
Total Operations	268,234	368,230	373,093	397,506	433,323	60,231	16.1%
Buildings	-	-	-	-	-	-	
Capital	-	-	-	-	-	-	
Administration	749,349	866,779	826,926	944,320	1,035,875	208,949	25.3%



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

Collection Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	1,422,227	1,327,653	1,465,920	1,387,813	1,394,581	(71,339)	-4.9%
Employee Benefits	538,747	578,684	700,133	652,554	793,762	93,629	13.4%
Total Personnel	1,960,974	1,906,337	2,166,053	2,040,367	2,188,343	22,290	1.0%
Operations							
Transportation Services	189	163	2,060	2,090	1,196	(864)	-41.9%
Operating Services	9,659	6,989	10,067	8,508	10,400	333	3.3%
Notices, Subscriptions, etc.	23,599	19,880	22,668	22,450	24,500	1,832	8.1%
Utilities	20,352	18,553	21,421	18,731	22,763	1,342	6.3%
Contractual Services	-	7,650	10,000	7,500	7,500	(2,500)	-25.0%
Repair & Maintenance Services	269,432	320,874	355,306	294,677	368,965	13,659	3.8%
Employee programs	2,199	4,064	7,711	7,711	7,823	112	1.5%
Professional Development/Travel	3,303	3,894	4,773	4,500	5,260	487	10.2%
Office Supplies	5,877	4,930	5,250	5,250	5,622	372	7.1%
Operating Supplies	108,729	96,009	120,765	112,374	138,250	17,485	14.5%
Fuel & Mileage	207,196	131,538	147,193	144,360	152,500	5,308	3.6%
Machinery & Equipment (<\$25,000)	12,170	4,405	9,915	14,967	12,306	2,391	24.1%
Repair & Maintenance Supplies	45,319	41,971	40,093	34,867	41,125	1,032	2.6%
Property & Liability Costs	77,429	69,984	66,917	61,813	63,600	(3,317)	-5.0%
Rentals	3,028	-	-	-	-	-	-
Permits	22	-	-	-	-	-	-
Financial Fees	6,415	8,672	7,025	7,374	7,500	475	6.8%
Other Business Expenses	-	-	-	-	-	-	-
Debt Service and Lease Payments	603,684	689,804	520,883	511,440	209,687	(311,196)	-59.7%
Transfers to Other Funds	292,255	299,886	311,978	311,978	89,279	(222,699)	-71.4%
Total Operations	1,690,857	1,729,266	1,664,025	1,570,590	1,168,277	(495,748)	-29.8%
Machinery & Equipment (>\$25,000)	-	-	164,900	164,899	195,000	30,100	18.3%
Capital	-	-	164,900	164,899	195,000	30,100	18.3%
Collection	3,651,831	3,635,603	3,994,978	3,775,856	3,551,620	(443,357)	-11.1%



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

Disposal Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Personnel							
Salaries & Wages	247,980	253,351	253,193	257,727	245,414	(7,779)	-3.1%
Employee Benefits	78,558	99,645	131,405	118,223	131,184	(221)	-0.2%
Total Personnel	326,538	352,996	384,598	375,950	376,598	(8,000)	-2.1%
Operations							
Transportation Services	565	981	934	855	1,000	66	7.1%
Operating Services	2,680,203	3,228,315	3,501,500	2,676,024	2,814,100	(687,400)	-19.6%
Notices, Subscriptions, etc.	354	212	963	750	1,000	37	3.8%
Utilities	1,571	594	630	350	675	45	7.1%
Contractual Services	1,403	-	-	1,500	1,500	1,500	
Repair & Maintenance Services	239,715	363,025	321,056	283,449	235,000	(86,056)	-26.8%
Employee programs	-	1,895	4,300	4,327	4,300	-	0.0%
Professional Development/Travel	2,815	67	5,500	5,500	5,625	125	2.3%
Office Supplies	2,055	2,506	2,835	2,760	2,875	40	1.4%
Operating Supplies	6,996	20,279	10,688	9,872	11,250	562	5.3%
Fuel & Mileage	52,858	39,813	36,331	25,346	45,000	8,669	23.9%
Machinery & Equipment (<\$25,000)	333	7,181	750	1,656	2,250	1,500	200.0%
Repair & Maintenance Supplies	16,282	13,265	18,250	15,971	17,150	(1,100)	-6.0%
Property & Liability Costs	26,490	17,511	24,456	45,569	28,237	3,781	15.5%
Rentals	255	-	-	-	-	-	
Permits	1,650	1,650	2,000	1,650	2,000	-	0.0%
Financial Fees				128	150	150	100.0%
Debt Service and Lease Payments	8,472	55,901	104,310	113,888	85,796	(18,514)	-17.7%
Transfers to Other Funds	292,255	299,886	311,978	311,978	239,279	(72,699)	-23.3%
Total Operations	3,334,272	4,053,081	4,346,481	3,501,573	3,497,187	(849,295)	-19.5%
Machinery & Equipment (>\$25,000)	-	-	-	-	71,590	71,590	100.0%
Capital	-	-	-	-	71,590	71,590	100.0%
Disposal	3,660,810	4,406,077	4,731,079	3,877,523	3,945,375	(785,704)	-16.6%



City of Franklin, Tennessee

FY 2018 Operating Budget

Water Management

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Balance*	14,284,304	18,470,570	26,107,963	26,107,963	30,487,362		
Revenues	25,108,823	27,467,913	25,948,977	28,046,484	29,870,330	3,921,353	15.1%
Expenses							
Personnel	4,944,757	5,307,251	6,173,893	5,886,776	6,457,935	284,041	4.6%
Operations	11,334,843	13,234,181	13,193,729	13,108,618	13,865,472	671,743	5.1%
Capital	4,642,956	1,289,088	6,026,035	4,671,691	5,377,000	(649,035)	-10.8%
Expenses	20,922,557	19,830,520	25,393,657	23,667,085	25,700,407	306,750	1.2%
Ending Balance*	18,470,570	26,107,963	26,663,283	30,487,362	34,657,285		

Budget Summary - By Division

	2015 Actual	2016 Actual	2017		2018 Budget	2017 vs. 2018	
			Budget	Estimated		\$	%
Beginning Balance*	14,284,304	18,470,570	26,107,963	26,107,963	30,487,362		
Revenues	25,108,823	27,467,913	25,948,977	28,046,484	29,870,330	3,921,353	15.1%
Expenses							
Water	8,926,520	9,824,642	10,555,510	10,559,284	11,768,643	1,213,134	11.5%
Wastewater	11,831,590	9,922,764	14,634,073	12,922,242	13,725,689	(908,384)	-6.2%
Reclaimed	164,447	83,114	204,075	185,560	206,075	2,000	1.0%
Expenses	20,922,557	19,830,520	25,393,657	23,667,085	25,700,407	306,750	1.2%
Ending Balance*	18,470,570	26,107,963	26,663,283	30,487,362	34,657,285		

*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets.

Departmental Summary

The Water Management Department's vision, in support of the City's vision statement, is to continually strive to enhance quality of life through exceptional, responsive, and cost effective water resources services. These services include drinking water treatment and distribution, wastewater collection and treatment, and reclaimed water distribution for customers located primarily in the City of Franklin.

To achieve this vision it is necessary to safely and efficiently deliver drinking water, sanitary sewer and reclaimed water services to our customers. The Water Management Department continues to evolve through formalization and refinement of practices and through the implementation of the Integrated Water Resources Plan.



City of Franklin, Tennessee

FY 2018 Operating Budget

Water Management

Departmental Summary (con't)

The 2018 and 2019 biennial budget was developed to further refine operations to achieve the department's vision, in support of the City of Franklin's goals and objectives. Revenues and expenditures for each division are presented in consolidated Sections as follows:

Division	Section
Water Distribution	Water
Water Treatment	Water
Utility Billing	Water
Wastewater Collection	Wastewater
Wastewater Treatment	Wastewater
Utility Administration	Wastewater
Reclaimed Water	Reclaimed Water

Water and wastewater are independent business units of the City of Franklin and are required to be self-sufficient entities. These utilities are not subsidized by local taxes, reimbursing the General Fund monies to cover the costs of administrative oversight and support services such as payroll, human resources, finance and engineering. Reclaimed water, while presented as its own section, is an alternative disposal method of treated sanitary sewer. This disposal method in effect, increases the discharge capacity of the wastewater treatment plant (primarily during summer months) and provides a cost effective source of irrigation water within the reclaimed water distribution system while providing revenue to support its operation.

Forecasts for the Water & Wastewater functions, both operations and capital, can be found in Appendix I.



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, 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.



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

Theme: A Safe Clean and Livable City



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).

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]

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	<input checked="" type="checkbox"/>

Workload (Output) Measures

	2014	2015	2016*	2017*	2018*
Water Production (in MGD) - Average	1.34	1.60	1.21	1.40	1.40
Water Production (in MGD) - Maximum	2.78	2.66	2.35	2.50	2.50

Efficiency Measures

	2014	2015	2016*	2017*	2018*
TBD					



City of Franklin, Tennessee

FY 2018 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

	2014	2015	2016	2017*	2018*
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					
Declining or steady energy costs for water and sewage delivery	\$ 1,543,096	\$ 1,293,381	\$ 1,568,533	\$ 1,729,025	\$ 1,480,458
Target (FY2012 sum actual expenditures from water fund and wastewater fund)	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352	\$ 1,595,352
Meets Target?	Yes	Yes	No	TBD	TBD
Unaccounted water within the system decreases	16%	16%	16%	16%	16%
Target (20.8% unaccounted for in FY 2012)	20.8%	20.8%	20.8%	20.8%	20.8%
Meets Target?	Yes	Yes	Yes	TBD	TBD
Sanitary score remains or improves	Yes	TBD	TBD	TBD	TBD
Target (97 from FY 2012)	97	97	97	97	97
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will continue to meet or exceed regulatory requirements for water quality.					
Goal: To have no violations of regulatory requirements for water quality.					
Franklin Water Quality Violations	0	0	0	0	0
Target (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)	0	0	0	0	0
Meets Target?	Yes	Yes	Yes	TBD	TBD
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.					
5% completed (2012). (Franklin Integrated Water Resource Plan.)	10.0%	11.0%	12.0%	15.0%	15.0%
Target	10.0%	11.0%	12.0%	15.0%	15.0%
Meets Target?	Yes	Yes	Yes	TBD	TBD
Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).					
Franklin Status	Adopted	Adopted	Adopted	Adopted	Adopted
Target (Adopted?)	Adopted	Adopted	Adopted	Adopted	Adopted
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will achieve platinum status within the TVA sustainable Communities Program.					
Franklin status	Gold	Gold	Platinum	TBD	TBD
Target (Platinum)	Platinum	Platinum	Platinum	Platinum	Platinum
Meets Target?	No	No	Yes	TBD	TBD

*2017 and 2018 are estimates

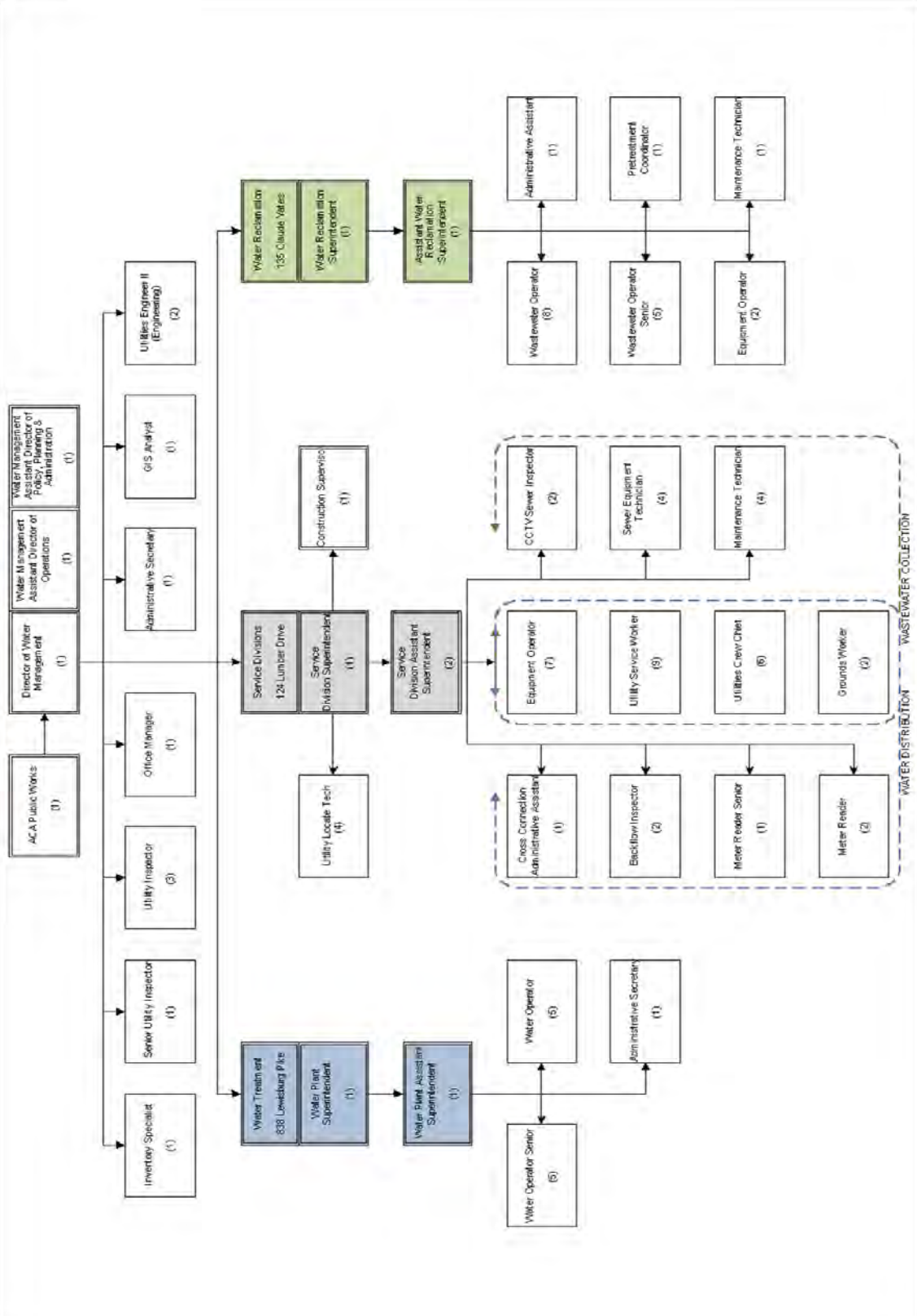
Franklin Citizens Survey

(Fall 2016)

	Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/> % rating the quality of Drinking water	27%	46%	17%	10%
<input checked="" type="checkbox"/> % rating the quality of Sewer services	32%	56%	10%	1%

Organizational Chart

City of Franklin Water Management
FY 2018 - FY 2019 Biennial Budget



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



City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
		F-T	F-T	F-T	F-T	F-T

Water Section

Utility Billing

Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
TOTALS		3	3	3	3	3

Water Distribution

Service Division Superintendent	I	1	1	1	1	1
Service Division Assistant Superintendent	G	0	0	0	0	1
Water Distribution Assistant Superintendent	G	1	1	1	1	0
Utilities Crew Chief	E	3	3	3	3	3
Backflow Inspector	E	2	2	2	2	2
Administrative Assistant	D	1	1	1	1	1
Inventory Specialist	D	1	1	1	1	1
Equipment Operator	D	2	2	2	3	3
Utility Locate Technician	D	0	0	0	2	2
Utility Service Worker	C	4	4	4	4	4
Administrative Secretary	B	0	0	0	0	1
TOTALS		15	15	15	18	19

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	---	2	2	2	0	0
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	3	3	3	5	5
TOTALS		13	13	13	13	13

Water Section Totals

31 31 31 34 35

Wastewater Section

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 Analyst	E	1	1	1	1	1
Administrative Assistant	D	1	0	0	1	1
Administrative Secretary	B	0	1	1	0	0
Utility Inspector	F	3	3	3	3	3
Senior Utility Inspector	G	0	1	1	1	1
Office Manager	F	1	1	1	1	1
Utilities Engineer II	H	1	1	1	2	2
Grounds Worker	B	2	2	2	2	2
TOTALS		12	13	13	14	14

Wastewater Collection

Service Division Assistant Superintendent	G	0	0	0	0	1
Wastewater Collection Assistant Superintendent	G	1	1	1	1	0
Construction Supervisor	F	1	1	1	1	1



City of Franklin, Tennessee

FY 2018 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
		F-T	F-T	F-T	F-T	F-T
TV Truck Sewer Inspector	D	2	2	2	2	2
Maintenance Technician	E	0	4	4	4	4
Utilities Crew Chief	E	3	3	3	3	3
Equipment Operator	D	2	2	3	3	4
Sewer Equipment Technician	D	4	4	4	4	4
Utility Locate Technician	D	0	0	0	2	2
Utility Service Worker	C	5	5	5	5	5
TOTALS		18	22	23	25	26

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	0	1	1	1	1
Equipment Operator	D	2	2	2	2	2
Wastewater Operator	D	8	8	8	8	8
TOTALS		18	19	19	19	19

WASTEWATER SECTION TOTALS		48	54	55	58	59
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Total All Employees, Water & Wastewater		79	85	86	92	94
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City of Franklin, Tennessee

FY 2018 Operating Budget

Budget - All Divisions

The following table presents the Water, Wastewater and Reclaimed Water divisions of the Water & Wastewater Fund in a composite presentation.

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference	
	2015	2016	2017	2017	2018	\$	%
Personnel							
Salaries & Wages	3,528,409	3,653,202	4,309,565	4,184,566	4,450,128	140,563	3.3%
Employee Benefits	1,416,348	1,654,049	1,864,328	1,702,211	2,007,807	143,478	7.7%
Total Personnel	4,944,757	5,307,251	6,173,893	5,886,776	6,457,935	284,041	4.6%
Operations							
Transportation Services	6,936	13,848	6,800	7,920	8,275	1,475	21.7%
Operating Services	362,544	458,877	442,173	484,402	487,360	45,187	10.2%
Notices, Subscriptions, etc.	21,381	21,652	26,650	14,227	30,350	3,700	13.9%
Utilities	1,293,381	1,568,533	1,729,025	1,480,458	1,508,321	(220,704)	-12.8%
Contractual Services	510,985	969,024	496,875	616,515	535,625	38,750	7.8%
Repair & Maintenance Services	304,486	372,650	346,000	267,250	349,500	3,500	1.0%
Employee programs	2,563	10,323	12,300	5,466	11,950	(350)	-2.8%
Professional Development/Travel	24,582	20,936	29,600	21,175	29,800	200	0.7%
Office Supplies	12,460	14,748	11,650	8,850	11,050	(600)	-5.2%
Operating Supplies	676,431	765,271	730,351	643,429	719,600	(10,751)	-1.5%
Fuel & Mileage	112,527	83,271	108,050	82,800	106,875	(1,175)	-1.1%
Supplies for Resale	2,989,286	3,914,616	3,893,760	4,000,000	4,050,000	156,240	4.0%
Machinery & Equipment (<\$25,000)	116,271	111,853	285,131	217,842	235,824	(49,307)	-17.3%
Repair & Maintenance Supplies	611,599	729,245	410,800	868,593	445,200	34,400	8.4%
Operational Units	2,187,240	2,205,728	2,313,762	2,313,762	2,382,613	68,851	3.0%
Property & Liability Costs	234,307	227,116	232,656	263,307	248,794	16,139	6.9%
Rentals	2,215	21,385	5,500	1,050	5,500	-	0.0%
Financial Fees	21,387	33,376	61,800	35,066	60,050	(1,750)	-2.8%
Permits	53,933	76,391	55,100	31,909	55,100	-	0.0%
Debt Service and Lease Payments	1,790,329	1,615,338	1,995,746	1,744,597	2,583,685	587,938	29.5%
Total Operations	11,334,843	13,234,181	13,193,729	13,108,618	13,865,472	671,743	5.1%
Buildings	89	-	4,051	600,000	-	(4,051)	-100.0%
Improvements	4,524,037	1,082,604	4,200,000	2,830,304	4,400,000	200,000	4.8%
Machinery & Equipment (>\$25,000)	118,830	206,484	1,821,984	1,241,387	977,000	(844,984)	-46.4%
Capital	4,642,956	1,289,088	6,026,035	4,671,691	5,377,000	(649,035)	-10.8%
Total Water & Wastewater Fund	20,922,557	19,830,520	25,393,657	23,667,085	25,700,407	306,750	1.2%



City of Franklin, Tennessee

FY 2018-2019 Biennial Operating Budget

Biennial Budget - All Divisions

The following table presents the Water, Wastewater and Reclaimed Water divisions of the Water & Wastewater Fund in a composite presentation.

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G (F-E)</u>	<u>G (F/E-1)</u>
	Actual	Actual	Budget	Estd	Budget	Budget	Difference	
	2015	2016	2017	2017	2018	2019	\$	%
Personnel								
Salaries & Wages	3,528,409	3,653,202	4,309,565	4,184,566	4,450,128	4,597,535	147,407	3.3%
Employee Benefits	1,416,348	1,654,049	1,864,328	1,702,211	2,007,807	2,177,197	169,391	8.4%
Total Personnel	4,944,757	5,307,251	6,173,893	5,886,776	6,457,935	6,774,732	316,797	4.9%
Operations								
Transportation Services	6,936	13,848	6,800	7,920	8,275	6,625	(1,650)	-19.9%
Operating Services	362,544	458,877	442,173	484,402	487,360	494,360	7,000	1.4%
Notices, Subscriptions, etc.	21,381	21,652	26,650	14,227	30,350	30,350	-	0.0%
Utilities	1,293,381	1,568,533	1,729,025	1,480,458	1,508,321	1,568,802	60,481	4.0%
Contractual Services	510,985	969,024	496,875	616,515	535,625	511,125	(24,500)	-4.6%
Repair & Maintenance Services	304,486	372,650	346,000	267,250	349,500	347,300	(2,200)	-0.6%
Employee programs	2,563	10,323	12,300	5,466	11,950	11,950	-	0.0%
Professional Development/Travel	24,582	20,936	29,600	21,175	29,800	29,800	-	0.0%
Office Supplies	12,460	14,748	11,650	8,850	11,050	11,050	-	0.0%
Operating Supplies	676,431	765,271	730,351	643,429	719,600	737,600	18,000	2.5%
Fuel & Mileage	112,527	83,271	108,050	82,800	106,875	112,196	5,321	5.0%
Supplies for Resale	2,989,286	3,914,616	3,893,760	4,000,000	4,050,000	4,215,001	165,001	4.1%
Machinery & Equipment (<\$25,000)	116,271	111,853	285,131	217,842	235,824	199,245	(36,579)	-15.5%
Repair & Maintenance Supplies	611,599	729,245	410,800	868,593	445,200	445,200	-	0.0%
Operational Units	2,187,240	2,205,728	2,313,762	2,313,762	2,382,613	2,442,879	60,266	2.5%
Property & Liability Costs	234,307	227,116	232,656	263,307	248,794	261,234	12,439	5.0%
Rentals	2,215	21,385	5,500	1,050	5,500	5,500	-	0.0%
Financial Fees	21,387	33,376	61,800	35,066	60,050	60,050	-	0.0%
Permits	53,933	76,391	55,100	31,909	55,100	55,100	-	0.0%
Debt Service and Lease Payments	1,790,329	1,615,338	1,995,746	1,744,597	2,583,685	2,609,070	25,385	1.0%
Total Operations	11,334,843	13,234,181	13,193,729	13,108,618	13,865,472	14,154,437	288,965	2.1%
Buildings	89	-	4,051	600,000	-	-	-	0.0%
Improvements	4,524,037	1,082,604	4,200,000	2,830,304	4,400,000	4,850,000	450,000	10.2%
Machinery & Equipment (>\$25,000)	118,830	206,484	1,821,984	1,241,387	977,000	1,170,000	193,000	19.8%
Capital	4,642,956	1,289,088	6,026,035	4,671,691	5,377,000	6,020,000	643,000	12.0%
Total Water & Wastewater Fund	20,922,557	19,830,520	25,393,657	23,667,085	25,700,407	26,949,169	1,248,762	4.9%



Water Budget

Section Summary

The Water Section comprises the Water Treatment and Distribution Divisions and the Utility Billing Division. The activities of these divisions are summarized below.

- The Water Treatment facility is located on Lewisburg Pike. Staff at the plant perform numerous functions including water treatment, compliance sampling, and assisting Water Distribution service crews with system maintenance and operation.
- The Water Distribution service crews maintain approximately 280 miles of distribution lines, six (6) booster stations, and seven (7) finished water reservoirs with a capacity of 11.5 million gallons.
- The Utility Billing Division is the interface between the Water Management Department and Revenue Management. The division is responsible for collecting metering data and working with the Water Distribution Division to perform meter repairs, replacements, and to restore or terminate water service.

Section Goals & Strategic Initiatives

The primary goal for the Water Section is to continue to provide safe, reliable drinking water to customers. The Water Section has been working to refine practices and policies to better serve customers including the drafting of revisions to municipal code, review of internal work flow related to customer service requests and work orders and training and educating staff.

A key strategic initiative is the Water Treatment Plant Upgrade project. Contract start for the upgrades was October 26, 2015 with substantial completion scheduled for December 2017.

The upgrade to the facility includes installation of membrane filtration, ultraviolet (UV) disinfection and advanced oxidation processes and carbon contactors to address current and future regulatory requirements, taste and odor, lifecycle costs and operational considerations.

The Water Distribution team continues to perform leak detection services. In FY 2017 leak detection surveys were performed on 86.3 miles of the system. The surveys identified 35 leaks with an estimated loss of approximately 12,000,000 gallons per year. Included in the FY 2018 enhancements is equipment to perform these surveys in-house. This purchase will allow staff to improve the efficiency and flexibility in how surveys are performed in the future.



City of Franklin, Tennessee

FY 2018 Operating Budget

Water Budget

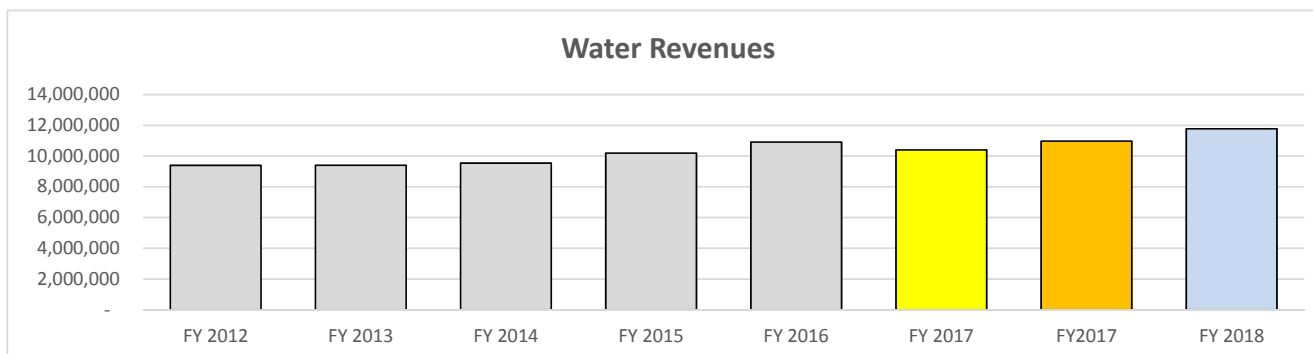
Consumption

The water customer base has witnessed steady growth since FY 2011. The average consumption for both residential and commercial customers has declined significantly over the last decade, however this average volume appears to be stabilizing over the last few years. The table below presents the account information and consumption values (residential and commercial totals) from FY 2012 through FY 2016. It is important to note that in 2016 the City updated the method by which it calculates customers to more accurately count each customer of each individual division of the system. This methodology was applied to the information presented below and may differ from prior information.

Year	Annual Total (Million Gallons)	Monthly Average - Residential and Commercial (Gallons)
FY 12	1,627	8,048
FY 13	1,599	7,827
FY 14	1,486	7,164
FY 15	1,548	7,338
FY 16	1,574	7,414

Revenues

Rate based revenues for FY 2018-2019 are projected to be at approximately 107% of the 2017 estimated receipts . The tables below present historic revenue by category FY 2012-FY 2016, estimated for the budgeted and projected revenues for FY 2017 and the projected revenues for FY 2018.



	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Estd	FY 2018 Budget
Intergovernmental	-	(484)	-	-	-	-	-	-
Interest Income	18,726	16,193	7,002	4,924	10,735	7,500	-	12,500
Rental Income	23,273	21,800	24,000	24,000	24,000	24,000	16,000	24,000
Sale of Surplus Assets	(26,066)	1,660	33,277	-	11,432	-	5,180	-
Customer Service (Rates)	9,252,143	9,182,126	9,293,143	9,987,026	10,716,426	10,213,128	10,892,375	11,582,574
Inspection Fees	60,877	73,444	72,422	83,765	61,100	60,000	32,378	60,000
Other Service Revenue	68,766	105,329	109,136	90,459	84,615	95,000	27,350	95,000
Total Water Revenues*	9,397,719	9,400,068	9,538,980	10,190,174	10,908,308	10,399,628	10,973,282	11,774,074

*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



City of Franklin, Tennessee FY 2018 Operating Budget

Water Budget

Budget Summary

Personnel – The Water Management Department is requesting that an Administrative Secretary be hired at the Water Treatment Plant and moving the existing Administrative Assistant position to the Water Reclamation Facility. In addition to this request, the department is requesting that the Water Distribution Assistant Superintendent be reclassified as a Service Division Assistant Superintendent. The Assistant Superintendent positions for both water and wastewater currently have the same certification requirements and perform largely the same function, including on-call work interchangeably. The job description for this reclassification has been submitted for evaluation. It is anticipated that the pay grade will increase from a G to an H.

Operations – The largest operations expense in the Water Section continues to be the purchase of finished water. Expenditures on purchased water can fluctuate depending on a number of factors. Some of these factors include Franklin Water Treatment capacities, weather, financial considerations, and water resource conservation efforts. It is important to note that the facility is undergoing a significant construction project which does require occasional shut downs to perform certain work. The expenditure for FY 2017 is approximately \$4,000,000.

Indirect expenses also is a large expense item in the Water Section. These expenses include the interfund reimbursement to the General Fund for administrative support functions (customer service, utility billing, and other support functions such as Engineering and Human Resources).

Utilities are estimated to be approximately \$210,000 for FY 2017. Electricity is the primary cost, and is necessary for booster pump stations in the distribution system, high service and raw water pumps at the Water Treatment Plant, and other day to day needs. The Water Section continues to evaluate energy needs and practices to reduce electrical consumption. The high service pumps and the raw water pumps are planned for replacement during the upgrade project at the Water Treatment Plant.

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. In previous years the Water Management Department has evaluated the annual cost of replacement of operations capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. Due to budgeting requirements, the approach has been modified to be consistent with other City departments however this practice will continue to be used during rate analyses to ensure long terms costs are captured. Enhancement requests have been provided and largely related to replacement of existing equipment. The only new equipment requested is for vehicles for Utility Locators (one in water and one in wastewater as necessary).

In terms of capital projects, the City has been working through the IWRP priority projects established by the BOMA. The key projects in the Water Section include the Water Treatment Plant Upgrade which is currently being constructed and several distribution projects. The distribution projects are renewal of existing infrastructure which include upgrades to the water lines in Old Carters Creek Pike, Bobby Drive in the Grassland Community, and Franklin Road from downtown to Harlinsdale.

A key project to both water and wastewater systems is the supervisory control and data acquisition (SCADA) project. This project touches over 40 facilities in both the water and wastewater systems and will provide necessary data and remote operations capabilities to the department.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference '17 v. '18	
	2015	2016	2017	2017	2018	\$	%
Divisions							
Water Distribution	1,647,634	1,667,539	2,004,823	2,096,950	2,067,888	63,065	3.1%
Water Treatment/Plant	4,424,588	5,537,005	5,478,913	5,487,680	5,617,680	138,768	2.5%
Utility Billing	155,419	153,208	172,561	183,236	160,775	(11,786)	-6.8%
Water General	2,698,878	2,466,890	2,899,215	2,791,419	3,922,298	1,023,083	35.3%
Total Water	8,926,520	9,824,642	10,555,510	10,559,284	11,768,643	1,213,134	11.5%
Expense by Category							
Personnel							
Salaries & Wages	1,306,598	1,293,385	1,542,195	1,517,659	1,565,782	23,587	1.5%
Employee Benefits	506,573	601,678	696,771	634,963	750,459	53,688	7.7%
Total Personnel	1,813,171	1,895,063	2,238,966	2,152,623	2,316,241	77,275	3.5%
Operations							
Transportation Services	3,961	4,262	3,050	2,570	3,175	125	4.1%
Operating Services	16,701	28,359	26,800	30,902	26,600	(200)	-0.7%
Notices, Subscriptions, etc.	13,996	5,607	9,750	3,606	13,450	3,700	37.9%
Utilities	200,451	233,616	231,753	208,300	213,550	(18,203)	-7.9%
Contractual Services	43,736	69,490	144,125	43,000	175,125	31,000	21.5%
Repair & Maintenance Services	119,105	116,875	96,000	48,250	98,200	2,200	2.3%
Employee programs	1,005	2,199	7,550	2,927	7,200	(350)	-4.6%
Professional Development/Travel	7,079	8,212	8,900	5,637	8,900	-	0.0%
Office Supplies	3,187	6,140	4,500	2,900	4,400	(100)	-2.2%
Operating Supplies	321,726	436,585	329,598	308,650	321,550	(8,048)	-2.4%
Fuel & Mileage	38,011	22,093	27,400	24,800	37,775	10,375	37.9%
Supplies for Resale	2,989,286	3,914,616	3,893,760	4,000,000	4,050,000	156,240	4.0%
Machinery & Equipment (<\$25,000)	55,489	45,404	92,217	108,142	100,100	7,883	8.5%
Repair & Maintenance Supplies	440,219	353,559	244,300	510,111	246,700	2,400	1.0%
Operational Units	1,157,951	1,167,738	1,231,835	1,231,835	1,261,384	29,549	2.4%
Property & Liability Costs	84,464	79,597	80,845	84,756	84,919	4,075	5.0%
Rentals	357	7,737	2,000	300	2,000	-	0.0%
Financial Fees	9,911	12,163	16,800	15,056	15,050	(1,750)	-10.4%
Permits	6,639	32,744	38,100	33,400	38,100	-	0.0%
Debt Service and Lease Payments	307,936	224,923	326,548	309,828	1,177,225	850,677	260.5%
Total Operations	5,821,210	6,771,919	6,815,831	6,974,970	7,885,403	1,069,573	15.7%
Buildings	89	-	2,315	-	-	(2,315)	-100.0%
Improvements	1,261,482	1,082,604	1,300,000	1,290,304	1,300,000	-	0.0%
Machinery & Equipment (>\$25,000)	30,567	75,056	198,398	141,387	267,000	68,602	34.6%
Capital	1,292,138	1,157,660	1,500,713	1,431,691	1,567,000	66,287	4.4%
Total Water Summary	8,926,520	9,824,642	10,555,510	10,559,284	11,768,643	1,213,134	11.5%

Note: Definitions of each category can be found in the appendices.

Wastewater Budget

Section Summary

The Wastewater Section includes the Wastewater Collection, Water Reclamation, Maintenance, and Utility Administration Divisions.

The City of Franklin operates an activated sludge treatment facility located at 135 Claude Yates Drive. The facility is currently operating under an expired National Pollutant Discharge Elimination System Permit (NPDES) for treatment and discharge of twelve (12) million gallons of treated effluent per day. Limits and procedures are incorporated into the NPDES Permit that allows the City of Franklin to operate a reclaimed water network. This Division is facing increasing regulatory constraints from EPA and TDEC primarily related to nutrient loading to the Harpeth River and additional Capacity Management Operation Maintenance (CMOM) Initiative requirements.



The City has been actively working with the Tennessee Department of Environment and Conservation (TDEC) towards the issuance of a new permit.

The Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system including gravity sewer lines, force main lines and sewage lift stations located throughout the service area. Under this division, there are crews that are assigned to the replacement and extension of the wastewater collection system which collects and transports wastewater to the treatment plant.

Section Goals & Strategic Initiatives

The primary goal for the Wastewater Section is to effectively operate the collection system with no sanitary sewer overflows and to produce high quality effluent water for distribution in the reclaimed water system and discharge to the Harpeth River that meets or exceeds permit requirements. As with the Water Section, the Wastewater Section is enhancing and implementing various programs to improve customer service, regulatory compliance, and overall operations.

The Water Management Department continues to refine operations efforts consistent with components of the EPA's Capacity Management, Operations and Maintenance (CMOM) program. The City has continued working on implementation of a capacity assurance tool to aid with evaluation of new developments. To support this, refinements to the collection system model have been initiated which will use the City's flow monitoring data to help calibrate flows for dry and wet weather conditions.

The wastewater collection division continues to perform inspections of the sanitary sewer system to evaluate condition, risk and maintenance needs. Starting last fiscal year, the division has started using a sanitary sewer rapid assessment tool to provide for more efficient inspections and maintenance activities. Staff were able to perform assessments of over 80,000 (15.2 miles) linear feet of collection system in the first two quarters of FY 2017.



City of Franklin, Tennessee

FY 2018 Operating Budget

Wastewater Budget

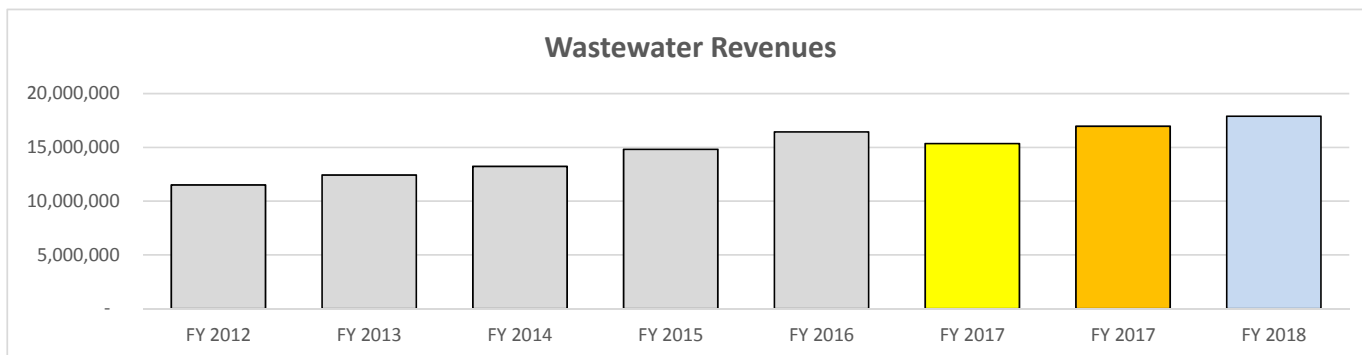
Consumption & Revenues

The sanitary sewer customer base has shown greater signs of growth primarily due to areas within the Mallory Valley and HB&TS Utility Districts. It is important to note that in 2016 the City updated the method by which it calculates customers to more accurately count each customer of each individual division of the system. This methodology was applied to the information presented below and may differ from prior information.

Year	Annual Total (Million Gallons)	Monthly Average - Residential and Commercial (Gallons)
FY 12	2,305	9,219
FY 13	2,345	9,159
FY 14	2,276	8,648
FY 15	2,357	8,698
FY 16	2,450	8,676

Revenues

Rate based revenues for FY 2018 are projected to be at approximately 105% of the estimated collections for FY 2017. The tables below present historic revenue by category FY 2012-FY 2016, estimated for the budgeted and estimated revenues for FY 2017 and the projected revenues for FY 2018.



	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Estd	FY 2018 Budget
Intergovernmental	42,219	-	-	-	-	-	-	-
Interest Income	46,064	39,658	20,277	69,963	107,242	70,000	76,845	80,000
Rental Income	-	1,800	2,700	2,635	2,800	2,800	-	2,800
Sale of Surplus Assets	(152,425)	6,133	-	13,714	-	-	-	-
Customer Service (Rates)	11,500,187	12,241,583	13,072,915	14,568,762	16,236,044	15,159,049	16,771,190	17,693,606
Inspection Fees	32,290	75,298	90,563	133,940	70,968	75,000	95,447	75,000
Other Service Revenue	31,745	60,610	44,146	21,646	17,703	40,000	16,159	40,000
Total Wastewater Revenues*	11,500,080	12,425,082	13,230,601	14,810,660	16,434,757	15,346,849	16,959,641	17,891,406

*Total revenues less those received for Capital Contributions and accounted forelsewhere within the Water & Wastewater Fund.



Wastewater Budget

Budget Summary

Personnel – The Water Management Department is requesting the following personnel changes within the Wastewater Section:

Water Reclamation: The Water Management Department is requesting that the Administrative Assistant position at the Water Treatment Plant be moved to the Water Reclamation Facility. The Administrative Secretary request in the Water Section and this organizational change will provide adequate staffing with respect to the intense record keeping requirements at both facilities.

Wastewater Collection: The department is requesting that the Wastewater Collection Assistant Superintendent be reclassified as a Service Division Assistant Superintendent. The Assistant Superintendent positions for both water and wastewater currently have the same certification requirements and perform largely the same function, including on-call work interchangeably. The job description for this reclassification has been submitted for evaluation. It is anticipated that the pay grade will increase from a G to an H.

Wastewater Collection: Staff requested the addition of two Equipment Operators to help support the proactive assessments and inspections being performed in the division. One is funded.

Operations and Maintenance – Operations and maintenance accounts for the largest costs in the Wastewater Section. Utility costs are a large expense item in Wastewater, and are projected to be approximately \$1,272,000 for FY 2017. These costs are largely associated with aeration of the wastewater for biological processes, pumping, odor control and various other processes and operations.

Indirect Expenses also is a large expense item in the Wastewater Section. As with the Water Section, these expenses include reimbursement to the General Fund for customer service, utility billing, and other support functions such as Engineering and Human Resources.

The City has started implementation of a sanitary sewer rapid assessment too. The equipment uses sonic technology to determine blockage condition which helps determine further action such as inspection, cleaning or maintenance activities. The crews have had positive results during initial testing and have been able to evaluate over 50,000 LF of pipe during approximately six weeks of field time.

The Wastewater Collection Division responded to nine overflows this fiscal year through the end of March 2017. While none of these overflows directly reached a receiving stream, one was contained within a stormwater detention pond. In response to these overflows, the City determined that the majority of the incidents are directly related to contractor actions. City inspectors have responded by requiring additional data and evaluation prior to new facilities connecting to the system.

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. In previous years the Water Management Department has evaluated the annual cost of replacement of operations capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. Due to budgeting requirements, the approach has been modified to be consistent with other City departments however this practice will continue to be used during rate analyses to ensure long terms costs are captured. Enhancement requests have been provided and largely related to replacement of existing equipment. The only new equipment requested is for vehicles for Utility Locators (one in water and one in wastewater as necessary).

Similar to the Water Section, the City has been working through the IWRP priority projects established by the BOMA. The key project in the Wastewater Section is the Water Reclamation Facility Upgrade and Expansion. At this time, the design has largely been completed. Due to delays with permitting, bidding for the project continues to be delayed.

The department is also working on various collection system projects that include upgrade to the Holiday Court Lift Station, elimination of the Ladd Park Lift Station, and among other projects, finalizing design of the Spencer Creek interceptor project in the vicinity of Franklin Road.

A key project to both water and wastewater systems is the supervisory control and data acquisition (SCADA) project. This project touches over 40 facilities in both the water and wastewater systems and will provide necessary data and remote operations capabilities to the department.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference '17 v. '18	
	2015	2016	2017	2017	2018	\$	%
Divisions							
Wastewater Collection	1,852,057	2,191,938	3,418,928	3,101,450	2,346,334	(1,072,594)	-31.4%
Wastewater Plant	3,003,978	3,505,664	4,350,115	4,370,160	4,092,713	(257,402)	-5.9%
Utility Administration	916,161	1,037,247	1,132,112	1,135,492	1,191,686	59,574	5.3%
Wastewater General	6,059,394	3,187,915	5,732,918	4,315,139	6,094,954	362,036	6.3%
Total Wastewater	11,831,590	9,922,764	14,634,073	12,922,242	13,725,689	(908,384)	-6.2%
Expense by Category							
Personnel							
Salaries & Wages	2,221,811	2,359,817	2,767,370	2,666,907	2,884,346	116,976	4.2%
Employee Benefits	909,775	1,052,371	1,167,557	1,067,247	1,257,348	89,790	7.7%
Total Personnel	3,131,586	3,412,188	3,934,927	3,734,154	4,141,694	206,767	5.3%
Operations							
Transportation Services	2,975	9,586	3,500	5,350	4,850	1,350	38.6%
Operating Services	345,843	430,518	415,373	453,500	460,760	45,387	10.9%
Notices, Subscriptions, etc.	7,385	16,045	16,800	10,621	16,800	-	0.0%
Utilities	1,092,921	1,334,905	1,497,223	1,272,108	1,294,721	(202,502)	-13.5%
Contractual Services	467,249	899,534	352,750	573,515	360,500	7,750	2.2%
Repair & Maintenance Services	185,381	255,775	238,000	207,000	239,300	1,300	0.5%
Employee programs	1,558	8,124	4,750	2,539	4,750	-	0.0%
Professional Development/Travel	17,503	12,724	20,700	15,538	20,900	200	1.0%
Office Supplies	7,389	8,608	7,150	5,950	6,650	(500)	-7.0%
Operating Supplies	267,949	291,756	292,553	269,279	287,850	(4,703)	-1.6%
Fuel & Mileage	74,516	61,178	80,650	58,000	69,100	(11,550)	-14.3%
Supplies for Resale	-	-	-	-	-	-	-
Machinery & Equipment (<\$25,000)	60,782	66,449	190,914	109,700	133,724	(57,190)	-30.0%
Repair & Maintenance Supplies	156,670	374,427	151,000	316,447	183,000	32,000	21.2%
Operational Units	1,029,289	1,037,990	1,081,927	1,081,927	1,121,229	39,302	3.6%
Property & Liability Costs	149,843	147,519	151,811	178,551	163,875	12,064	7.9%
Rentals	1,858	13,648	3,500	750	3,500	-	0.0%
Financial Fees	11,476	21,213	45,000	20,010	45,000	-	0.0%
Permits	47,294	43,647	17,000	(1,491)	17,000	-	0.0%
Debt Service and Lease Payments	1,421,305	1,345,502	1,603,223	1,368,794	1,340,485	(262,738)	-16.4%
Total Operations	5,349,186	6,379,148	6,173,824	5,948,088	5,773,995	(399,829)	-6.5%
Buildings	-	-	1,736	600,000	-	(1,736)	-100.0%
Improvements	3,262,555	-	2,900,000	1,540,000	3,100,000	200,000	6.9%
Machinery & Equipment (>\$25,000)	88,263	131,428	1,623,586	1,100,000	710,000	(913,586)	-56.3%
Capital	3,350,818	131,428	4,525,322	3,240,000	3,810,000	(715,322)	-15.8%
Total Wastewater	11,831,590	9,922,764	14,634,073	12,922,242	13,725,689	(908,384)	-6.2%



Reclaimed Water

Section Summary

On February 10, 2004, the City of Franklin Board of Mayor and Aldermen officially created the Reclaimed Division through adoption of Title 18, Chapter 4, of the Franklin Municipal Code. The Reclaimed Water Section produces and distributes water for commercial and residential irrigation use within the City's water service area. There are no dedicated personnel assigned to this division. Personnel from the Service Divisions currently maintain the reclaimed water lines and personnel from the Water Reclamation Plant operate and maintain the pumps and sampling stations.



Section Goals & Strategic Initiatives

The primary goal for the Reclaimed Water Section is to distribute high quality effluent water for irrigation needs of customers. A benefit of reclaimed water, in addition to a low cost alternative for irrigation water, is that it reduces loading of effluent to the Harpeth River. While the use of reclaimed water is typically seasonal, the department has been and will continue to evaluate other disposal concepts that would reduce effluent discharge to the river that are consistent with the permit.

Though reclaimed water is not an essential service, it is imperative that the Department be able to serve the demands for the system. It is projected that the existing Long Lane Water Tank (500,000 gallons) will be converted to a reclaimed storage facility in FY 2019. Additional storage facilities are being considered using existing department property.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
	Actual	Actual	Budget	Estd	Budget	Difference '17 vs. '18	
	2015	2016	2017	2017	2018	\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
Transportation Services	-	-	250	-	250	-	0.0%
Operating Services	-	-	-	-	-	-	0.0%
Notices, Subscriptions, etc.	-	-	100	-	100	-	0.0%
Utilities	9	12	50	50	50	-	0.0%
Contractual Services	-	-	-	-	-	-	0.0%
Repair & Maintenance Services	-	-	12,000	12,000	12,000	-	0.0%
Employee programs	-	-	-	-	-	-	0.0%
Professional Development/Travel	-	-	-	-	-	-	0.0%
Office Supplies	1,884	-	-	-	-	-	0.0%
Operating Supplies	86,756	36,930	108,200	65,500	110,200	2,000	0.0%
Fuel & Mileage	-	-	-	-	-	-	0.0%
Supplies for Resale	-	-	-	-	-	-	0.0%
Machinery & Equipment (<\$25,000)	-	-	2,000	-	2,000	-	0.0%
Repair & Maintenance Supplies	14,710	1,259	15,500	42,035	15,500	-	0.0%
Operational Units	-	-	-	-	-	-	0.0%
Property & Liability Costs	-	-	-	-	-	-	0.0%
Rentals	-	-	-	-	-	-	0.0%
Financial Fees	-	-	-	-	-	-	0.0%
Permits	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	61,088	44,913	65,975	65,975	65,975	-	0.0%
Total Operations	164,447	83,114	204,075	185,560	206,075	2,000	0.0%
Capital	-	-	-	-	-	-	0.0%
Total Reclaimed Water	164,447	83,114	204,075	185,560	206,075	2,000	0.0%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

**OTHER GENERAL FUND
OPERATING EXPENDITURES**

The City of Franklin has several General Fund budgets which do not fit or belong to any particular department. These budgets are included herein.

Under this operating unit are:

- **General Expenses**
- **Appropriations (to outside agencies)**
- **Interfund Transfers**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

General Expenses

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	-739,100	443,006	620,147	406,760	2,326,426	1,706,279	275.1%
Operations	605,925	1,858,237	231,042	153,177	271,000	39,958	17.3%
Capital	0	0	0	0	0	-	0.0%
Total	-133,175	2,301,243	851,189	559,937	2,597,426	1,746,237	205.2%

Department Summary

The General Expenses budget includes all expenditures which are not attributable to one particular department. Among these expenses include general wage increases/merit pay, The City's appropriations for Medical and Dental expenses, the City's dues for the Tennessee Municipal League, the annual audit, fuel hedging and other "shared" software services - such as Granicus and Socrata.

New for FY 2018 is \$100,000 set aside for City support of Housing Initiatives.



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

Organizational Chart

There is no organization chart associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Staffing by Position

There are no staff formally associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	252,272	-	1,773,000	1,520,728	602.8%
Employee Benefits	(739,100)	443,006	367,875	406,760	553,426	185,551	50.4%
Total Personnel	(739,100)	443,006	620,147	406,760	2,326,426	1,706,279	275.1%
Operations							
Notices, Subscriptions, etc.	31,571	14,652	133,500	118,500	43,500	(90,000)	-67.4%
Utilities	691	691	-	550	550	550	100.0%
Contractual Services	125,603	123,696	92,672	73,910	222,000	129,328	139.6%
Repair & Maintenance Services	698	-	1,000	-	1,000	-	0.0%
Fuel & Mileage	178,732	241,845	-	(40,000)	-	-	0.0%
Machinery & Equipment (<\$25,000)	9,992	-	2,000	-	2,000	-	0.0%
Repair & Maintenance Supplies	-	-	-	-	-	-	0.0%
Professional Development/Travel	-	-	-	133	-	-	0.0%
Operational Units	50,623	1,402,797	-	-	-	-	0.0%
Property & Liability Costs	-	-	-	-	-	-	0.0%
Rentals	-	-	100	-	100	-	0.0%
Permits	103,720	74,556	270	82	350	80	29.6%
Financial Fees	-	-	-	2	-	-	0.0%
Other Business Expenses	(200)	-	1,500	-	1,500	-	0.0%
Appropriations	85,000	-	-	-	-	-	0.0%
Total Operations	605,925	1,858,237	231,042	153,177	271,000	39,958	17.3%
Buildings	-	-	-	-	-	-	0.0%
Capital	-	-	-	-	-	-	0.0%
Total General Expenses	(133,175)	2,301,243	851,189	559,937	2,597,426	1,746,237	205.2%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

Appropriations

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	428,599	460,021	498,913	465,586	461,056	-37,857	-7.6%
Capital	0	0	0	0	0	-	0.0%
Total	428,599	460,021	498,913	465,586	461,056	-37,857	-7.6%

Department Goals

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs. A select list of definitions is provided below:

ARC: A family-based organization committed to securing opportunities for persons with intellectual, developmental, or other disabilities.

Boys and Girls Club: Provides a safe place for children and teens, tracks unduplicated services, and tracks teens graduating from high school and their transition to attend college.

Bridges: In partnership with the City, responds to domestic violence calls. These efforts assist in reducing the City's costs and required manpower.

Community Child Care: Gives lower income families the opportunity to work or further education, while children receive affordable child care. Tracks test scores of children transitioning from Community Child Care to kindergarten.

Community Housing Partnership: Assists in helping to keep low income and disabled families in their homes through owner occupied rehabilitation and as an aid for emergency housing for the homeless.

Graceworks: Gives assistance with rent, utility bills, food, medications, gasoline vouchers, school supplies, and senior transportation. Graceworks also partners with the American Red Cross for disaster relief, which included the 2010 floods.

Mid-Cumberland Homemaker: Provides at-home assistance with household tasks to help clients maintain self-sufficiency.

Mid-Cumberland Ombudsman: Serves as an impartial party advocate who seeks to resolve residents' rights complaints and violations voiced by individuals residing in nursing homes, assisted care living facilities, and homes for the aged.

Mid-Cumberland Meals on Wheels: Provides nutritious home-delivered meals/senior center dining.

Second Harvest: Provides food at a very reduced cost to several agencies that are located in Williamson County.

Waves: Provides daily activities and participation in community life for individuals with disabilities; advocacy



City of Franklin, Tennessee

FY 2018 Operating Budget

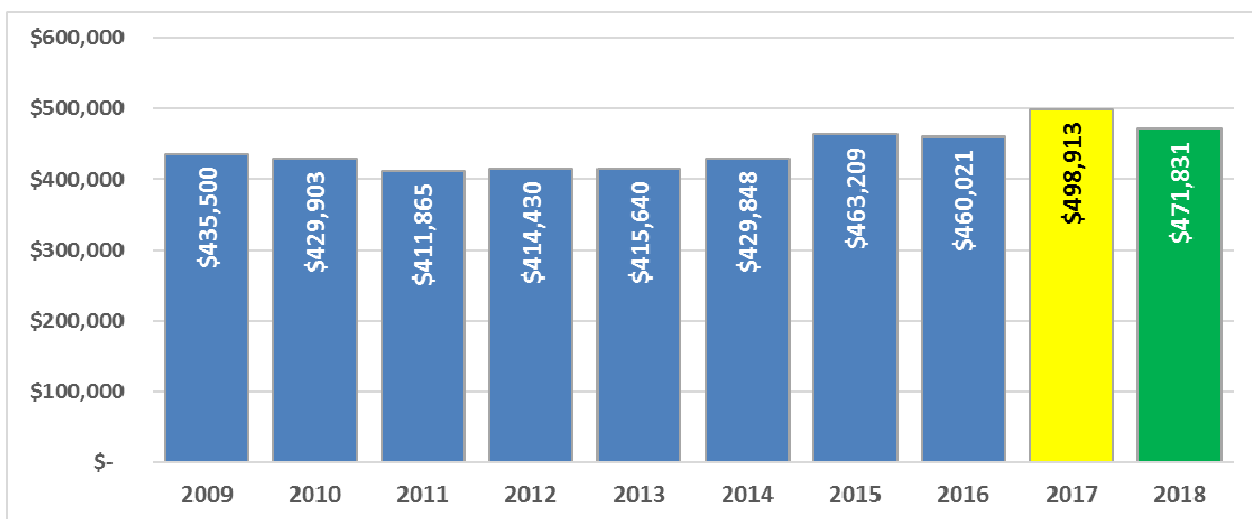
Organizational Chart

There is no organization chart associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Staffing by Position

There are no staff formally associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Ten-Year Appropriations History





City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Operations							
Contracted Services							
Regional Transit Authority - 91X Bus	38,086	50,004	56,185	56,185	56,185	-	0.0%
Franklin Tomorrow	29,610	29,610	29,610	29,610	34,610	5,000	16.9%
Sister City Program	5,076	5,076	5,076	5,076	5,500	424	8.4%
Total Contracted Services	72,772	84,690	90,871	90,871	96,295	5,424	6.0%
Appropriations to Governments							
Health Department	21,150	21,150	21,150	21,150	21,150	-	0.0%
Animal Control	54,187	89,224	93,685	93,685	91,336	(2,349)	-2.5%
Spay/Neuter Program	22,073	-	-	-	-	-	-
Library - Books	59,220	59,220	59,220	59,220	64,220	5,000	8.4%
TN Reha @ Franklin	22,495	22,495	22,495	22,495	23,170	675	3.0%
Franklin Housing Authority	8,460	-	-	-	-	-	-
IDB & Health/Education Board	-	-	750	750	750	-	0.0%
I-65 Corridor Study	-	-	12,500	-	12,500	-	0.0%
Total Appropriations to Gov't	187,585	192,089	209,800	197,300	213,126	3,326	1.6%
Appropriations to Civic Org.							
ARC	4,230	4,230	4,230	4,230	4,230	-	0.0%
Boys & Girls Club	15,228	15,228	15,228	15,228	18,000	2,772	18.2%
Bridges	15,040	15,040	15,040	15,040	15,040	-	0.0%
Community Child Care	29,140	29,140	29,140	29,140	29,140	-	0.0%
Community Housing Partnership	8,460	8,460	8,460	8,460	8,460	-	0.0%
J.L. Clay Center/Senior Citizens	41,654	41,654	41,654	20,827	-	(41,654)	-100.0%
Mid Cum Hum Res/Homemaker	4,700	4,700	4,700	4,700	4,700	-	0.0%
Mid-Cum Hum Res/Ombudsman	2,061	2,061	2,061	2,061	2,500	439	21.3%
Mid-Cum Meals on Wheels	10,152	10,152	10,152	10,152	10,152	-	0.0%
Second Harvest/Nashville's Table	1,269	1,269	1,269	1,269	1,500	231	18.2%
Waves	22,913	22,913	22,913	22,913	22,913	-	0.0%
Wmson Co Emergency Relief/Gracewc	13,395	13,395	13,395	13,395	15,000	1,605	12.0%
Gentry's Education Center	-	10,000	10,000	10,000	15,000	5,000	50.0%
Transit Alliance	-	5,000	5,000	5,000	5,000	-	0.0%
Masonic Hall Historic Study	-	-	15,000	15,000	-	(15,000)	-100.0%
Total Appropriations to Civic Org's.	168,242	183,242	198,242	177,415	151,635	(46,607)	-23.5%
Total Operations	428,599	460,021	498,913	465,586	461,056	(37,857)	-7.6%
Total Appropriations	428,599	460,021	498,913	465,586	461,056	(37,857)	-7.6%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

Interfund Transfers

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	3,463,229	3,501,413	4,746,852	4,746,852	1,142,993	-3,603,859	-75.9%
Capital	0	0	0	0	0	-	0.0%
Total	3,463,229	3,501,413	4,746,852	4,746,852	1,142,993	-3,603,859	-75.9%

Department Summary

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For fiscal year 2018, the only transfers are to the Sanitation & Environmental Services Fund and the Transit Fund.

There are no transfers planned for the Street Aid Fund in 2018.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Interfund Transfers

There is no organization chart associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.

Staffing by Position

There are no staff formally associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.



City of Franklin, Tennessee
FY 2018 Operating Budget

Interfund Transfers

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
TRANSFER TO STREET AID & TRANSPORTATIO	-	-	398,911	398,911	-	(398,911)	-100.0%
TRANSFER TO SANITATION	500,000	500,000	750,000	750,000	250,000	(500,000)	0.0%
TRANSFER TO ROAD IMPACT	-	-	-	-	-	-	0.0%
TRANSFER TO IN LIEU OF PARKLAND FUND	2,280,119	-	-	-	-	-	0.0%
TRANSFER TO TRANSIT FUND	683,110	501,413	1,138,956	1,138,956	892,993	(245,963)	0.0%
TRANSFER TO DEBT SERVICE FUND	-	-	792,914	792,914	-	(792,914)	100.0%
TRANSFER TO CAPITAL IMPROVEMENT BOND:	-	2,500,000	1,666,071	1,666,071	-	(1,666,071)	0.0%
Total Operations	3,463,229	3,501,413	4,746,852	4,746,852	1,142,993	(3,603,859)	-75.9%
Capital							
	-	-	-	-	-	-	0.0%
Total Interfund Transfers	3,463,229	3,501,413	4,746,852	4,746,852	1,142,993	(3,603,859)	-75.9%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee FY 2018 Operating Budget

OTHER SPECIAL FUNDS

The City of Franklin has 14 budgeted funds. Many of these are known as “Special Revenue” funds and can only be used for specific purposes. Most of these funds are earlier in the budget because they are directly relatable or tied to a specific operating unit or department. The funds shown herein are not – they are more general in nature and serve all departments and citizens.

Under this operating unit are:

- **City Facilities Tax Fund**
- **County Facilities Tax Fund**
- **Hotel/Motel Tax Fund**
- **Debt Service Fund**
- **In Lieu of Parkland Fund**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

City Facilities Tax Fund

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	6,253,611	6,717,764	6,976,276	6,976,276	9,247,326		
Revenues	2,482,412	4,886,088	2,910,000	3,773,363	3,852,692	942,692	32.4%
Expenditures	2,018,259	4,627,576	4,274,789	1,502,313	4,049,100	-225,689	-5.3%
Ending Balance	6,717,764	6,976,276	5,611,487	9,247,326	9,050,918		

Fund Summary

The Facilities Tax Fund is a special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, sanitation, and parks and recreation expenditures. Such expenses can only be spent on public expenditures related to growth; thus new equipment and infrastructure can be funded out of the Facilities Tax fund, but replacement of existing equipment cannot.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Beginning Fund Balance	6,253,611	6,717,764	6,976,276	6,976,276	9,247,326	2,271,050	32.6%
Revenues							
FACILITIES TAXES	2,468,473	4,827,968	2,900,000	3,759,366	3,833,871	933,871	32.2%
INTEREST INCOME	13,939	58,120	10,000	13,997	18,821	8,821	88.2%
Total Available Funds	2,482,412	4,886,088	2,910,000	3,773,363	3,852,692	942,692	32.4%
Expenses							
Total Police	-	-	-	-	195,000	195,000	100.0%
Total Fire	1,236,467	3,964,529	4,083,434	1,309,027	3,822,100	(261,334)	-6.4%
Total Parks	-	-	66,833	66,386	32,000	(34,833)	-52.1%
Total SW Collection	781,792	317,447	124,522	126,900	-	(124,522)	-100.0%
Total SW Disposal	-	345,600	-	-	-	-	
Total Expenditures	2,018,259	4,627,576	4,274,789	1,502,313	4,049,100	(225,689)	-5.3%
Ending Fund Balance	6,717,764	6,976,276	5,611,487	9,247,326	9,050,918	3,439,431	61.3%

Notes & Objectives

Revenues for the City Facilities Tax Fund are projected to increase in FY 2018 over budget as development has remained strong. This can change, however, given the highly unpredictable nature of development in Franklin and when such development will actually occur. Overall, revenues are expected to remain steady over the next three years as the pace of development within the City remains strong.

Expenses for the City Facilities Tax Fund include those costs related to Fire Station 7 and new Fire-related apparatus.



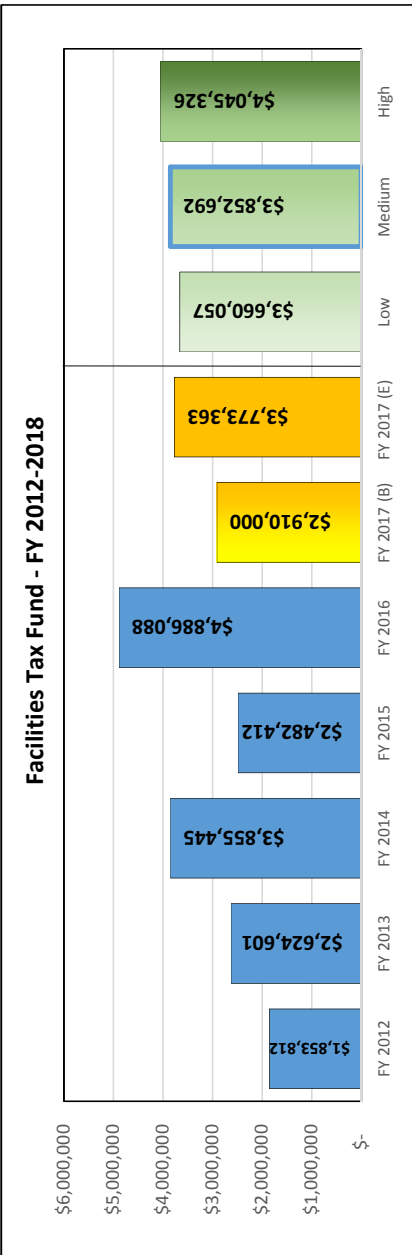
Fund: Facilities Tax Fund

Percent of All Revenues

2.6%

Facilities Tax: A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only on police, fire, sanitation, and parks and recreation.

The forecast for FY 2018 is an estimate (5% higher than 2017 estimated), based upon historic averages and year-to-date activity. It is heavily dependent upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual				Estimated	Budget			Forecasts (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average
July	144,273	129,034	188,335	174,169	460,763	250,000	221,540	255,885	269,353	282,820	\$ 3,741,315	\$ 3,140,472	
August	108,287	156,599	282,956	128,599	138,739	250,000	299,262	190,222	200,233	210,245	-7.4%	-1.5%	
September	264,898	171,951	172,873	155,707	405,920	250,000	242,795	273,334	287,720	302,106			
October	139,605	158,433	1,182,887	211,229	693,869	250,000	663,512	556,777	586,081	615,385			
November	309,959	282,226	234,251	160,556	561,169	250,000	176,544	361,263	380,276	399,290			
December	83,451	263,070	188,891	168,587	235,832	250,000	432,916	219,309	230,852	242,394			
January	74,070	154,265	189,243	186,851	227,208	250,000	180,975	194,062	204,276	214,490			
February	147,114	124,139	70,242	130,798	575,877	250,000	575,155	244,590	257,463	270,336			
March	106,169	192,990	216,615	227,269	302,406	250,000	241,667	243,955	256,795	269,634			
April	144,359	192,337	160,708	383,594	336,678	250,000	241,667	284,144	299,099	314,054			
May	197,549	313,792	309,052	256,477	325,313	200,000	241,667	327,199	344,420	361,641			
June	125,956	478,503	652,730	284,637	564,194	200,000	241,667	491,439	517,304	543,169			
Interest Income	8,122	7,262	6,662	13,939	58,120	10,000	13,996	17,880	18,821	19,762			
Totals	\$ 1,853,812	\$ 2,624,601	\$ 3,855,445	\$ 2,482,412	\$ 4,886,088	\$ 2,910,000	\$ 3,773,363	\$ 3,660,057	\$ 3,852,692	\$ 4,045,326			

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2018 Operating Budget

County Facilities Tax Fund

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	-	-	-	-	3,487,056		
Revenues	-	-	-	3,487,056	1,250,000	1,250,000	100.0%
Expenditures	-	-	-	-	500,000	500,000	100.0%
Ending Balance	0	0	0	3,487,056	4,237,056		

Fund Summary

The County Facilities Tax Fund is a brand new special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012. Prior to now monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the County Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the County Facilities Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee
FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference \$	%
Beginning Fund Balance	-	-	3,262,263	3,262,263	3,852,507	590,244	18.1%
Revenues							
COUNTY FACILITY TAX	-	-	1,185,047	1,090,243	1,250,000	64,953	5.5%
INTEREST INCOME	-	-	-	-	-	-	0.0%
Total Available Funds	-	-	1,185,047	1,090,244	1,250,000	64,953	5.5%
Expenses							
CAPITAL	-	-	500,000	500,000	500,000	-	0.0%
Total Expenditures	-	-	500,000	500,000	500,000	-	0.0%
Ending Fund Balance	-	-	3,947,310	3,852,507	4,602,507	655,197	16.6%

Notes & Objectives

Revenues for the County Facilities Tax are projected to increase in FY 2018 over budget as development has remained strong. This can change, however, given the highly unpredictable nature of development in Franklin and when such development will actually occur. Overall, revenues are expected to remain steady over the next three years as the pace of development within the City remains strong.

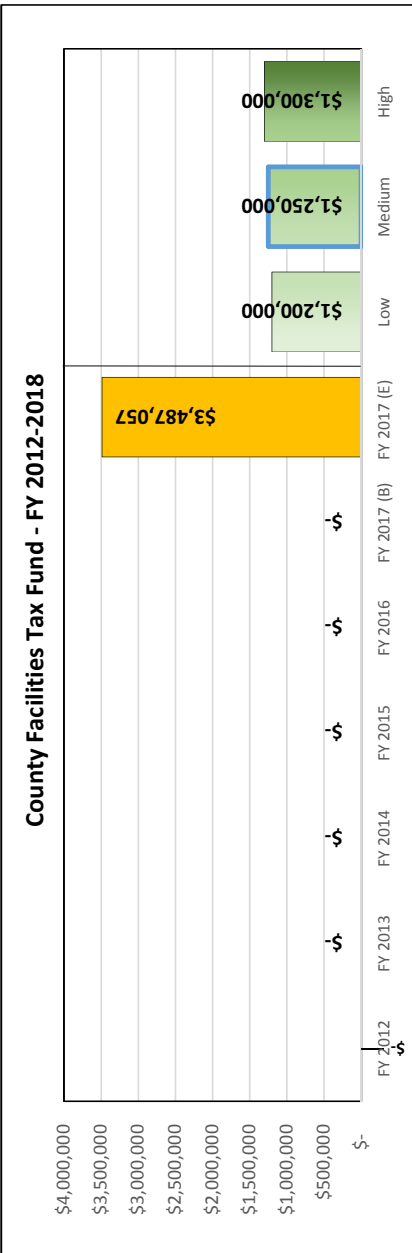
Expenses for the County Facilities Tax include those costs attributable to signalization and pedestrian enhancements next to Franklin High School as part of the Phase I CIP project of Hillsboro Road - Phase II.



Fund: County Facilities Tax Fund **Percent of All Revenues 0.8%**

County Facilities Tax: The County Facilities Tax Fund is a brand new special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012. Prior to now monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.

The forecast is heavily dependent upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual			Budget		Estimated	Forecasts (FY 2018)			Averages
	FY 2012	FY 2013	FY 2014	FY 2017 (B)	FY 2017 (E)	Low	Medium	High		
Tax Collections	-	-	-	-	3,487,056	1,200,000	1,250,000	1,300,000		
Interest Income	-	-	-	-	-	-	-	-		
Totals	\$ -	\$ -	\$ -	\$ -	\$ 3,487,057	\$ 1,200,000	\$ 1,250,000	\$ 1,300,000		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2018 Operating Budget

Hotel/Motel Tax Fund

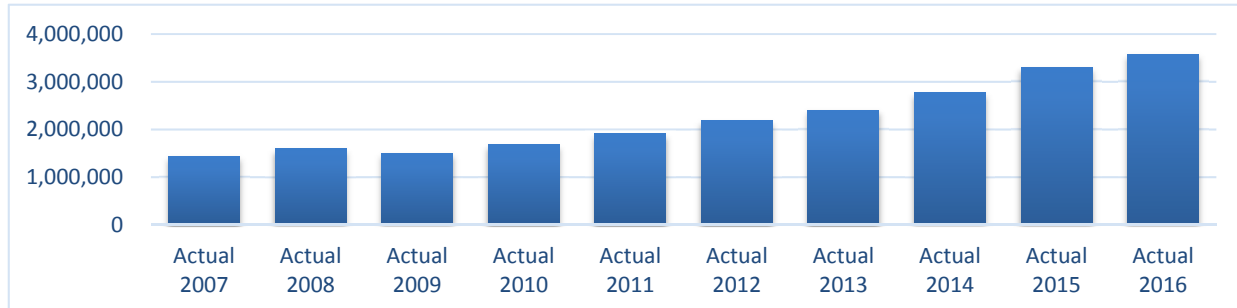
Budget Summary

	2015	2016	2017		2018	2017 v. 2018	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Fund Balance	1,971,048	2,749,596	2,634,109	2,634,109	3,432,542		
Revenues	3,293,338	3,564,721	3,410,850	3,428,418	3,560,036	149,186	4.4%
Expenditures	2,514,790	3,680,208	2,797,432	2,629,985	2,557,655	-239,777	-8.6%
Ending Balance	2,749,596	2,634,109	3,247,527	3,432,542	4,434,923		

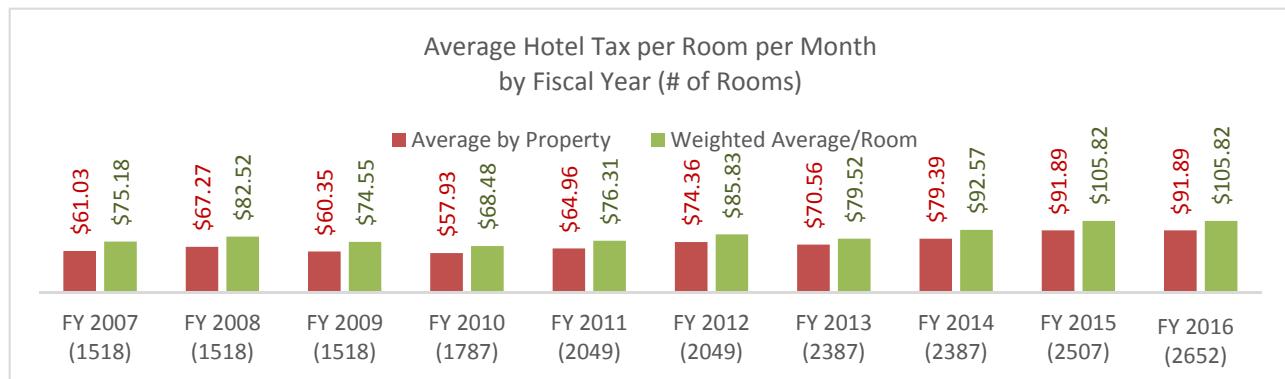
Fund Summary

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 (previously on the Cool Springs Conference Center and now the Harlinsdale and Battlefield parks). Also, the funds are used for tourism. The budget includes 1% of the 4% tax (based on collections in calendar year 2016) to support the Williamson County Convention and Visitors Bureau.

Even during the recession, receipts in the hotel/motel fund largely met expectations as the chart below demonstrates.



One of the main reasons for this stability in budgeting is the continued growth in both the number of hotel rooms and the average revenue collected per room (Rev PAR), as demonstrated below.





City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

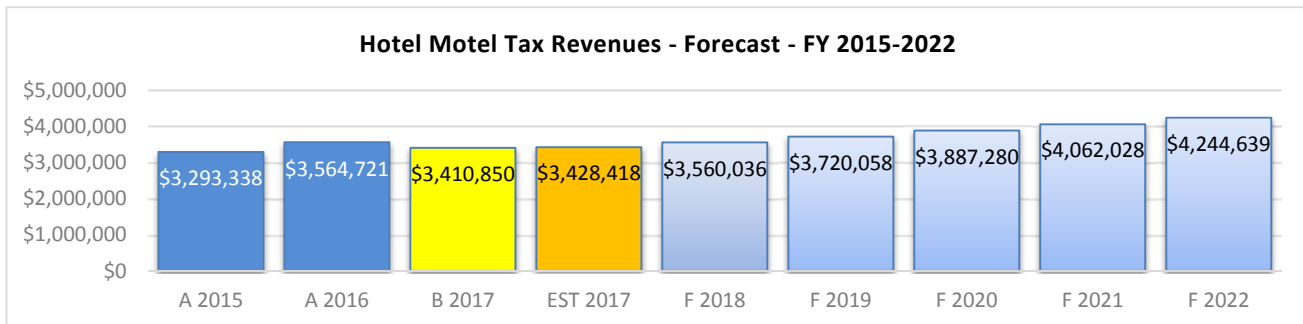
FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Est 2017	Budget 2018	Difference	
						\$	%
Beginning Fund Balance	1,971,048	2,749,596	2,634,109	2,634,109	3,432,542		
Revenues							
HOTEL/MOTEL TAXES	3,291,019	3,557,971	3,406,850	3,419,106	3,556,036	149,186	4.4%
INTEREST INCOME	1,506	6,750	4,000	9,312	4,000	-	0.0%
CONTRIBUTIONS-OTHERS	813	-	-	-	-	-	
Total Available Funds	3,293,338	3,564,721	3,410,850	3,428,418	3,560,036	149,186	4.4%
Expenses							
WATER & SEWER SERVICE	-	24,995	-	-	-	-	0.0%
CONTRACTUAL SERVICES	177,058	155,177	23,000	8,245	140,000	117,000	508.7%
REPAIR & MAINT. SERVICES	25,053	17,600	-	-	-	-	0.0%
OPERATING SUPPLIES	-	162,574	50,000	53,834	-	(50,000)	-100.0%
COOL SPRINGS CONF. CENT.	(34,854)	(123,453)	-	(56,158)	-	-	0.0%
CONTRACTED SERVICES	690,539	767,131	837,680	849,271	895,557	57,877	6.9%
TRANSFER TO DEBT SERV. FUND	1,114,995	1,121,213	1,125,086	1,125,086	1,112,812	(12,274)	-1.1%
TRANSFER TO CAPITAL PROJECTS	-	1,207,565	-	-	-	-	0.0%
LAND ACQUISITION	-	214,286	-	214,286	214,286	214,286	0.0%
BUILDING IMPROVEMENTS	192,550	45,128	300,000	300,000	195,000	(105,000)	-35.0%
PARKS & RECREATION FACILITIES	349,449	87,992	461,666	135,421	-	(461,666)	-100.0%
Total Expenditures	2,514,790	3,680,208	2,797,432	2,629,985	2,557,655	(239,777)	-8.6%
Ending Fund Balance	2,749,596	2,634,109	3,247,527	3,432,542	4,434,923		

Notes & Objectives

The Hotel-Motel Fund is forecast to grow significantly over the next several fiscal years as revenues on the whole are forecast to continue growing and expenses are steady. We believe that this trend will continue as the overall revenue per room continues to grow, hotels continue to be built, occupancy rates remain low and the region, driven by the high room rates within Nashville show no signs of abating. The chart below shows estimated revenues FY 2017-FY 2022.



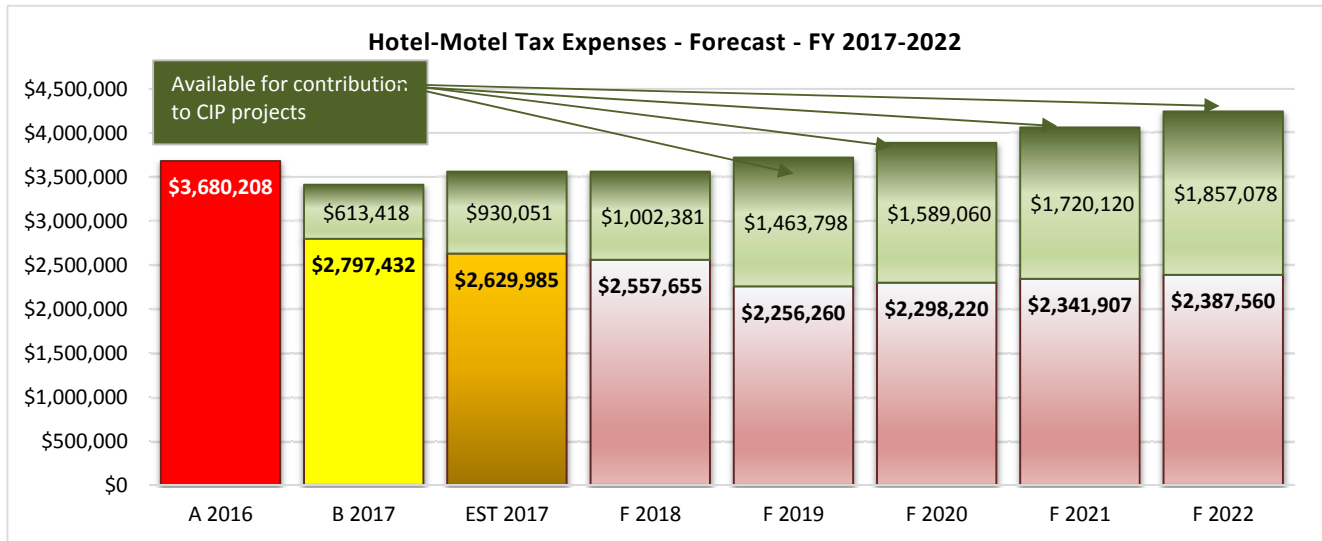


City of Franklin, Tennessee

FY 2018 Operating Budget

Budget

On the expense side, known (fixed cost) expenses in the next five years include debt service and the 1% contribution to the Williamson County Convention & Visitor's Bureau.



Given this forecast, there should be sufficient recurring revenues to continue paying for some but not necessarily all recreation and tourist capital projects proposed within the City of Franklin.



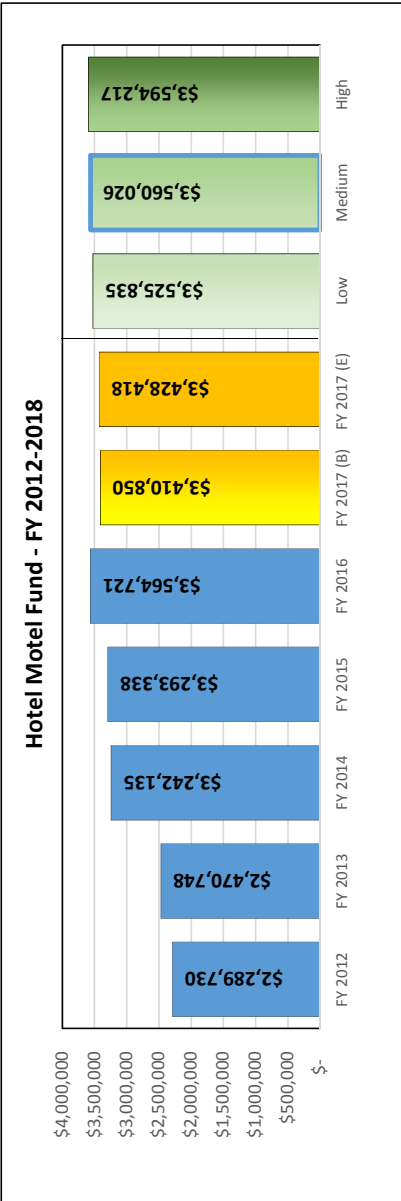
City of Franklin
Revenue Model

Fund: Hotel Motel Fund

Percent of All Revenues 2.4%

Hotel Motel Fund: The Hotel/Motel Fund is 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 Battleground parks. Also, the funds can be used to support projects and operations related to tourism.

The FY 2018 Forecast is an increase of 4.4%.



	Actual			Budget	Estimated	Forecasts (FY 2018)			Averages		
	FY 2012	FY 2013	FY 2014			FY 2015	FY 2016	FY 2017 (B)		FY 2017 (E)	Low
July	198,277	211,075	220,564	262,528	321,484	301,642	348,168	358,613	362,095	365,576	365,576
August	176,457	175,021	202,941	273,788	255,448	313,205	295,670	302,480	305,417	308,354	308,354
September	170,555	195,057	219,382	310,183	306,676	344,988	327,391	337,213	340,487	343,761	343,761
October	180,285	223,821	242,061	294,166	323,020	325,728	352,295	362,864	366,387	369,910	369,910
November	185,887	165,524	223,360	228,683	247,283	255,421	275,628	283,897	286,653	289,409	289,409
December	155,984	153,893	175,183	207,948	205,388	229,892	213,625	220,034	222,170	224,306	224,306
January	144,366	152,698	184,875	213,640	235,170	238,479	210,840	217,165	219,274	221,382	221,382
February	149,408	185,118	214,823	231,263	266,011	232,595	232,595	239,573	241,899	244,225	244,225
March	171,438	244,633	274,024	321,936	348,031	298,349	298,349	307,299	310,283	313,266	313,266
April	214,540	222,217	260,989	311,958	350,962	278,713	278,713	287,075	289,862	292,649	292,649
May	195,614	225,392	249,496	288,118	340,943	274,106	274,106	282,494	285,235	287,976	287,976
June	206,513	249,326	297,104	346,808	357,555	313,727	313,717	323,129	326,266	329,403	329,403
EPA GRANT (FEDERAL)	100,000	0	0	0	0	0	0	-	-	-	-
PARKS GRANTS	22,575	0	0	0	0	0	0	-	-	-	-
JIM WARREN PARK TREE GRANT	0	60,000	0	0	0	0	0	-	-	-	-
EASTERN FLANK LOOP GRANT	0	0	476,000	0	0	0	0	-	-	-	-
INTEREST INCOME	17,831	6,973	1,333	2,318	6,750	4,000	9,312	4,000	4,000	4,000	4,000
Totals	\$ 2,289,730	\$ 2,470,748	\$ 3,242,135	\$ 3,293,338	\$ 3,564,721	\$ 3,410,850	\$ 3,428,418	\$ 3,525,835	\$ 3,560,026	\$ 3,594,217	\$ 3,594,217

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

Debt Service Fund

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	195,118	709	5,000	5,000	5,000		
Revenues	12,050,577	12,777,235	13,225,298	13,054,873	14,061,253	835,954	6.32%
Expenditures	12,244,986	12,772,944	13,220,298	13,054,873	14,056,253	835,954	6.32%
Ending Balance	709	5,000	10,000	5,000	10,000		

Fund Summary

In the FY2010 budget, annual debt service previously paid by the General Fund was moved to this consolidated Debt Service Fund. While a portion of property tax is allocated directly to this fund to pay for General Fund’s portion of debt service, transfers are made from the Sanitation & Environmental Services, Road Impact, and Hotel/Motel Tax funds to pay their respective shares of the debt service in accordance with policies and intentions delineated by the Board of Mayor & Aldermen.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.



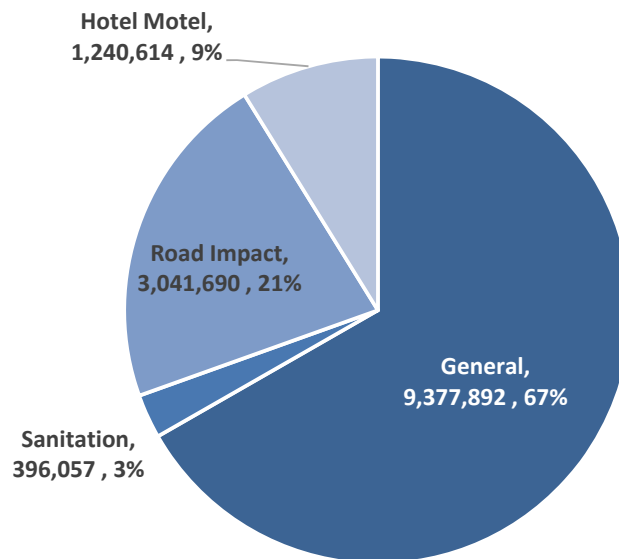
City of Franklin, Tennessee FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Beginning Fund Balance	195,118	709	5,000	5,000	5,000		
Revenues							
TOTAL LOCAL TAXES	6,350,472	7,338,632	7,503,769	7,469,874	8,733,490	1,229,721	16.4%
TOTAL INTERGOVERNMENTAL	838,508	840,316	904,051	904,051	904,051	-	0.0%
TOTAL USE OF MONEY & PROPE	1,514	3,296	5,000	5,000	5,000	-	0.0%
TOTAL OTHER REVENUE	4,860,083	4,594,991	4,812,478	4,675,948	4,418,712	(393,766)	-8.2%
Total Available Funds	12,050,577	12,777,235	13,225,298	13,054,873	14,061,253	835,954	6.3%
Expenses (Debt Service by Fund)							
General	7,159,438	7,950,715	8,148,171	8,148,171	9,377,892	1,229,721	15.1%
Sanitation	584,509	599,772	623,956	623,956	396,057	(227,899)	-36.5%
Road Impact	3,267,777	2,982,724	3,206,667	3,041,242	3,041,690	(164,977)	-5.1%
Hotel Motel	1,233,262	1,239,732	1,241,504	1,241,504	1,240,614	(890)	-0.1%
Total Expenditures	12,244,986	12,772,944	13,220,298	13,054,873	14,056,253	835,954	6.3%
Ending Fund Balance	709	5,000	10,000	5,000	10,000		

Notes & Objectives

The Debt Service Fund for FY 2018 will increase as additional debt is issued as part of an upcoming bond resolution for Phase I CIP projects. Estimated additional debt service has been included with this budget submission. This budget will be amended after the first of the fiscal year once the sale has happened and actual payment amounts are known.





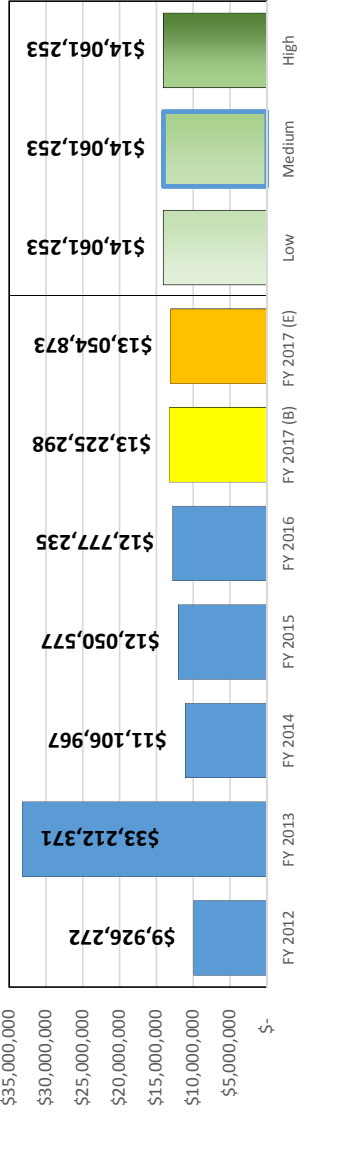
Fund: Debt Service Fund

Percent of All Revenues 9.5%

Debt Service Fund: The Debt Service Fund was created in FY 2010 for the purpose of accounting for resources set aside to fund debt service (payments of long term debt principal, interest, and related costs). All funds which have debt service are accounted for within this fund - General, Road Impact, Sanitation and Hotel / Motel.

FY 2018 revenues for the Debt Service Fund will be revised after an upcoming Bond Issue has been completed for various projects contained in Phase I of the 2017-2026 CIP.

Debt Service Fund - FY 2012-2018



	Actual				Budget			Estimated			Forecast (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	Low	Medium	High	3-yr Average	5-Yr Average
PROPERTY TAXES COLLECTED	4,830,155	4,779,633	5,357,261	6,350,472	7,338,632	7,503,769	7,469,874	8,733,490	8,733,490	8,733,490	8,733,490	8,733,490	8,733,490	\$ 11,578,772	4.7%
REBATE ON BAB / RZEDB	904,052	904,052	832,179	838,508	840,316	904,051	904,051	904,051	904,051	904,051	904,051	904,051	904,051		
INTEREST INCOME	14,104	4,328	2,205	1,514	3,296	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
BOND PROCEEDS	0	22,500,000	0	0	0	0	0	-	-	-	-	-	-		
INTEREST-BOND PROCEEDS	0	0	0	0	0	0	0	-	-	-	-	-	-		
TRANSFER FROM WATER	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
TRANSFER FROM SEWER	0	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
TRANSFER FROM SOLID WASTE	543,115	561,628	570,537	584,509	599,772	623,956	623,956	396,057	396,057	396,057	396,057	396,057	396,057		
TRANSFER FROM ROAD IMPACT	1,821,447	2,865,306	3,227,856	2,960,579	2,674,006	2,874,529	2,737,999	2,709,552	2,709,552	2,709,552	2,709,552	2,709,552	2,709,552		
TRANSFER FROM HOTEL/MOTEL	1,813,399	1,597,424	1,116,929	1,114,995	1,121,213	1,113,993	1,113,993	1,113,103	1,113,103	1,113,103	1,113,103	1,113,103	1,113,103		
Totals	\$ 9,926,272	\$ 33,212,371	\$ 11,106,967	\$ 12,050,577	\$ 12,777,235	\$ 13,225,298	\$ 13,054,873	\$ 14,061,253	\$ 14,061,253	\$ 14,061,253	\$ 14,061,253	\$ 14,061,253	\$ 14,061,253		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2018 Operating Budget

In Lieu of Parkland Fund

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Beginning Fund Balance	2,280,119	2,494,076	4,425,966	4,425,966	4,578,183		
Revenues	213,957	1,931,890	1,207,525	152,217	2,407,178	1,199,653	99.3%
Expenditures	-	-	-	-	500,000	500,000	100.00%
Ending Balance	2,494,076	4,425,966	5,633,491	4,578,183	6,485,361		

Fund Summary

The In Lieu of Parkland Fund was created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance.

Funds can be used only for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.



City of Franklin, Tennessee **FY 2018 Operating Budget**

Organizational Chart

There is no organization chart associated with the In Lieu of Parkland Fund. It is supervised by personnel in the Parks and Finance Departments.

Staffing by Position

There are no staff formally associated with the In Lieu of Parkland Fund. It is supervised by personnel in the Parks and Finance Departments.



City of Franklin, Tennessee
FY 2018 Operating Budget

Budget

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference	
						\$	%
Beginning Fund Balance	2,280,119	2,494,076	4,425,966	4,425,966	4,578,183		
Revenues							
In Lieu of Parkland Receipts	211,848	1,923,145	1,202,525	137,454	2,387,178	1,184,653	98.5%
Interest Income	2,109	8,745	5,000	14,763	20,000	15,000	300.0%
Total Available Funds	213,957	1,931,890	1,207,525	152,217	2,407,178	1,199,653	99.3%
Expenses (Operations)							
Land Acquisition	-	-	-	-	500,000	500,000	100.0%
Total Expenditures	-	-	-	-	500,000	500,000	100.0%
Ending Fund Balance	2,494,076	4,425,966	5,633,491	4,578,183	6,485,361		

Notes & Objectives

The first receipts into the fund were recorded in FY 2015. There is no additional history before this fiscal year. Estimates are based upon analysis of projects currently within the development process in the City which are eligible to pay In Lieu of Parkland Fees.

This fund is available for capital projects pertaining to public parks, greenways/blue ways and open space in FY 2018 and beyond. Funds have been reserved for future use and will be recommended as a funding source for parks projects contained within the FY 2017-2026 Capital Improvements Plan. The recommended \$500,000 shown above in expenditures is for Land Acquisition for future parks.



City of Franklin

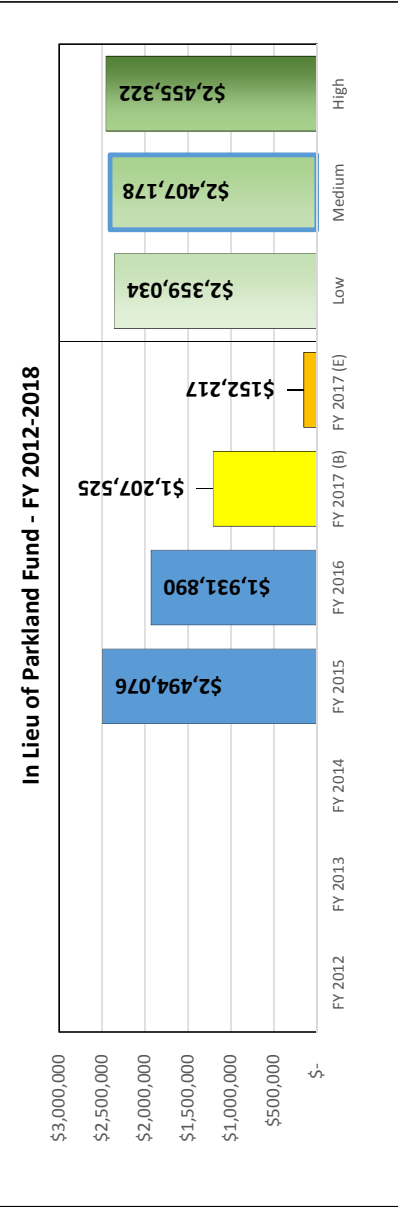
Revenue Model

Fund: In Lieu of Parkland Fund

Percent of All Revenues 1.6%

In Lieu of Parkland Fund: The In Lieu of Parkland Fund was created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance for developers seeking alternatives to the development of greenspace within developments. Funds can be used only for the acquisition or development of public parks, greenways/blue ways, open space sites, and related facilities.

The forecast for FY 2018 is an estimate based upon historic averages and year-to-date activity. It is heavily dependent upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual					Budget			Estimated			Forecast (FY 2018)			Averages	
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 (B)	FY 2017 (E)	Low	Medium	High	3-yr Average	5-Yr Average				
In Lieu of Parkland Receipts	0	0	0	211,848	1,923,145	1,202,525	137,454	2,339,434	2,387,178	2,434,922	\$ -	\$ -				
Interest Income				2,109	8,745	5,000	14,763	19,600	20,000	20,400	0.0%	0.0%				
Transfers from General Fund				2,280,119	0	0	0	-	-	-	\$ -	\$ -				
Totals	\$ -	\$ -	\$ -	\$ 2,494,076	\$ 1,931,890	\$ 1,207,525	\$ 152,217	\$ 2,359,034	\$ 2,407,178	\$ 2,455,322						

Source: City of Franklin, Comprehensive Annual Financial Reports - 2015-2016 & Estimates from Finance & Revenue Management Departments.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2018 Operating Budget

APPENDICIES

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 2018 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

Under this section is:

- **Capital**
 - **Appendix A - Capital Summary**
 - **Appendix B - Capital Projects - CIP**
 - **Appendix C – Impacts of Capital Improvements on FY 2018 Budget**

- **Policies**
 - **Appendix D – General Fund - Fund Balance Policy**
 - **Appendix E - Debt Management Policy**
 - **Appendix F – Disbursements 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**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 Operating Budget

APPENDICIES: Capital

Under this section is:

- **Capital**
 - **Appendix A - Capital Summary**
 - **Appendix B - Capital Projects – Phase I FY 2017-2026 CIP**
 - **Appendix C – Impacts of Capital Improvements on FY 2018 Budget**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee

FY 2018 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 \$24.9 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately \$4.6 million is assigned to Operations and \$20.3 million to Capital.

Of the \$4.6 million assigned to Operations:

1. \$1.3 million in the General Fund is assigned for various equipment and improvement needs including, Body Cameras for the Police Department, continued minor renovations to City Hall and several software and security packages and new vehicles for various departments.
2. \$3.1 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.
3. \$187,146 in the Drug Fund for outfitting of unmarked police cars and a new SWAT Vehicle.

Of the \$20.3 million assigned to Capital:

1. \$3.9 million in the General Fund, the vast majority assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset by grants), 25 new police cars, technology infrastructure, City Hall renovation services, various infrastructure improvements, and equipment.
2. \$3.8 million in the City Facilities Tax Fund, primarily for Fire Stations 7, training equipment for Police and a new rotary mower in Parks.
3. \$500,000 in the newly created County Facilities Tax Fund for Hillsboro Road Phase II costs.
4. \$3.6 million in the Stormwater Fund for various draining improvements and equipment.
5. \$409,286 in the Hotel/Motel Fund for Hillsboro Road Phase II costs and the annual commitment for the acquisition of the Carter's Hill properties.
6. \$1.5 million in the Road Impact Fund for Phase I CIP projects.
7. \$500,000 in the In Lieu of Parkland Fund for Land Acquisition.
8. \$330,000 in the Transit Fund for replacement vehicles.
9. \$5.37 million in the Water /Sewer Fund for various improvements and projects.



City of Franklin, Tennessee

FY 2018 Operating Budget

Appendices: Capital

Capital Expenditures

Priority	Request	Operating	Short-Term	Long-Term	Total
Operations					
General Fund:					
Police	Crusiers	\$ 437,250	\$ -	\$ -	\$ 437,250
Police	Body Camera Implementation- 110 Cameras	\$ 375,050	\$ -	\$ -	\$ 375,050
BNS	Vehicle (s)	\$ 45,150	\$ -	\$ -	\$ 45,150
IT	Fiber Optic Projects & Supplies	\$ 200,000	\$ -	\$ -	\$ 200,000
IT	Computer Hardware	\$ 159,000	\$ -	\$ -	\$ 159,000
Facilities	City Hall Renovations	\$ 80,000	\$ -	\$ -	\$ 80,000
TOTAL		\$ 1,296,450	\$ -	\$ -	\$ 1,296,450
Street Aid					
Streets	Street Resurfacing	\$ 2,400,000	\$ -	\$ -	\$ 2,400,000
Streets	Pavement Restoration	\$ 300,000	\$ -	\$ -	\$ 300,000
Streets	Sidewalks	\$ 445,000	\$ -	\$ -	\$ 445,000
TOTAL		\$ 3,145,000	\$ -	\$ -	\$ 3,145,000
Drug Fund:					
Police	Crusiers	\$ 36,000			\$ 36,000
Police	SWAT Vehicle	\$ 151,146			\$ 151,146
TOTAL		\$ 187,146	\$ -	\$ -	\$ 187,146
Total all Capital Expenditures budgeted in Operations:					\$ 4,628,596

Capital

General Fund:					
Police	Crusiers	\$ 627,000			\$ 627,000
Fire	Vehicle	\$ 25,000			\$ 25,000
IT	Nimble Storage	\$ 146,000			\$ 146,000
Facilities	City Hall Architectural Services	\$ 250,000			\$ 250,000
Facilities	Replacement/Renovation of Buildings & Systems	\$ 263,261			\$ 263,261
Parks	Equipment Replacement	\$ 325,983			\$ 325,983
Streets	Clear Span Shelter - Compost Facility	\$ 40,000			\$ 40,000
Streets	Replacement Bucket Truck	\$ 112,500			\$ 112,500
TOC	Various traffic flow/control improvements	\$ 2,150,000			\$ 2,150,000
TOTAL		\$ 3,939,744	\$ -	\$ -	\$ 3,939,744
Facilities Tax:					
Police	Virtual Training Equipment	\$ 195,000	\$ -	\$ -	\$ 195,000
Fire	Phase I CIP projects (See Appendix B)	\$ 2,052,500			\$ 2,052,500
Fire	Fire Equipment	\$ 1,593,000			\$ 1,593,000
Parks	Trimming Rotary Mower	\$ 32,000			\$ 32,000
TOTAL		\$ 3,872,500	\$ -	\$ -	\$ 3,872,500



City of Franklin, Tennessee

FY 2018 Operating Budget

Appendices: Capital

Capital Expenditures

Priority	Request	Operating	Short-Term	Long-Term	Total
Capital					
County Facilities Tax Fund					
County Fac.	Phase I CIP projects (See Appendix B)	\$ 500,000			\$ 500,000
TOTAL		\$ 500,000	\$ -	\$ -	\$ 500,000
Stormwater Fund:					
Engineering	Various drainage improvements	\$ 3,530,000			\$ 3,530,000
Streets	Phase I CIP projects (See Appendix B)	\$ 50,000			\$ 50,000
Streets	Skid Steer	\$ 25,000			\$ 25,000
TOTAL		\$ 3,605,000	\$ -	\$ -	\$ 3,605,000
Hotel/Motel					
Parks	Carter's Hill Park Acquisition (3 of 7 year commitment)	\$ 214,286			\$ 214,286
Parks	Phase I CIP projects (See Appendix B)	\$ 195,000			\$ 195,000
TOTAL		\$ 409,286	\$ -	\$ -	\$ 409,286
Sanitation Fund:					
SES	Replace Radios	\$ 66,590			\$ 66,590
SES	Replace Packer with 20-yard Rear-load Truck	\$ 200,000			\$ 200,000
TOTAL		\$ 266,590	\$ -	\$ -	\$ 266,590
Road Impact Fund					
Road Impact	Phase I CIP projects (See Appendix B)	\$ 1,500,000			\$ 1,500,000
TOTAL		\$ 1,500,000	\$ -	\$ -	\$ 1,500,000
In Lieu of Parkland					
In Lieu of	Phase I CIP projects (See Appendix B)	\$ 500,000			\$ 500,000
TOTAL		\$ 500,000	\$ -	\$ -	\$ 500,000
Transit Fund					
Transit	Replacement vehicles	\$ 330,000			\$ 330,000
TOTAL		\$ 330,000	\$ -	\$ -	\$ 330,000
Water & Sewer Fund					
Water	Various capital improvements	\$ 1,567,000			\$ 1,567,000
Wastewater	Various capital improvements	\$ 3,810,000			\$ 3,810,000
TOTAL		\$ 5,377,000	\$ -	\$ -	\$ 5,377,000

Total all Capital Expenditures budgeted in Capital: \$ 20,300,120

Total All Capital proposed FY 2018 \$ 24,928,716



City of Franklin, Tennessee

FY 2018 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). Over the course of the last year, staff worked with the BOMA to create a new FY 2017-2016 Capital Improvement Program and has created a Phase I list of projects. Work has already begun on several of these projects in order to keep up with the growth in the community.

Phase I projects of the FY 2017-2026 CIP are attached on the following pages.



City of Franklin

FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026

Executive Summary

Over the course of the last year the Board of Mayor and Aldermen and City Staff have worked diligently to refine the City's Capital Planning process. The result has been the FY 2017-2026 Capital Improvement Program. The pages enclosed summarize the financing and project which are part of Phase I of the ten-year CIP. It is not a complete plan, showing all possible projects, but rather an excerpt from the full document which shows those projects approved for funding in the near-term.

This abridged version of the FY 2017-2026 CIP has two sections:

- An Executive Summary with summaries of current, future and remaining resources, annual and cumulative cost estimates for all Phase I CIP projects and a revised Debt Capacity Analysis given the revised cost of projects.
- Phase I CIP Project Detail Sheets, which itemize the annual and cumulative funding needs by source by project.

In building this model, staff has tried to be conservative with our revenue projections and prudent when determining available resources.

"Available fund balances" are current estimated balances in most funds as of June 30th, less amounts reserved either through state law or BOMA policy.

The result is mostly positive - due to the prudent management of the community and the passage of the *Invest Franklin* initiative, the City can afford to take on all Phase I projects and have reasonable levels of remaining resources to fund additional phases of the FY 2017-2026 Capital Improvement Program.



City of Franklin

FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026 - Existing Resources (Cash)

The following shows the various funding sources currently available for use on Capital projects. While the City aggressively looks for outside funding to assist in stretching taxpayer dollars, the vast majority of resources available to the City are internal in nature.

	FY 2016 Actual	FY 2017 Estimated	FY 2018 Forecast
Internal			
110 General			
Capital Funding Account (<45%)	\$ 8,101,435	\$ 8,101,435	\$ 8,101,435
1.5 Cent Capital Set-Aside	\$ 1,034,046	\$ 1,714,782	\$ 2,402,325
Invest Franklin	\$ -	\$ 3,218,915	\$ 6,470,019
124 Sanitation Fund	\$ -	\$ 32,294	\$ 276,459
128 Road Impact Fund	\$ 4,601,527	\$ 4,257,616	\$ 5,264,536
130 Stormwater	\$ 4,470,739	\$ 4,681,177	\$ 4,885,694
135 Facilities Tax	\$ 6,394,920	\$ 8,663,972	\$ 12,516,664
150 Hotel Motel	\$ 2,218,184	\$ 3,016,617	\$ 4,202,502
155 In Lieu of Parkland	\$ 4,006,133	\$ 4,157,879	\$ 6,565,057
421 Water	\$ -	\$ 925,000	\$ 1,850,000
431 Sewer	\$ -	\$ -	\$ -
Sub-Total Internal Resources	\$ 30,826,985	\$ 38,769,689	\$ 52,534,692
External			
MPO/TDOT	\$ -	\$ 630,000	\$ 2,185,000
Army Corp of Engineers	\$ -	\$ -	\$ -
County Facilities Tax	\$ 3,262,263	\$ 4,212,263	\$ 5,162,263
Utility Agreements	\$ -	\$ 475,000	\$ 475,000
Developer Contributions	\$ 550,000	\$ 550,000	\$ 550,000
Sub-Total External Resources	\$ 3,812,263	\$ 5,867,263	\$ 8,372,263
Total All Available Resources	\$ 34,639,248	\$ 44,636,952	\$ 60,906,955



City of Franklin

FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026 - Remaining Resources

The following shows the anticipated balances in available funding at the end of the ten-year CIP horizon after the \$88,415,616 worth of Phase I projects have been paid for.*
 It is important to note that the difference between the project resources shown on the page entitled "Projected (Cash) Resources" and this page is the conversion and estimation of available debt service capacity. Please see footnote 2 for more information.

	FY 2017-2026 Projected Resources	Phase I Project Needs	Balance Remaining
Internal			
110 General			
Pay-as-you-go Cash ¹	\$ 16,257,486	\$ 1,985,000	\$ 14,272,486
Debt Service ²	\$ 80,000,000	\$ 53,412,176	\$ 26,587,824
124 Sanitation Fund	\$ 3,950,079	\$ -	\$ 3,950,079
128 Road Impact Fund	\$ 5,886,267	\$ 3,450,000	\$ 2,436,267
130 Stormwater	\$ 6,229,714	\$ 644,500	\$ 5,585,214
135 Facilities Tax	\$ 31,012,664	\$ 8,880,000	\$ 22,132,664
150 Hotel Motel	\$ 21,006,791	\$ 390,000	\$ 20,616,791
155 In Lieu of Parkland	\$ 14,605,057	\$ 1,550,000	\$ 13,055,057
421 Water	\$ 1,727,240	\$ 1,727,240	\$ -
431 Sewer	\$ 1,416,700	\$ 1,416,700	\$ -
External			
MPO/TDOT	\$ 12,185,000	\$ 12,185,000	\$ -
Army Corp of Engineers	\$ 750,000	\$ 750,000	\$ -
County Facilities Tax	\$ 12,762,263	\$ 1,000,000	\$ 11,762,263
Utility Agreements	\$ 475,000	\$ 475,000	\$ -
Developer Contributions	\$ 550,000	\$ 550,000	\$ -
Total	\$ 208,814,261	\$ 88,415,616	\$ 120,398,645

Notes:

* Total amount shown above inclusive of costs of Hillsboro Phase II, which was part of prior CIP.

¹ Pay as you go cash includes the balance of the Capital Funding Account (over 45% of fund balance in the General Fund) and the accumulated total of the 1.5 Cent property tax allocation for capital projects.

² Debt Service resource is an estimated amount of \$80,000,000 based upon the amount of capacity gained from the amount of existing debt service to be retired and the addition of the \$0.07 of property tax from the Invest Franklin initiative.

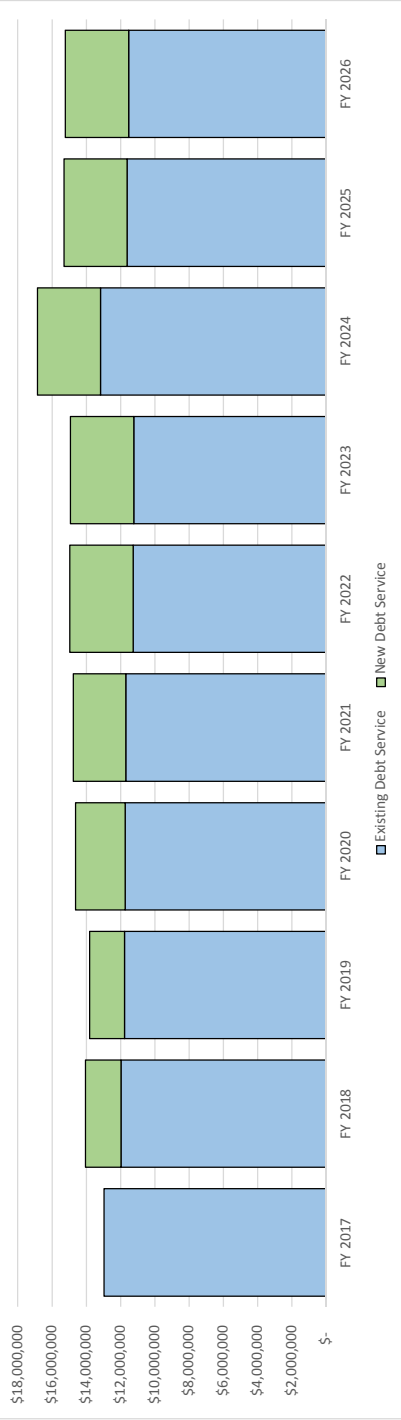


Appendix B: Phase I CIP - FY 2017-2026 - Debt Capacity Analysis

This summarizes the projected resources available to the City for the FY 2017-2026 Capital Improvement Program. Existing Fund Balance is shown at the far left, while annual anticipated revenue contributions are

Proposed Debt Issuances	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Balance (FY 2027-FY 2042)	
2017	3.08%	\$ 26,449,091	\$ -	\$ 2,080,405	\$ 1,835,000	\$ 1,835,000	\$ 1,835,000	\$ 1,835,000	\$ 1,835,000	\$ 1,835,000	\$ 1,835,000	\$ 19,560,000
2019	4.50%	\$ 15,000,000	\$ -	\$ 200,000	\$ 1,065,188	\$ 1,065,188	\$ 1,065,188	\$ 1,065,188	\$ 1,065,188	\$ 1,065,188	\$ 1,065,188	\$ 13,847,438
2021	4.50%	\$ 12,000,000	\$ -	\$ 150,000	\$ 785,400	\$ 785,400	\$ 785,400	\$ 785,400	\$ 785,400	\$ 785,400	\$ 785,400	\$ 11,781,000
A	New Debt Service	\$ -	\$ 2,080,405	\$ 2,035,000	\$ 2,900,188	\$ 3,050,188	\$ 3,685,588	\$ 3,685,588	\$ 3,685,588	\$ 3,685,588	\$ 3,685,588	\$ 45,188,438
B	Existing Debt Service	\$ 12,966,453	\$ 11,975,848	\$ 11,772,869	\$ 11,735,204	\$ 11,705,707	\$ 11,236,584	\$ 13,173,630	\$ 11,623,560	\$ 11,534,574	\$ 11,534,574	\$ 58,044,000
C(A + B)	Cumulative G.O. Debt Service	\$ 12,966,453	\$ 14,056,253	\$ 13,807,869	\$ 14,635,392	\$ 14,755,895	\$ 14,922,172	\$ 16,859,218	\$ 15,309,148	\$ 15,220,162	\$ 15,220,162	\$ 103,232,438

Proposed City of Franklin General Obligation Debt Service - FY 2017 - 2026



Summary:
 A key financing component to the FY 2017-2026 Capital Improvement Plan is the issuance of debt. In order to finance Phase I of the CIP, staff is recommending the issuance of about \$53,500,000 worth of General Obligation (G.O.) bonds in three separate issuances for a duration of 20 years. The assumed interest rate is 4.5%.

The three issuances - one in FY 2017, FY 2019, and FY 2021 will fund prior Capital Fund deficits, limited equipment purchases, East McEwen Phase 4, Franklin Road, Hillsboro Road Phase II, and the East/Southeast Park. The impacts on the overall debt service are

Debt Funding Analysis

How the debt is issued is dependent upon many factors; but none more important than the ability to pay. The chart below shows the annual increase in debt service necessary to service the proposed \$53,500,000 in new bonds (Row D). Row E shows the available resources predicted to be generated annually from the \$0.07 Invest Franklin initiative approved this spring by the BOMA. Row F is the difference on an annual basis. As the chart shows, sufficient capacity exists through the increase in revenues generated by Invest Franklin to accommodate the servicing of the proposed new debt. As important, the entire proposed level of resources is not exhausted by FY 2026, the end of the current CIP horizon. This means that additional resources are available for pay as you go financing and/or additional debt service for Phase II CIP projects.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
D	et Increase Debt Service Year over Year	\$ -	\$ 1,089,800	\$ 841,416	\$ 1,668,939	\$ 1,789,442	\$ 1,955,719	\$ 3,892,765	\$ 2,342,695	\$ 2,253,709
E	Invest Franklin	\$ 3,218,915	\$ 3,251,104	\$ 3,283,615	\$ 3,316,451	\$ 3,383,112	\$ 3,416,943	\$ 3,451,113	\$ 3,485,624	\$ 3,520,480
F(E-D)	Annual Balance of Invest Franklin Funds	\$ 3,218,915	\$ 2,161,304	\$ 2,442,199	\$ 1,647,513	\$ 1,390,676	\$ 1,461,225	\$ (441,652)	\$ 1,142,929	\$ 1,266,771
	Cumulative Net Balance Invest Franklin	\$ 3,218,915	\$ 5,380,219	\$ 7,822,418	\$ 9,469,931	\$ 12,420,781	\$ 13,882,006	\$ 13,440,354	\$ 14,583,283	\$ 15,850,054



City of Franklin

FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026

Phase I CIP Projects



City of Franklin

FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026 - East McEwen Drive - Phase 4

Improvement of East McEwen Drive, from 800 feet east of the roundabout at Cool Springs Boulevard/Oxford Glen Drive to Wilson Pike (SR-252). The project shall be constructed as a four (4) lane, median divided facility with turn lanes as required. Project shall include: access management (as allowable), curb & gutter, street lights, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 8,200 LF. The budget has been updated based on additional time and cost associated with accepting federal funds in the amount of \$8,000,000.



East McEwen Drive - Phase 4		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
Internal												
General	\$ 50,528	\$ 350,000	\$ 2,500,000	\$ 750,000	\$ 5,984,550	\$ 5,984,550	\$ 5,984,550	\$ -	\$ -	\$ -	\$ -	\$ 15,619,628
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ 179,850	\$ 179,850	\$ 179,850	\$ -	\$ -	\$ -	\$ -	\$ 359,700
External												
MPO/TDOT	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 50,528	\$ 600,000	\$ 2,750,000	\$ 1,000,000	\$ 11,414,400	\$ 11,414,400	\$ 11,414,400	\$ -	\$ -	\$ -	\$ -	\$ 27,229,328



City of Franklin

FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026 - East / South East Multipurpose Park

New Southeast Multi-Purpose Park on the city-owned 180-acre parcel). The park would include a minimum of 8 lighted multi-purpose rectangular sports fields that could be used for football, lacrosse, rugby and soccer. The Franklin Cowboys football program would move from Jim Warren Park to this new park when completed. This park should have a range of passive uses as well to serve as a Community Park for neighborhoods in this area. A master plan should be developed for the park to guide phased development of the park.

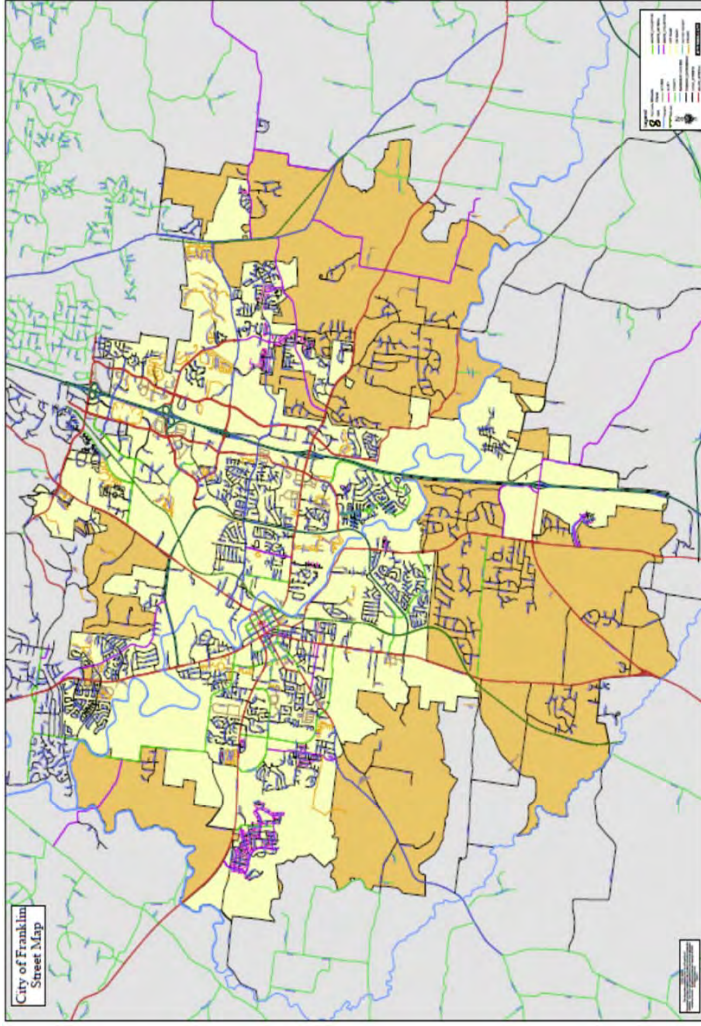


	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
East/Southeast Park											
Internal											
General	\$ 300,000	\$ -	\$ 2,100,000	\$ 2,350,000	\$ 2,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,100,000
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ 50,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,550,000
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ 250,000	\$ 600,000	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,550,000
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External											
MPO/TDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 300,000	\$ 300,000	\$ 4,200,000	\$ 4,200,000	\$ 4,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,200,000



Appendix B: Phase I CIP - FY 2017-2026 - Sidewalk Gaps

Annual budget of \$250,000 over a 5-year period to "fill in" gaps in the existing sidewalk network. Segments of sidewalk that do not have logical connections exist in many areas around the City. A dedicated budget item on an annual basis would allow the City the opportunity to complete existing sidewalk networks by "filling-in" these gaps.



Sidewalk Gaps	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
	Internal										
General	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External											
MPO/TDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000



Appendix B: Phase I CIP - FY 2017-2026 - Fire Station 7

The City currently operates a temporary fire station at the Williamson County AG Complex. This temporary fire station needs to be replaced with a permanent facility.



Fire Station 7	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
Internal											
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ 225,000	\$ 2,052,500	\$ 2,052,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,330,000
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External											
MPO/TDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 225,000	\$ 2,052,500	\$ 2,052,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,330,000



City of Franklin
 FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026 - Franklin Road Improvements

Improvement of Franklin Road, from the bridge at the Harpeth River to Hooper Lane. The project shall be constructed as a three (3) facility. Project shall include: curb & gutter, street lights, ITS infrastructure, sidewalks, and typical streetscape elements. Approximate project length of 3,500 LF.



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
Franklin Road Improvements											
Internal											
General	\$ 17,548	\$ 750,000	\$ 1,460,000	\$ 500,000	\$ 5,895,000	\$ 5,895,000	\$ -	\$ -	\$ -	\$ -	\$ 14,517,548
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ 272,250	\$ 272,250	\$ -	\$ -	\$ -	\$ -	\$ 544,500
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ 311,120	\$ 311,120	\$ -	\$ -	\$ -	\$ -	\$ 622,240
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ 156,000	\$ 156,000	\$ -	\$ -	\$ -	\$ -	\$ 312,000
External											
MPO/TDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Army Corps of Engineers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Total	\$ 17,548	\$ 750,000	\$ 1,460,000	\$ 500,000	\$ 7,184,370	\$ 7,384,370	\$ -	\$ -	\$ -	\$ -	\$ 17,296,288



Appendix B: Phase I CIP - FY 2017-2026 - Goose Creek Interchange Lighting

Interchange Lighting for Goose Creek at I-65. The City will need to partner with TDOT to fund 50% of the cost associated with this project.



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
Goose Creek Lighting											
Internal											
General	\$ 30,000	\$ 405,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 435,000
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External											
MPO/TDOT	\$ 30,000	\$ 405,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 435,000
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 60,000	\$ 810,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 870,000



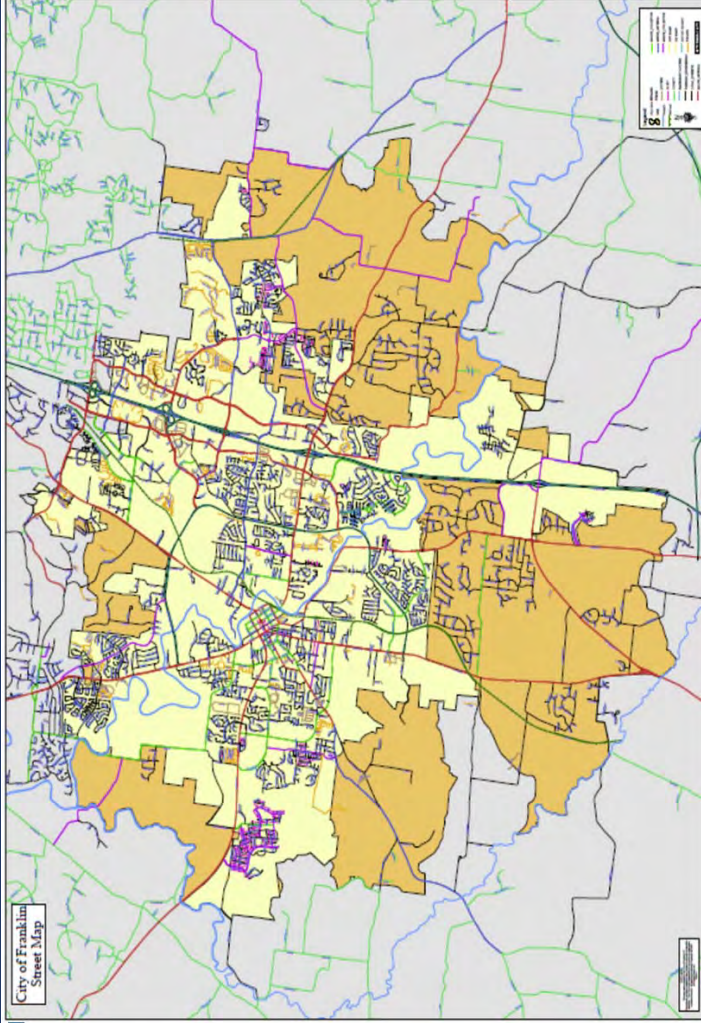
City of Franklin
 FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026 - Major Street Resurfacing

The resurfacing (e.g. paving) of major roadways within the City are proposed to be included in the Capital Investment Plan (CIP) as follows:

- 2017 - Cool Springs Blvd, from Mack Hatcher Pkwy to East McEwen Dr.
- 2019 - Royal Oaks Blvd/Mallory Ln, from Mack Hatcher Pkwy to 96 Cool Springs Blvd.
- 2021 - Mallory Ln, from Cool Springs Blvd to Moores Ln. (parts of it).

The list above is not final, and maybe subject to change.



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
Major Street Resurfacing											
Internal											
General	\$ -	\$ 2,400,000	\$ 1,700,000	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,400,000
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External											
MPO/TDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 2,400,000	\$ 1,700,000	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,400,000



City of Franklin
 FY 2017-2026 Capital Improvement Program Financing Model

Appendix B: Phase I CIP - FY 2017-2026 - Mallory/Royal Oaks/Liberty Intersection Improvements

In July of 2016, City staff held preliminary meetings to discuss three major developments within the Cool Springs Area. These developments included the McEwen Town Center PUD Subdivision, Mallory Green (Ranco Farms Subdivision) and Spring Creek Subdivision. The city partnered with these developments to prepare a joint transportation impact analysis.

The traffic impact study recommended various offsite improvements, including this project. This signalized intersection currently operates at an overall LOS C in the AM peak hour and LOS F at both the MD and PM peak hours. With the addition of projected development traffic, the intersection is expected to operate with an increasingly poor LOS. Therefore, extensive improvements will be necessary to mitigate this delay. Failure at Mallory Lane and Liberty Pike is a direct result of multiple developments. In addition to the proposed development, the background traffic includes projections from Carothers Crossing, Columbia State Community College and the Standard at Cool Springs.

With no improvements, the overall intersection will have a LOS C (28.9s delay) in the AM, LOS F (113.0s delay) MD and LOS F (199.7s delay) in the PM. The overall delay at this intersection will be twice as long as the current delay you experience at the intersections of Mack Hatcher/South Royal Oaks and Mack Hatcher/Lewisburg Pike.



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
Mallory/Royal Oaks/Liberty											
Internal											
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ 1,500,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External											
Fed/MPO/TDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 1,500,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000



Appendix B: Phase I CIP - FY 2017-2026 - Public Communications System Upgrades

Since 2006, the City of Franklin has utilized an 800 MHz digital trunked radio system to provide vital communications services for City departments, especially Police and Fire. The 10 year old system has served the community very well providing consistent, dependable service to the City's first responders and public safety personnel. Due to age, the Franklin system is in need of upgrade. At the same time, Williamson County and the City of Brentwood, who have used an older technology for their respective radio systems, have identified both the need to upgrade their systems and the opportunity to partner with the City of Franklin to create a true County-wide public safety radio system.

In August of 2014, the City of Franklin entered into an Interlocal Agreement with Williamson County and the City of Brentwood to create the Williamson County Joint Communications Network Authority ("Network Authority"). The expressed goal of the Network Authority is to build a county-wide 700/800 MHz digital trunked radio system to serve public safety and public service's needs. The intent is to build off of the City of Franklin's existing 800 MHz trunked radio system to serve all of Williamson County with an opportunity to further "tie-into" the Metro Nashville radio system and other similar systems in the region. Over the past two years, planning has advanced to a point that the Williamson County Joint Communications Network Authority ("Network Authority") is working toward implementation of the County-wide radio system project over the next two fiscal years.

The initial phase of the project will involve a system software upgrade of the existing Franklin radio system, the build-out of radio towers in key locations, and the purchase of radios for users. The estimated cost of the project is approximately \$22.4 million with approximately \$13.9 million coming from Williamson County, \$4 million from Brentwood, and \$4.6 million from Franklin.

This project was approved via Resolution 2016-81 which authorized the funding of the City of Franklin's portion of the County-wide Public Safety Radio System project and gave support for the Network Authority entering into appropriate contractual agreements with Motorola.

Public Communications	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total Available
	Internal										
General	\$ -	\$ 4,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,600,000
Sanitation Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Road Impact Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel/Motel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
External											
Fed/MPD/TDOT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Facilities Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 4,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,600,000



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

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2018 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

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 \$26,400,000 for Phase I CIP projects and equipment, 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 operating impact of these projects is varied – while it is true that newer facilities will lead to efficiencies, the greatest impact will be to improve the road network around our growing city. There will be a negative impact to maintenance budgets as the City builds more and more roads, but that cost is undetermined 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. No new leasing is included in the 2018 budget.

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.



City of Franklin, Tennessee
FY 2018 Operating Budget

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2018 Operating Budget

APPENDICIES: Policies

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 \$10.2 million in FY 2018). 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. The City adopted documentation of internal controls in April 2015. Most recently, the City has adopted a Disbursements Policy.

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.

Under this section is:

- **Policies**
 - **Appendix D – General Fund - Fund Balance Policy**
 - **Appendix E - Debt Management Policy**
 - **Appendix F – Disbursements Policy**



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

CITY OF FRANKLIN

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 2018 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 2018 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 2018 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

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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 2018 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.



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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 2018 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

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 2018 the City of Franklin projects to have \$22,750,869 in its stabilization account as follows:

Urgent Event	Percent of Total 33%	Amount
Contingency	5%	\$ 3,447,101
Emergency	5%	\$ 3,447,101
Cash Flow Stabilization	14%	\$ 9,651,884
Debt Service	3%	\$ 2,068,261
Property/Liability/Health	4%	\$ 2,757,681
Other Post Employment Benefits	2%	\$ 1,378,841
	33%	\$22,750,869

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 30th of the applicable fiscal year. If the actual amount of the commitment is not available by June 30th, 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:

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



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when 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 2017



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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

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 2018 Operating Budget

Appendix F – Disbursements Policy

The City of Franklin has recently adopted a disbursement policy. The policy attached on the ensuing pages was reviewed and approved by the Board of Mayor and Alderman in June and July 2016.

CITY OF FRANKLIN

Disbursements Policy

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Disbursements Policy

1. General Policy

This policy applies to all non-payroll disbursements of The City of Franklin. (Payroll disbursements are addressed in the City's Human Resources Manual.)

Other than the purchasing card program that is overseen by the City's Purchasing Office, the Finance Department oversees disbursements for the City. Specific payment responsibilities, as described in this policy, are delegated to departments. All who have responsibility for any aspect of the City's payment functions are to adhere to the provisions of this policy. (Exceptions, if any, will be handled as described in Section 13).

2. Payment Responsibilities

To ensure best practices, the following disbursements responsibilities are in place:

- **Procurement.** Departments should strive to separate, as much as possible, the functions of purchasing, receiving, and approving payments.
- **Payment Approval.** The authorized departmental approver must not be the recipient of the funds disbursed.
- **Vendor Maintenance.** A person in Finance who does not perform payment processing should perform vendor maintenance.
- **Payment Processing and Review.** The person processing payments in Finance should have a 2nd person in Finance review prior to disbursement.
- **Payment Recording.** A person in Finance who does not process or review disbursements should record the transactions.
- **Post-payment review.** Both the department and Finance should review budget information to ensure that all financial transactions are appropriate.

CITY OF FRANKLIN

Disbursements Policy

3. Payment Methods

Although departments shall advise the Finance Department as to the method of payment that best meets the needs of the City, payment by electronic means is the default method of payment.

Purchasing Cards, which streamline the payment for most goods and services, is the default method for payments to vendors who accept credit cards. (The advantages of using the City purchasing card in lieu of accounts payable is the reduced time required to process payments, the vendor is paid sooner, and a rebate is available on most purchases made using the purchasing card.)

Direct Deposit (ACH), which consists of bank account information being provided by the vendor to the City, is the default payment method for:

- non-construction-related procurements through the Purchasing Office,
- construction-related procurements typically overseen by Engineering,
- employee reimbursements (using primary payroll bank account), and
- vendors who do not accept credit cards.

Automatic Withdrawal, which consists of bank account information being provided to the vendor to initiate scheduled withdrawals, is the default payment method for utility payments.

Wire Transfer, which is a same day payment method that requires two persons to approve transfer, is the default payment method for debt service, lease payments, and investments.

Checks are issued to vendors who do not accept electronic payments and other payments where electronic payment is not cost effective.

Petty Cash may be needed by departments that require frequent cash purchases for minor items. Petty cash may not be used to pay for services or to compensate employees.

CITY OF FRANKLIN

Disbursements Policy

4. Payment Fees

Many vendors that accept the City's purchasing card do not add on a convenience fee and/or surcharge to the amount of the purchase. However, some vendors have an established fee for accepting electronic payments. In instances where payment of the fee is more cost effective than processing the payment through accounts payable, the payment fee may be paid.

5. Authorized Approvers

The department director is the default authorized approver. The department director must provide written authorization to designate additional individuals in their departments as authorized approvers. The Finance department maintains a list of authorized approvers.

Payment requests over \$100,000 are to be approved by the department director or higher. Payment requests under this amount may be approved by the department director or departmental designee.

6. Invoice Approvals

Departments are responsible for reviewing, approving and allocating to the proper budget code all invoices submitted for payment. All payments are made by the Finance Department except for those made by purchasing card.

A full, legible signature of the individual authorizing payment is required. Initials are not accepted. The approval signature signifies that the request for payment complies with the following conditions:

- Is necessary.
- Is for a valid municipal purpose.
- Is received, or is an authorized prepayment.
- Is from the correct account.
- Is for the correct amount.
- Is not a duplicate payment.
- Is timely to ensure no penalties.
- Does not exceed available budgeted amounts.
- Has been procured in accordance with City purchasing policies.
- Complies with legal restrictions.

CITY OF FRANKLIN

Disbursements Policy

- Complies with applicable contractual, grant, and/or debt restrictions.
- Includes accurate supporting documentation.

7. Disbursements Documentation

It shall be the responsibility of the department to provide sufficient and accurate documentation to the Finance Department for prompt payment. Such documentation shall include invoices, packing lists, and receiving forms or other evidence of receipt. Payments are not made from vendor statements.

Additional documentation is needed for the following types of payments:

For Non-Construction-Related Procurement Payments

Inclusion of the purchase order number (where applicable) and receiving document (or similar document.)

For Construction-Related Procurement Payments

Inclusion of the project number (where applicable), contract number, and contractor's payment application (or similar document) with remaining contract balance.

For Employee Reimbursement Payments

Inclusion of employee identification number and/or name. (Where applicable, state and federal requirements, such as HIPAA privacy regulations, will be followed).

For Capital Asset Payments

Inclusion of asset's description and identifying number(s).

For Grant and Reimbursement Payments

Inclusion of the grant or reimbursement number (where applicable).

For Bond and Lease Payments

Inclusion of the bond or lease number (where applicable).

CITY OF FRANKLIN

Disbursements Policy

8. Payment Minimum

Due to historical experience of checks for small amounts remaining uncashed, payments under a threshold established by the Finance Department, will not be issued unless requested. These amounts will be submitted to the State's unclaimed property division when due.

9. Timeframe for Vendor Payments

Departments are to obtain invoices from vendors as soon as services or goods are provided. During most of the year, payments to vendors generally occur within 30 days of invoice date. Prompt payment discounts are to be taken.

At fiscal year-end, payments need to occur by July 31 each year. (This abbreviated timeframe is necessary due to State's requirement that the City's annual financial records must be closed within 60 days.)

The City of Franklin does not make invoice payments prior to the due date and/or completed service or goods received unless it is specified in an agreement prior to the procurement.

10. Urgent Payment Requests

Prior to the beginning of a calendar year, the Finance Department distributes the accounts payable schedule to departments. However, urgent payment requests may arise from time to time.

When an urgent payment is needed, the department is to provide justification for the urgency. If the urgency is not verified by Finance, the payment will be made according to the regular accounts payable schedule.

11. Advance Payments to Vendors

Generally, payment for goods or services cannot be made until after goods are received or services are provided. However, payment or partial payments can be made in the following circumstances:

- a. registrations for conferences and seminars,
- b. purchases of postage,
- c. subscriptions to trade magazines and periodicals,
- d. membership dues,
- e. payments for monthly transit management services,

CITY OF FRANKLIN

Disbursements Policy

- f. reservations and arrangements for City sponsored events,
- g. deposits or advance payments to vendors agreed to during the procurement process,
- h. purchases of items from specialty establishments requiring payment accompany the order, and
- i. benefit contributions, such as pension or insurance contributions.

12. Procedures

The Finance Department will implement procedures that are in accordance with this policy.

13. Exceptions to Policy/Reporting of Exceptions

If a valid payment request arises that is not covered within this policy, the City Administrator may authorize the payment request. The payment exception will be reported at the next available Board meeting as an action on behalf of the Board by the City Administrator.



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

APPENDICIES: Operating Budget

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**



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FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

Appendix G: Budget by Accounts - General Fund

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference 17' vs. 18'</u>	
						\$	%
Personnel							
81110 REGULAR PAY	\$ 26,047,671	\$ 28,566,473	\$ 31,595,059	\$ 30,004,258	\$ 32,789,566	\$ 1,194,507	3.8%
81120 OVERTIME PAY	\$ 1,317,872	\$ 1,040,579	\$ 993,848	\$ 1,748,061	\$ 1,363,762	\$ 369,914	37.2%
81130 COURT OVERTIME PAY	\$ 110,068	\$ 85,164	\$ 121,000	\$ 73,561	\$ 121,000	\$ -	0.0%
81150 TEMPORARY WORK BY NON-CITY EMPLOYEES	\$ 94,842	\$ 54,672	\$ 51,060	\$ 26,541	\$ 76,060	\$ 25,000	49.0%
81160 CENSUS WORKERS							
81180 FIRE HOLIDAY PAY	\$ 273,906	\$ 236,093	\$ 317,988			\$ (317,988)	-100.0%
81199 VACANCY ADJUSTMENT			\$ (1,043,390)		\$ (1,083,005)	\$ (39,615)	3.8%
XWAGE TOTAL WAGES	\$ 27,844,359	\$ 29,982,981	\$ 32,035,565	\$ 31,852,421	\$ 33,267,383	\$ 1,231,818	3.8%
81210 MAYOR & ALDERMEN	\$ 129,160	\$ 129,227	\$ 129,267	\$ 129,267	\$ 129,267	\$ -	0.0%
81220 CITY JUDGE	\$ 23,277	\$ 25,750	\$ 25,054	\$ 25,491	\$ 26,056	\$ 1,002	4.0%
81230 PLANNING COMMISSION & BOZA	\$ 9,650	\$ 9,800	\$ 14,708	\$ 14,708	\$ 14,708	\$ -	0.0%
81250 JUDICIAL COMMISSION-WARRANTS	\$ 3,200	\$ 856	\$ 3,256	\$ 800	\$ 3,256	\$ -	0.0%
XOFF TOTAL OFFICIALS FEES	\$ 165,287	\$ 165,633	\$ 172,285	\$ 170,266	\$ 173,287	\$ 1,002	0.6%
81410 FICA (EMPLOYER'S SHARE)	\$ 2,166,960	\$ 2,180,553	\$ 2,290,859	\$ 2,347,921	\$ 2,386,440	\$ 95,581	4.2%
81420 MEDICAL PREMIUMS	\$ 6,180,804	\$ 7,484,376	\$ 8,274,129	\$ 8,078,705	\$ 9,347,423	\$ 1,073,294	13.0%
81430 GROUP INSURANCE PREMIUMS	\$ 517,798	\$ 555,422	\$ 546,371	\$ 552,447	\$ 556,648	\$ 10,277	1.9%
81440 EMPLOYEE INSURANCE CONTRIBUTIONS	\$ (1,644,166)	\$ (1,677,286)	\$ (1,783,990)	\$ (1,884,436)	\$ (1,986,594)	\$ (202,604)	11.4%
81450 RETIREMENT CONTRIBUTIONS	\$ 2,089,183	\$ 2,272,934	\$ 3,066,746	\$ 3,034,029	\$ 3,489,043	\$ 422,297	13.8%
81455 DEFERRED COMP MATCH	\$ 177,909	\$ 237,812	\$ 234,616	\$ 288,399	\$ 313,316	\$ 78,700	33.5%
81460 UNEMPLOYMENT CLAIMS	\$ 8,953		\$ 16,351	\$ 554	\$ 16,834	\$ 483	3.0%
81470 WORKERS COMPENSATION PREMIUMS	\$ 264,497	\$ 282,211	\$ 288,114	\$ 348,501	\$ 421,510	\$ 133,396	46.3%
81475 WORKERS COMPENSATION CLAIMS	\$ 200,318	\$ 114,557	\$ 10,300	\$ 73,796	\$ 35,538	\$ 25,238	245.0%
81480 TOOL ALLOWANCE	\$ 3,176	\$ 5,983	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
81481 CLOTHING ALLOWANCE	\$ 16,310	\$ 15,202	\$ 23,650	\$ 21,750	\$ 22,400	\$ (1,250)	-5.3%
81482 CAR ALLOWANCE	\$ 18,923	\$ 17,723	\$ 19,100	\$ 17,808	\$ 16,700	\$ (2,400)	-12.6%
81490 MOVING EXPENSES	\$ 7,230			\$ 3,000		\$ -	0.0%
XBEN TOTAL BENEFITS	\$ 10,007,895	\$ 11,489,487	\$ 12,993,246	\$ 12,889,474	\$ 14,626,257	\$ 1,633,011	12.6%
XPER TOTAL PERSONNEL	\$ 38,017,541	\$ 41,638,101	\$ 45,201,096	\$ 44,912,161	\$ 48,066,927	\$ 2,865,831	6.3%
Operations							
82110 MAILING & OUTBOUND SHIPPING SERVICES	\$ 39,534	\$ 34,832	\$ 45,777	\$ 40,663	\$ 44,956	\$ (821)	-1.8%
82120 FREIGHT FOR INBOUND PURCHASED ITEMS	\$ 17,896	\$ 17,094	\$ 16,940	\$ 14,814	\$ 18,560	\$ 1,620	9.6%
82130 VEHICLE LICENSES & TITLES	\$ 3,163	\$ 3,091	\$ 3,167	\$ 1,634	\$ 3,463	\$ 296	9.3%
82140 VEHICLE TOW-IN SERVICES	\$ 9,369	\$ 13,081	\$ 13,645	\$ 13,680	\$ 13,553	\$ (92)	-0.7%
XTRC TOTAL TRANSPORTATION CHARGES	\$ 69,962	\$ 68,098	\$ 79,529	\$ 70,791	\$ 80,532	\$ 1,003	1.3%
82210 PRINTING & COPYING SERVICES, OUTSOURCED	\$ 27,431	\$ 23,820	\$ 43,477	\$ 39,469	\$ 48,296	\$ 4,819	11.1%
82230 ARCHIVING/RECORDS MANAGEMENT SERVICES	\$ 9,501	\$ 10,322	\$ 19,600	\$ 19,200	\$ 20,010	\$ 410	2.1%
82240 TRANSCRIPTION FEES	\$ 18,090	\$ 3,500	\$ 18,265	\$ 16,820	\$ 17,637	\$ (628)	-3.4%
82245 FINGERPRINTING FEES	\$ 60		\$ 160	\$ 60	\$ 60	\$ (100)	-62.5%
82250 TESTING & PHYSICALS	\$ 161,592	\$ 93,460	\$ 178,734	\$ 189,924	\$ 181,944	\$ 3,210	1.8%
82255 INVESTIGATIVE POLYGRAPHS	\$ 2,700	\$ 5,700	\$ 1,030		\$ 1,000	\$ (30)	-2.9%
82260 UNIFORM RENTAL & SERVICES	\$ 32,064	\$ 28,868	\$ 28,701	\$ 36,411	\$ 28,887	\$ 186	0.6%
82270 LANDFILL & BIOSOLIDS MANAGEMENT SERVICES	\$ -	\$ 1,064	\$ 2,545	\$ 2,512	\$ 2,670	\$ 125	4.9%
82280 LAB FEES	\$ 9,130		\$ 500		\$ 500	\$ -	0.0%
82299 OTHER OPERATING SERVICES	\$ 8,873	\$ 1,999	\$ 7,130	\$ 10,651	\$ 17,832	\$ 10,702	150.1%
XOPSV TOTAL OPERATING SERVICES	\$ 269,441	\$ 168,733	\$ 300,142	\$ 315,047	\$ 318,836	\$ 18,694	6.2%
82310 LEGAL NOTICES	\$ 39,225	\$ 56,076	\$ 45,932	\$ 51,332	\$ 56,718	\$ 10,786	23.5%
82320 CITY ELECTIONS		\$ 43,342			\$ 46,000	\$ 46,000	100.0%
82330 CITIZENS ACADEMIES	\$ 10,951	\$ 12,918	\$ 19,953	\$ 16,827	\$ 21,508	\$ 1,555	7.8%
82340 LEADERSHIP RETREATS			\$ 8,520	\$ 8,520	\$ 8,730	\$ 210	2.5%
82350 DUES FOR MEMBERSHIPS	\$ 92,216	\$ 72,967	\$ 92,614	\$ 105,686	\$ 100,586	\$ 7,972	8.6%
82355 PROFESSIONAL STANDARDS / ACCREDITATION	\$ 21,725	\$ 34,885	\$ 17,360	\$ 23,847	\$ 26,550	\$ 9,190	52.9%
82360 PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)	\$ 61,851	\$ 87,100	\$ 101,036	\$ 125,999	\$ 130,667	\$ 29,631	29.3%
82370 PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSC)	\$ 8,355	\$ 6,710	\$ 21,090	\$ 33,044	\$ 28,461	\$ 7,371	35.0%



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Appendix G: Budget by Accounts - General Fund

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference 17' vs. 18'</u>	
						\$	%
82371 EMERGENCY RELIEF		\$ 1,015		\$ 329	\$ 1,000	\$ 1,000	100.0%
82372 UNITED WAY CAMPAIGN			\$ 546	\$ 500	\$ 600	\$ 54	9.9%
82373 RECRUITMENT		\$ 23,977	\$ 13,325	\$ 7,731	\$ 9,025	\$ (4,300)	-32.3%
82385 SPECIAL CENSUS		\$ (55)	\$ 100,000	\$ 75,000		\$ (100,000)	-100.0%
82390 PUBLICATIONS, NON-TRAINING	\$ 37,709	\$ 34,272	\$ 38,271	\$ 32,700	\$ 58,089	\$ 19,818	51.8%
XNSP TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	\$ 272,032	\$ 373,207	\$ 458,647	\$ 481,515	\$ 487,934	\$ 29,287	6.4%
82410 ELECTRIC SERVICE	\$ 1,437,503	\$ 1,390,963	\$ 1,358,488	\$ 1,288,164	\$ 1,335,884	\$ (22,604)	-1.7%
82420 WATER & SEWER SERVICE	\$ 134,593	\$ 174,505	\$ 124,995	\$ 214,529	\$ 228,197	\$ 103,202	82.6%
82430 STORMWATER SERVICE	\$ 26,156	\$ 26,183	\$ 24,655	\$ 21,982	\$ 24,278	\$ (377)	-1.5%
82435 SOLID WASTE SERVICE	\$ 42,742	\$ 55,450	\$ 51,150	\$ 81,384	\$ 87,179	\$ 36,029	70.4%
82440 NATURAL GAS SERVICE	\$ 71,358	\$ 45,638	\$ 53,270	\$ 28,900	\$ 42,131	\$ (11,139)	-20.9%
82450 TELEPHONE SERVICE	\$ 93,347	\$ 71,257	\$ 81,470	\$ 46,176	\$ 53,508	\$ (27,962)	-34.3%
82451 800 MHZ ACCESS LINE SERVICE	\$ 39,769	\$ 41,229	\$ 44,508	\$ 42,127	\$ 48,289	\$ 3,781	8.5%
82455 CELLULAR TELEPHONE SERVICE	\$ 162,258	\$ 165,100	\$ 177,230	\$ 173,807	\$ 188,573	\$ 11,343	6.4%
82470 INTERNET & RELATED SERVICES	\$ 50,671	\$ 40,546	\$ 38,421	\$ 44,934	\$ 41,964	\$ 3,543	9.2%
82480 9-1-1 CHARGES	\$ 83,727	\$ 87,367	\$ 87,370	\$ 87,370	\$ 87,370	\$ -	0.0%
82481 CDPD CHARGES	\$ 74,854	\$ 85,698	\$ 82,200	\$ 90,000	\$ 83,433	\$ 1,233	1.5%
82483 CONNECTION CHARGES		\$ 2,883	\$ 2,000	\$ 2,967	\$ 2,000	\$ -	0.0%
XUTIL TOTAL UTILITIES	\$ 2,216,978	\$ 2,186,819	\$ 2,125,757	\$ 2,122,340	\$ 2,222,806	\$ 97,049	4.6%
82510 COMPUTER SERVICES	\$ 1,662,115	\$ 1,642,837	\$ 1,616,841	\$ 1,624,212	\$ 1,497,400	\$ (119,441)	-7.4%
82520 LEGAL SERVICES	\$ 54,399	\$ 8,220	\$ 63,980	\$ 63,640	\$ 65,250	\$ 1,270	2.0%
82530 AUDIT SERVICES	\$ 24,500	\$ 23,750	\$ 48,000	\$ 48,000	\$ 50,000	\$ 2,000	4.2%
82540 ENGINEERING SERVICES	\$ 87,429	\$ 345,195	\$ 630,200	\$ 389,827	\$ 495,900	\$ (134,300)	-21.3%
82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES	\$ 45,276				\$ 115,000	\$ 115,000	100.0%
82560 CONSULTANT SERVICES	\$ 304,072	\$ 408,590	\$ 450,550	\$ 344,850	\$ 540,850	\$ 90,300	20.0%
82599 OTHER CONTRACTUAL SERVICES	\$ 156,621	\$ 132,024	\$ 180,365	\$ 714,026	\$ 895,050	\$ 714,685	396.2%
XCTS TOTAL CONTRACTUAL SERVICES	\$ 2,334,412	\$ 2,560,616	\$ 2,989,936	\$ 3,184,555	\$ 3,659,450	\$ 669,514	22.4%
82610 VEHICLE REPAIR & MAINTENANCE SERVICES	\$ 688,355	\$ 865,831	\$ 807,413	\$ 810,126	\$ 840,196	\$ 32,783	4.1%
82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES	\$ 485,460	\$ 407,935	\$ 507,822	\$ 652,393	\$ 510,402	\$ 2,580	0.5%
82640 PAVING & REPAIR SERVICES	\$ 54,271		\$ 114,750	\$ 25,615	\$ 36,160	\$ (78,590)	-68.5%
82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES	\$ 12,411	\$ 9,923	\$ 14,400	\$ 14,400	\$ 14,832	\$ 432	3.0%
82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES	\$ 2,106	\$ 625	\$ 5,700	\$ 5,700	\$ 30,850	\$ 25,150	441.2%
82643 SIGN MAINTENANCE SERVICES	\$ 900		\$ 10,030	\$ 8,030	\$ 7,705	\$ (2,325)	-23.2%
82647 SIDEWALK REPAIR		\$ 18,450				\$ -	0.0%
82649 FIBER OPTIC SERVICE	\$ 52,210	\$ 1,096				\$ -	0.0%
82650 PARK & FIELD MAINTENANCE SERVICES	\$ 32,321	\$ 4,286	\$ 30,000	\$ 30,000	\$ 43,000	\$ 13,000	43.3%
82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICES	\$ 20,971	\$ 19,904	\$ 16,180	\$ 39,723	\$ 16,605	\$ 425	2.6%
82652 LANDSCAPING SERVICES	\$ 16,600	\$ 14,931	\$ 22,160	\$ 39,902	\$ 39,781	\$ 17,621	79.5%
82653 IRRIGATION SERVICES	\$ 3,303	\$ 11,680	\$ 6,950	\$ 10,445	\$ 11,955	\$ 5,005	72.0%
82654 GROUNDS MAINTENANCE SERVICES	\$ 1,108	\$ 244	\$ 13,336	\$ 11,680	\$ 27,921	\$ 14,585	109.4%
82655 TREE SERVICES	\$ 3,200	\$ 1,600	\$ 7,500	\$ 5,500	\$ 5,650	\$ (1,850)	-24.7%
82660 BUILDING REPAIR & MAINTENANCE SERVICES	\$ 750,177	\$ 675,369	\$ 450,665	\$ 543,216	\$ 541,328	\$ 90,663	20.1%
82699 OTHER REPAIR & MAINTENANCE SERVICES	\$ 12,693	\$ 9,726	\$ 9,255	\$ 12,755	\$ 14,520	\$ 5,265	56.9%
XRMSV TOTAL REPAIR & MAINTENANCE SERVICES	\$ 2,136,086	\$ 2,041,600	\$ 2,016,161	\$ 2,209,485	\$ 2,140,905	\$ 124,744	6.2%
82710 RETIREMENT SERVICES		\$ 5,500				\$ -	0.0%
82720 TUITION ASSISTANCE PROGRAM	\$ 82,682	\$ 102,658	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	0.0%
82730 EMPLOYEE ASSISTANCE PROGRAM	\$ 15,092	\$ 15,871	\$ 18,000	\$ 21,093	\$ 18,000	\$ -	0.0%
82740 EMPLOYEE WELLNESS PROGRAM	\$ 12,477	\$ 22,142	\$ 26,000	\$ 24,124	\$ 36,600	\$ 10,600	40.8%
82750 EMPLOYEE RECOGNITION/RECEPTIONS	\$ 21,714	\$ 31,410	\$ 39,896	\$ 42,697	\$ 46,610	\$ 6,714	16.8%
82760 SAFETY PROGRAMS	\$ 36,335	\$ 39,112	\$ 52,060	\$ 42,000	\$ 52,120	\$ 60	0.1%
82780 TRAINING, OUTSIDE	\$ 188,959	\$ 242,956	\$ 323,014	\$ 297,444	\$ 326,547	\$ 3,533	1.1%
82790 TRAINING, IN-HOUSE	\$ 44,891	\$ 35,075	\$ 67,398	\$ 54,221	\$ 75,833	\$ 8,435	12.5%
XEPG TOTAL EMPLOYEE PROGRAMS	\$ 402,150	\$ 494,724	\$ 636,368	\$ 591,579	\$ 665,710	\$ 29,342	4.6%
82810 REGISTRATIONS	\$ 106,039	\$ 134,978	\$ 155,437	\$ 158,375	\$ 167,762	\$ 12,325	7.9%
82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSON)	\$ 16,503	\$ 13,619	\$ 24,117	\$ 23,712	\$ 27,800	\$ 3,683	15.3%
82830 AIR TRAVEL	\$ 25,382	\$ 41,221	\$ 65,627	\$ 51,390	\$ 68,232	\$ 2,605	4.0%



City of Franklin, Tennessee
FY 2018 Operating Budget

Appendix G: Budget by Accounts - General Fund

	Actual 2015	Actual 2016	Budget 2017	Estd 2017	Budget 2018	Difference 17' vs. 18'	
						\$	%
82840 LODGING	\$ 70,063	\$ 81,591	\$ 116,494	\$ 109,525	\$ 122,516	\$ 6,022	5.2%
82850 MEALS (OUTSIDE WILLIAMSON COUNTY)	\$ 12,952	\$ 21,586	\$ 46,192	\$ 41,740	\$ 50,287	\$ 4,095	8.9%
82890 OTHER TRAVEL EXPENSES	\$ 1,867	\$ 542	\$ 18,854	\$ 16,534	\$ 2,465	\$ (16,389)	-86.9%
XPDT TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	\$ 232,806	\$ 293,537	\$ 426,721	\$ 401,276	\$ 439,062	\$ 12,341	2.9%
83110 OFFICE SUPPLIES	\$ 111,220	\$ 92,226	\$ 113,556	\$ 110,510	\$ 119,546	\$ 5,990	5.3%
83120 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	\$ 2,002	\$ 7,218	\$ 8,060	\$ 10,748	\$ 9,453	\$ 1,393	17.3%
83130 EMPLOYEE BENEVOLENCE ITEMS	\$ 2,773	\$ 4,659	\$ 4,715	\$ 7,330	\$ 4,822	\$ 107	2.3%
83140 MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	\$ 76,668	\$ 70,821	\$ 68,348	\$ 72,701	\$ 72,704	\$ 4,356	6.4%
XOFS TOTAL OFFICE SUPPLIES	\$ 192,663	\$ 174,924	\$ 194,679	\$ 201,289	\$ 206,525	\$ 11,846	6.1%
83210 TRAINING SUPPLIES	\$ 19,961	\$ 29,705	\$ 42,131	\$ 39,352	\$ 57,807	\$ 15,676	37.2%
83220 CHEMICALS & LAB SUPPLIES	\$ 710		\$ 1,000		\$ 1,000	\$ -	0.0%
83230 PARKS SUPPLIES	\$ (3,824)	\$ (4,220)				\$ -	0.0%
83240 MEDICAL SUPPLIES	\$ 36,583	\$ 28,576	\$ 26,903	\$ 28,943	\$ 37,031	\$ 10,128	37.6%
83250 SAFETY SUPPLIES	\$ 38,381	\$ 43,977	\$ 36,960	\$ 34,338	\$ 37,916	\$ 956	2.6%
83260 UNIFORMS PURCHASED	\$ 215,876	\$ 181,135	\$ 209,833	\$ 188,430	\$ 220,604	\$ 10,771	5.1%
83265 UNIFORMS, SPECIALIZED	\$ 146,596	\$ 157,822	\$ 147,353	\$ 182,450	\$ 126,943	\$ (20,410)	-13.9%
83270 CONSUMABLE TOOLS	\$ 21,404	\$ 19,623	\$ 21,970	\$ 21,372	\$ 22,468	\$ 498	2.3%
83280 FIREARMS & RELATED SUPPLIES	\$ 39,055	\$ 42,855	\$ 41,412	\$ 41,412	\$ 42,033	\$ 621	1.5%
83281 AMMUNITION	\$ (30,640)	\$ 142,982	\$ 77,648	\$ 77,648	\$ 78,813	\$ 1,165	1.5%
83282 EVIDENCE SUPPLIES	\$ 7,694	\$ 3,718	\$ 3,174	\$ 2,174	\$ 3,207	\$ 33	1.0%
83290 SOLID WASTE CONTAINERS	\$ 1,744		\$ 4,000	\$ 4,000	\$ 6,300	\$ 2,300	57.5%
83299 OTHER OPERATING SUPPLIES	\$ 102,707	\$ 81,061	\$ 141,985	\$ 117,472	\$ 115,624	\$ (26,361)	-18.6%
XOPS TOTAL OPERATING SUPPLIES	\$ 596,247	\$ 727,234	\$ 754,369	\$ 737,591	\$ 749,746	\$ (4,623)	-0.6%
83310 GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	\$ 499,319	\$ 360,677	\$ 425,007	\$ 387,880	\$ 401,865	\$ (23,142)	-5.4%
83315 FUEL HEDGING COSTS	\$ 178,732	\$ 241,845		\$ (40,000)		\$ -	0.0%
83320 MILEAGE (INSIDE WILLIAMSON COUNTY)	\$ 1,103	\$ 2,005	\$ 2,770	\$ 2,145	\$ 2,770	\$ -	0.0%
XFUEL TOTAL FUEL & MILEAGE	\$ 679,154	\$ 604,527	\$ 427,777	\$ 350,025	\$ 404,635	\$ (23,142)	-5.4%
83510 FURNITURE, FIXTURES (<\$25,000)	\$ 94,833	\$ 59,635	\$ 123,620	\$ 162,865	\$ 140,762	\$ 17,142	13.9%
83520 VEHICLES (<\$25,000)	\$ 89,881	\$ 10,000	\$ 10,000	\$ 11,589	\$ 87,540	\$ 77,540	775.4%
83530 MACHINERY & EQUIPMENT (<\$25,000)	\$ 605,364	\$ 534,098	\$ 476,798	\$ 430,673	\$ 577,428	\$ 100,630	21.1%
83540 COMPUTER HARDWARE (<\$25,000)	\$ 317,145	\$ 702,831	\$ 852,994	\$ 682,013	\$ 809,444	\$ (43,550)	-5.1%
83550 COMPUTER SOFTWARE (<\$25,000)	\$ 136,277	\$ 94,865	\$ 205,363	\$ 214,707	\$ 138,631	\$ (66,732)	-32.5%
XMEU TOTAL MACHINERY & EQUIPMENT (<\$25,000)	\$ 1,243,500	\$ 1,401,429	\$ 1,668,775	\$ 1,501,847	\$ 1,753,805	\$ 85,030	5.1%
83610 VEHICLE PARTS & SUPPLIES	\$ 392,998	\$ 560,471	\$ 573,775	\$ 444,528	\$ 498,155	\$ (75,620)	-13.2%
83611 REIMBURSEMENT FOR FLEET MAINT	\$ (940,425)	\$ (1,208,594)	\$ (1,200,000)	\$ (1,116,091)	\$ (1,150,000)	\$ 50,000	-4.2%
83620 EQUIPMENT PARTS & SUPPLIES	\$ 428,031	\$ 576,209	\$ 559,011	\$ 504,140	\$ 546,136	\$ (12,875)	-2.3%
83630 FIRE HYDRANT SUPPLIES	\$ 168	\$ 3,336	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
83640 PAVING & REPAIR SUPPLIES	\$ 56,824	\$ 110,603	\$ 118,030	\$ 118,030	\$ 116,994	\$ (1,036)	-0.9%
83641 TRAFFIC SIGNAL PARTS & SUPPLIES	\$ 80,343	\$ 157,024	\$ 126,337	\$ 126,337	\$ 128,709	\$ 2,372	1.9%
83642 STREETLIGHT PARTS & SUPPLIES	\$ 31,324	\$ 38,223	\$ 215,700	\$ 215,700	\$ 41,500	\$ (174,200)	-80.8%
83643 SIGN SUPPLIES	\$ 36,125	\$ 31,980	\$ 33,355	\$ 35,655	\$ 39,530	\$ 6,175	18.5%
83647 SIDEWALK REPAIR SUPPLIES		\$ 737		\$ 13,000	\$ 25,000	\$ 25,000	100.0%
83649 FIBER OPTIC SUPPLIES	\$ 15,881	\$ 41,569	\$ 300,000	\$ 135,381	\$ 205,000	\$ (95,000)	-31.7%
83650 PARK & FIELD MAINTENANCE SUPPLIES	\$ 71,626	\$ 30,875	\$ 78,000	\$ 78,000	\$ 80,000	\$ 2,000	2.6%
83651 PARK & FIELD ELECTRICAL SUPPLIES	\$ 1,640	\$ 9,823	\$ 14,030	\$ 14,718	\$ 15,110	\$ 1,080	7.7%
83652 LANDSCAPING SUPPLIES	\$ 85,753	\$ 106,530	\$ 121,880	\$ 114,880	\$ 121,355	\$ (525)	-0.4%
83653 IRRIGATION SUPPLIES	\$ 35,643	\$ 9,125	\$ 21,200	\$ 21,200	\$ 23,995	\$ 2,795	13.2%
83654 GROUNDS MAINTENANCE SUPPLIES	\$ 3,793	\$ 9,207	\$ 8,330	\$ 11,010	\$ 11,295	\$ 2,965	35.6%
83655 TREE SUPPLIES	\$ 11,285	\$ 660	\$ 6,510	\$ 6,510	\$ 8,835	\$ 2,325	35.7%
83656 GRAFFITI REMOVAL SUPPLIES	\$ 294		\$ 200	\$ 200	\$ 200	\$ -	0.0%
83660 BUILDING MAINTENANCE SUPPLIES	\$ 171,679	\$ 231,372	\$ 233,768	\$ 188,158	\$ 180,791	\$ (52,977)	-22.7%
83690 DOG PARK SUPPLIES			\$ 1,545	\$ 7,000	\$ 7,210	\$ 5,665	366.7%
83699 OTHER REPAIR & MAINTENANCE PARTS & SUPPLIES	\$ 140,352	\$ 49,303	\$ 9,253	\$ 9,589	\$ 9,517	\$ 264	2.9%
XRMS TOTAL REPAIR & MAINTENANCE SUPPLIES	\$ 623,334	\$ 758,453	\$ 1,225,924	\$ 932,945	\$ 914,332	\$ (311,592)	-25.4%
84110 K-9 OPERATIONS	\$ 8,569	\$ 15,410	\$ 15,530	\$ 15,580	\$ 15,763	\$ 233	1.5%



City of Franklin, Tennessee
FY 2018 Operating Budget

Appendix G: Budget by Accounts - General Fund

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference 17' vs. 18'</u>	
						\$	%
84111 CID OPERATIONS	\$ 7,801	\$ 8,284	\$ 11,388	\$ 11,388	\$ 11,559	\$ 171	1.5%
84112 CID VICE OPERATIONS	\$ 359	\$ 593				\$ -	0.0%
84113 SRT OPERATIONS	\$ 14,264	\$ 17,979	\$ 12,941	\$ 14,000	\$ 13,135	\$ 194	1.5%
84117 INCIDENT COMMAND UNIT	\$ 3,920	\$ 4,260	\$ 2,071	\$ 2,071	\$ 2,060	\$ (11)	-0.5%
84118 SEX OFFENDER REGISTRY COSTS	\$ 496	\$ 350	\$ 414	\$ 400	\$ 420	\$ 6	1.4%
84119 LICENSE SEIZURE COSTS	\$ 4,036	\$ 7,802				\$ -	0.0%
84121 CENTURY COURT FIRING RANGE OPERATIONS	\$ 9,750	\$ 10,916	\$ 10,353	\$ 10,353	\$ 10,508	\$ 155	1.5%
84122 CIRT OPERATIONS	\$ 9,659	\$ 7,050	\$ 17,763		\$ 18,029	\$ 266	1.5%
84123 DIVE TEAM OPERATIONS	\$ 2,147	\$ 1,945	\$ 2,030	\$ 2,030	\$ 2,102	\$ 72	3.5%
84124 EXTRADITION EXPENSES	\$ 940	\$ 2,289	\$ 1,035	\$ 1,500	\$ 1,051	\$ 16	1.5%
84125 MOUNTED PATROL OPERATIONS	\$ 246					\$ -	0.0%
84210 CENTURY COURT TRAINING CENTER OPERATIONS	\$ 410	\$ 240	\$ 10,000	\$ 9,662	\$ 10,000	\$ -	0.0%
84550 STUDIO PRODUCTION	\$ 165	\$ 3,961	\$ 4,200	\$ 5,000	\$ 4,400	\$ 200	4.8%
84620 TREE BANK COSTS	\$ 40,465	\$ 13,376	\$ 75,000	\$ 8,300	\$ 15,000	\$ (60,000)	-80.0%
84920 2ND AVE PARKING GARAGE OPERATIONS	\$ 17,425	\$ 96	\$ 250	\$ 250	\$ 250	\$ -	0.0%
84930 4TH AVE PARKING GARAGE OPERATIONS			\$ 500	\$ 500	\$ 500	\$ -	0.0%
84950 GRANT PROGRAMS	\$ 140,657	\$ 1,553,674	\$ 248,443	\$ 224,515	\$ 308,515	\$ 60,072	24.2%
84951 ARRA#1 - JUSTICE ASSISTANCE	\$ 12,607					\$ -	0.0%
XOPU TOTAL OPERATIONAL UNITS	\$ 273,916	\$ 1,648,225	\$ 411,918	\$ 305,549	\$ 413,292	\$ 1,374	0.3%
85110 PROPERTY INSURANCE	\$ 102,408	\$ 183,337	\$ 179,347	\$ 120,954	\$ 126,728	\$ (52,619)	-29.3%
85112 INLAND MARINE INSURANCE	\$ 74,245		\$ 16,670	\$ 75,200	\$ 78,920	\$ 62,250	373.4%
85113 AUTO PHYSICAL DAMAGE	\$ 19,683	\$ 19,134	\$ 21,442	\$ 23,121	\$ 24,250	\$ 2,808	13.1%
85115 LIABILITY INSURANCE	\$ 368,653	\$ 359,552	\$ 429,527	\$ 364,333	\$ 382,033	\$ (47,494)	-11.1%
85116 E&O LIABILITY INSURANCE	\$ 44,478		\$ 147			\$ (147)	-100.0%
85117 VEHICLE LIABILITY INSURANCE	\$ 168,805	\$ 169,814	\$ 205,930	\$ 175,748	\$ 175,895	\$ (30,035)	-14.6%
85119 UMBRELLA LIABILITY		\$ 33,539	\$ 34,655	\$ 38,124	\$ 39,813	\$ 5,158	14.9%
85120 PROPERTY DAMAGE COSTS	\$ 12,095	\$ 120,066	\$ 52,351	\$ 29,740	\$ 51,048	\$ (1,303)	-2.5%
85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES	\$ (3,987)	\$ 479		\$ (9,809)	\$ (9,470)	\$ (9,470)	-100.0%
85125 LIABILITY CLAIMS/DEDUCTIBLES	\$ 25,850		\$ 12,710			\$ (12,710)	-100.0%
85126 PUBLIC LIABILITY CLAIMS/DEDUCTIBLES				\$ 12,651		\$ -	0.0%
85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLES	\$ 16,769	\$ 14,323	\$ 5,507	\$ 22,701	\$ 25,211	\$ 19,704	357.8%
85128 LAW ENFORCEMENT LIABILITY CLAIMS/DEDUCTIBLE	\$ 36,837	\$ 25,000	\$ 4,171	\$ 33,916	\$ 35,612	\$ 31,441	753.8%
85140 SURETY/NOTARY BONDS	\$ 903	\$ 1,169	\$ 1,214	\$ 965	\$ 1,206	\$ (8)	-0.7%
XPLC TOTAL PROPERTY & LIABILITY COSTS	\$ 866,739	\$ 926,413	\$ 963,671	\$ 887,644	\$ 931,246	\$ (32,425)	-3.4%
85210 BUILDING & OFFICE RENTAL	\$ 5,276					\$ -	0.0%
85220 PROPERTY TAX-RENTAL PROPERTY			\$ 460	\$ 360	\$ 470	\$ 10	2.2%
85240 EQUIPMENT RENTAL & LEASES	\$ 21,965	\$ 22,507	\$ 38,080	\$ 40,633	\$ 51,370	\$ 13,290	34.9%
85250 STORAGE RENTAL	\$ 6,042	\$ 5,677	\$ 5,253	\$ 3,965	\$ 5,332	\$ 79	1.5%
85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)				\$ 94		\$ -	0.0%
85270 POST OFFICE BOX RENTAL			\$ 500		\$ 500	\$ -	0.0%
XRENT TOTAL RENTALS	\$ 33,283	\$ 28,184	\$ 44,293	\$ 45,052	\$ 57,672	\$ 13,379	30.2%
85310 PERMITS	\$ 5,084	\$ 3,696	\$ 10,100	\$ 11,955	\$ 10,433	\$ 333	3.3%
85320 STATE FEES	\$ 14,079	\$ 18,718	\$ 23,850	\$ 23,055	\$ 23,303	\$ (547)	-2.3%
85325 FEDERAL FEES	\$ 103,952	\$ 74,536	\$ 275	\$ 275	\$ 280	\$ 5	1.8%
85330 UTILITY DISTRICT FEES	\$ 143,978	\$ 31,043	\$ 36,000	\$ 30,000	\$ 36,000	\$ -	0.0%
85340 RECORDING & FILING FEES	\$ 1,205	\$ 2,329	\$ 5,840	\$ 6,332	\$ 7,020	\$ 1,180	20.2%
XPERM TOTAL PERMITS	\$ 268,298	\$ 130,322	\$ 76,065	\$ 71,617	\$ 77,036	\$ 971	1.3%
85510 BANKING FEES	\$ 34,600	\$ 35,133	\$ 38,500	\$ 38,500	\$ 40,000	\$ 1,500	3.9%
85520 INVESTMENT FEES	\$ 30,000	\$ 32,340	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
85525 FINANCIAL ADVISOR FEES	\$ 16,000	\$ 12,089	\$ 16,000	\$ 12,694	\$ 16,000	\$ -	0.0%
85530 E-COMMERCE FEES	\$ 3,049	\$ 6,030	\$ 6,150	\$ 6,008	\$ 7,123	\$ 973	15.8%
85540 BILLING SERVICES	\$ 190,612	\$ 222,353	\$ 240,000	\$ 240,000	\$ 245,000	\$ 5,000	2.1%
85555 PROPERTY TAX BILLING SERVICES	\$ 115,616	\$ 117,484	\$ 122,000	\$ 122,000	\$ 127,000	\$ 5,000	4.1%
85570 BAD DEBT EXPENSE (NET OF RECOVERIES)	\$ 5,990	\$ 4,340	\$ 7,750	\$ 6,000	\$ 7,750	\$ -	0.0%
85580 LATE CHARGES	\$ 63					\$ -	0.0%
85590 BOND COMPLIANCE			\$ 500	\$ 500	\$ 500	\$ -	0.0%
XFLF TOTAL FINANCIAL FEES	\$ 395,930	\$ 429,769	\$ 460,900	\$ 455,702	\$ 473,373	\$ 12,473	2.7%



City of Franklin, Tennessee
FY 2018 Operating Budget

Appendix G: Budget by Accounts - General Fund

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Budget 2017</u>	<u>Estd 2017</u>	<u>Budget 2018</u>	<u>Difference 17' vs. 18'</u>	
						\$	%
85990 MISCELLANEOUS	\$ 3,544	\$ 197	\$ 7,728	\$ 4,023	\$ 7,787	\$ 59	0.8%
XOBE TOTAL OTHER BUSINESS EXPENSES	\$ 3,544	\$ 197	\$ 7,728	\$ 4,023	\$ 7,787	\$ 59	0.8%
86600 LEASE/LOAN PRINCIPAL	\$ 1,697,589	\$ 1,462,528	\$ 2,331,148	\$ 2,370,009	\$ 1,982,999	\$ (348,149)	-14.9%
86700 LEASE/LOAN INTEREST	\$ 46,705	\$ 32,693	\$ 47,819	\$ 46,718	\$ 51,908	\$ 4,089	8.6%
XDSV TOTAL DEBT SERVICE	\$ 1,744,294	\$ 1,495,221	\$ 2,378,967	\$ 2,416,727	\$ 2,034,907	\$ (344,060)	-14.5%
87110 CONTRACTED SERVICES	\$ 105,583	\$ 151,967	\$ 161,082	\$ 161,863	\$ 175,813	\$ 14,731	9.1%
87120 APPROPRIATIONS TO GOVERNMENTS	\$ 272,585	\$ 192,089	\$ 209,800	\$ 197,300	\$ 213,126	\$ 3,326	1.6%
87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS	\$ 168,242	\$ 183,242	\$ 198,242	\$ 177,415	\$ 151,635	\$ (46,607)	-23.5%
XAPP TOTAL APPROPRIATIONS	\$ 546,410	\$ 527,298	\$ 569,124	\$ 536,578	\$ 540,574	\$ (28,550)	-5.0%
87510 REIMB OF INTERFUND SERVICES	\$ (2,575,478)	\$ (2,597,249)	\$ (2,707,180)	\$ (2,707,180)	\$ (2,787,801)	\$ (80,621)	3.0%
XREIMB TOTAL INTERFUND SERVICES REIMBURSEMENTS	\$ (2,575,478)	\$ (2,597,249)	\$ (2,707,180)	\$ (2,707,180)	\$ (2,787,801)	\$ (80,621)	3.0%
88020 TRANSFER TO STREET AID & TRANSPORTATION	\$ -	\$ -	\$ 398,911	\$ 398,911	\$ -	\$ (398,911)	-100.0%
88030 TRANSFER TO SANITATION	\$ 500,000	\$ 500,000	\$ 750,000	\$ 750,000	\$ 250,000	\$ (500,000)	-66.7%
88085 TRANSFER TO IN LIEU OF PARKLAND FUND	\$ 2,280,119	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
88090 TRANSFER TO TRANSIT FUND	\$ 683,110	\$ 501,413	\$ 1,138,956	\$ 1,138,956	\$ 892,993	\$ (245,963)	-21.6%
88095 TRANSFER TO DEBT SERVICE FUND	\$ -	\$ -	\$ 792,914	\$ 792,914	\$ -	\$ (792,914)	-100.0%
88100 TRANSFER TO CAPITAL IMPROVEMENT BONDS	\$ -	\$ 2,500,000	\$ 1,666,071	\$ 1,666,071	\$ -	\$ (1,666,071)	-100.0%
XTRAN TOTAL TRANSFERS	\$ 3,463,229	\$ 3,501,413	\$ 4,746,852	\$ 4,746,852	\$ 1,142,993	\$ (3,603,859)	-75.9%
XOP TOTAL OPERATIONS	\$ 16,288,930	\$ 17,943,694	\$ 20,257,122	\$ 19,862,850	\$ 16,935,355	\$ (3,321,767)	-16.4%
Capital							
89220 BUILDING DESIGN & CONSTRUCTION	\$ -	\$ -	\$ 250,000	\$ -	\$ 295,000	\$ 45,000	18.0%
89230 BUILDING IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ 258,261	\$ 258,261	100.0%
XBLDG TOTAL BUILDINGS	\$ -	\$ -	\$ 250,000	\$ -	\$ 553,261	\$ 303,261	121.3%
89310 PARKS & RECREATION FACILITIES	\$ -	\$ -	\$ -	\$ -	\$ 29,283	\$ 29,283	100.0%
XIMPR TOTAL IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ 29,283	\$ 29,283	100.0%
89460 SIDEWALKS	\$ 26,470	\$ 24,967	\$ -	\$ 5,000	\$ -	\$ -	0.0%
XINFR TOTAL INFRASTRUCTURE	\$ 26,470	\$ 24,967	\$ -	\$ 5,000	\$ -	\$ -	0.0%
89520 VEHICLES (>\$25,000)	\$ 119,866	\$ 64,776	\$ 93,950	\$ 93,949	\$ 764,500	\$ 670,550	713.7%
89530 MACHINERY & EQUIPMENT (>\$25,000)	\$ 186,326	\$ 60,361	\$ 2,300,000	\$ 454,674	\$ 2,446,700	\$ 146,700	6.4%
89540 COMPUTER HARDWARE (>\$25,000)	\$ -	\$ -	\$ -	\$ -	\$ 146,000	\$ 146,000	100.0%
89550 COMPUTER SOFTWARE (>\$25,000)	\$ 95,138	\$ 27,835	\$ 25,000	\$ -	\$ -	\$ (25,000)	-100.0%
XMEO TOTAL MACHINERY & EQUIPMENT (>\$25,000)	\$ 401,330	\$ 152,972	\$ 2,418,950	\$ 548,623	\$ 3,357,200	\$ 938,250	38.8%
XCAP TOTAL CAPITAL	\$ 427,800	\$ 177,939	\$ 2,668,950	\$ 553,623	\$ 3,939,744	\$ 1,270,794	47.6%
XTOT TOTAL EXPENDITURES	\$ 54,734,271	\$ 59,759,734	\$ 68,127,169	\$ 65,328,633	\$ 68,942,027	\$ 814,858	1.2%



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget Request

Appendix H - Overall Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
General Fund						
Elected Officials						
	None	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ -	\$ -	\$ -
City Court						
	None	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ -	\$ -	\$ -
Administration						
1	Reclassification of FT Admin Secretary to FT Admin Assistant	\$ 10,372	\$ -	\$ -	\$ 10,372	\$ 10,372
2	PT Admin Secretary to FT Admin Secretary	\$ 10,161	\$ 11,144	\$ -	\$ 21,305	\$ 21,305
3	Administrative Assistant for Administration	\$ 38,069	\$ 11,421	\$ -	\$ 49,490	\$ -
Total		\$ 58,602	\$ 22,565	\$ -	\$ 81,167	\$ 31,677
						<i>(+1.5 FTE)</i>
						<i>(+ .5 FTE)</i>
Revenue Management						
	Electronic Bill Presentment and Payment Program	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -
Total		\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -
Project & Facilities Management						
1	Fire Station 1 Reroof of Facility	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ 80,000
2	CHG. PK. Gar. PD Lights at Lower Level to LED	\$ -	\$ -	\$ 31,000	\$ 31,000	\$ -
3	Replace existing wood privacy fence with Blk Chain Fence	\$ -	\$ -	\$ 23,897	\$ 23,897	\$ -
4	Installation of Generator at 4th ave garage	\$ -	\$ -	\$ 25,675	\$ 25,675	\$ 25,675
5	Demo and Retro work City Hall SE corner at Old PD area	\$ -	\$ -	\$ 42,000	\$ 42,000	\$ -
6	Mechanical Controls change out PD 2nd / 3rd floor	\$ -	\$ -	\$ 138,261	\$ 138,261	\$ 138,261
7	Remodel of Restrooms south end CH at Fitness Area	\$ -	\$ -	\$ 32,000	\$ 32,000	\$ -
8	Paint & Carpet at PD old 911 Center after consoles removed	\$ -	\$ -	\$ 4,900	\$ 4,900	\$ -
9	Painting of exteriors at Fire St. 1,2,3,4,5,6	\$ -	\$ -	\$ 19,500	\$ 19,500	\$ 19,500
10	Development of Training room for COF FD at CH	\$ -	\$ -	\$ 15,500	\$ 15,500	\$ -
11	Roofing Needs Assessment COF Facilities	\$ -	\$ -	\$ 39,935	\$ 39,935	\$ -
12	SES, PD, Fire Training Center office New Floor	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ -
13	Painting and Carpet at HR and City Hall Boardroom	\$ -	\$ -	\$ 36,000	\$ 36,000	\$ -
14	Removal of Hill Structures with Alt to cover site w/gr	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ 45,000
15	COFFD App. Bay door repairs regarding safety devices	\$ -	\$ -	\$ 36,000	\$ 36,000	\$ -
Total		\$ -	\$ -	\$ 572,668	\$ 572,668	\$ 308,436
Communications						
1	Vehicle (Replacement)	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ -
Total		\$ -	\$ -	\$ 35,000	\$ 35,000	\$ -
Purchasing						
1	Quarterly Updates to Vendor Spend Data Processing Services for Spend Analysis	\$ -	\$ -	\$ 4,500	\$ 4,500	\$ -
2	Online Public Access to Vendor Spend Data	\$ -	\$ -	\$ 5,500	\$ 5,500	\$ -
3	E-Procurement	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ -
Total		\$ -	\$ -	\$ 35,000	\$ 35,000	\$ -
Information Technology						



City of Franklin, Tennessee
FY 2018 Operating Budget Request

Appendix H - Overall Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
1	Team Lead Positions Upgrade	\$ 11,181	\$ -	\$ -	\$ 11,181	\$ 11,181
2	Network Technician II	\$ 56,043	\$ 16,813	\$ -	\$ 72,856	\$ -
3	Nimble Storage	\$ -	\$ -	\$ 111,400	\$ 111,400	\$ 111,400
4	GIS Aerial Photography & Lidar Fly	\$ -	\$ -	\$ 115,000	\$ 115,000	\$ 115,000
5	Wireless Infrastructure	\$ -	\$ -	\$ 38,200	\$ 38,200	\$ -
6	ESRI Disaster Response Program	\$ -	\$ -	\$ 26,000	\$ 26,000	\$ -
7	OnBase Add-ons	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
8	Exagrid Backup Appliance	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ -
9	Sharegate Software	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ -
10	GIS Fiber Inventory Software	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ -
11	Backup Internet Circuit	\$ -	\$ -	\$ 2,795	\$ 2,795	\$ -
Total		\$ 67,224	\$ 16,813	\$ 440,395	\$ 524,432	\$ 245,581

(+1 FTE)

Law

1	Reclassify Paralegal to Staff Attorney I	\$ 14,847	\$ -	\$ 1,204	\$ 16,051	\$ 16,051
Total		\$ 14,847	\$ -	\$ 1,204	\$ 16,051	\$ 16,051

Finance

1	Reclassification - Admin. Asst. to Financial Analyst	\$ 1,200	\$ -	\$ 2,200	\$ 3,400	\$ 3,400
2	Financial Analyst (Analytics/Data)	\$ 48,182	\$ 14,455	\$ 2,200	\$ 64,837	\$ -
3	Financial Analyst (Budget)	\$ 48,182	\$ 14,455	\$ 800	\$ 63,437	\$ -
4	Chief Innovation Officer	\$ 86,827	\$ 26,048	\$ 6,750	\$ 119,625	\$ 12,500
Total		\$ 184,391	\$ 54,958	\$ 11,950	\$ 251,299	\$ 15,900

(+3 FTE)

Engineering

1	Reclassification - Technical Support Specialist to a Plans Examiner I	\$ 5,354	\$ -	\$ -	\$ 5,354	\$ 5,354
2	Replacement Furniture in TOC Conference Room	\$ -	\$ -	\$ 12,500	\$ 12,500	\$ 8,000
Total		\$ 5,354	\$ -	\$ 12,500	\$ 17,854	\$ 13,354

Traffic Operations Center

1	Senior ITS Specialist	\$ 54,938	\$ 16,481	\$ 7,200	\$ 78,619	\$ 78,619
Total		\$ 54,938	\$ 16,481	\$ 7,200	\$ 78,619	\$ 78,619

(+1 FTE)

(+1 FTE)

Human Resources

1	Office Remodel	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -
2	Office Furniture	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
Total		\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -

Planning & Sustainability

1	Reclassification for Assistant Director	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ 45,000
	In-Fill Consulting Services				\$ 10,000	\$ 10,000
2	Strategic Planning Session for Battlefield Preservation Commission	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ -
3	New Vehicle	\$ -	\$ -	\$ 25,500	\$ 25,500	\$ 25,500
4	Office Furniture and Conference Room Technology	\$ -	\$ -	\$ 15,700	\$ 15,700	\$ 4,700
Total		\$ 45,000	\$ -	\$ 42,700	\$ 97,700	\$ 85,200

(+.5 FTE)

Building & Neighborhood Services

1	Technology Fee Enhancements	\$ 25,000	\$ -	\$ 60,000	\$ 85,000	\$ 85,000
2	Routine Vehicle Replacement x2 (Mid-sized SUV)	\$ -	\$ -	\$ 45,150	\$ 45,150	\$ 45,150
3	BNS Assistant Director	\$ 6,854	\$ -	\$ -	\$ 6,854	\$ -
4	Housing Planner PT	\$ 42,064	\$ 12,619	\$ 4,500	\$ 59,183	\$ -



City of Franklin, Tennessee
FY 2018 Operating Budget Request

Appendix H - Overall Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
5	Quality Control Manager	\$ 42,820	\$ 12,846	\$ 5,000	\$ 60,666	\$ -
6	ISO Training Requirement	\$ -	\$ -	\$ 23,500	\$ 23,500	\$ 12,000
CDBG	CDBG Consulting Assistance	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500
Total		\$ 116,738	\$ 25,465	\$ 145,650	\$ 287,853	\$ 149,650

(+ 1.5 FTE)

Police

1	Marked Patrol Units	\$ -	\$ -	\$ 738,000	\$ 738,000	\$ 1,051,875
2	Unmarked Units	\$ -	\$ -	\$ 135,000	\$ 135,000	\$ -
3	SWAT Command Center	\$ -	\$ -	\$ 151,146	\$ 151,146	\$ 151,146
4	Vehicle Maintenance	\$ -	\$ -	\$ 86,117	\$ 86,117	\$ 30,000
5	Virtual Training Equipment	\$ -	\$ -	\$ 195,000	\$ 195,000	\$ 195,000
6	Badges	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -
7	Copiers	\$ -	\$ -	\$ 26,000	\$ 26,000	\$ 26,000
8	Overtime	\$ 101,602	\$ -	\$ -	\$ 101,602	\$ -
9	Traffic Motorcycle	\$ -	\$ -	\$ 22,131	\$ 22,131	\$ -
Total		\$ 101,602	\$ -	\$ 1,398,394	\$ 1,499,996	\$ 1,454,021

Fire

1	Add Three (3) Fire Safety Officers	\$ 170,954	\$ 51,286	\$ 20,847	\$ 243,087	\$ -
2	Replace Tower 1	\$ -	\$ -	\$ 1,058,000	\$ 1,058,000	\$ 1,058,000
3	Replace Engine 2	\$ -	\$ -	\$ 483,000	\$ 483,000	\$ -
4	Replace 2 LifePak 12 Cardiac Monitors	\$ -	\$ -	\$ 64,000	\$ 64,000	\$ -
5	Wildland Pumper (FAC TAX)	\$ -	\$ -	\$ 424,000	\$ 424,000	\$ 424,000
6	Engine 7 (FAC TAX)	\$ -	\$ -	\$ 569,000	\$ 569,000	\$ 569,000
7	Replace Tower 2	\$ -	\$ -	\$ 1,058,000	\$ 1,058,000	\$ -
8	Remodel Fire Station 4 Kitchen	\$ -	\$ -	\$ 43,000	\$ 43,000	\$ -
9	Training Center Addition (FAC TAX)	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -
10	Add Fire Inspector Supervisor	\$ 56,036	\$ 16,811	\$ 34,090	\$ 106,937	\$ 106,937
11	Reclassification of Assistant Fire Marshal	\$ 2,879	\$ -	\$ -	\$ 2,879	\$ -
12	Apparatus Vehicle Camera System	\$ -	\$ -	\$ 24,500	\$ 24,500	\$ -
13	Add Two (2) Training Instructors	\$ 99,620	\$ 29,886	\$ 18,180	\$ 147,686	\$ -
14	Large Highway Vehicle Stabilization Kit	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -
15	Extractor & Dryer	\$ -	\$ -	\$ 22,000	\$ 22,000	\$ 22,000
16	Rope Rescue Equipment	\$ -	\$ -	\$ 6,500	\$ 6,500	\$ -
17	MedVaults	\$ -	\$ -	\$ 24,000	\$ 24,000	\$ -
18	Training Software Jones & Bartlett	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Total		\$ 329,489	\$ 97,983	\$ 4,024,117	\$ 4,451,589	\$ 2,179,937

(+6 FTE)

(+1 FTE)

Streets - Maintenance

1	Road Inspector	\$ 15,182	\$ 14,455	\$ 1,475	\$ 31,112	\$ 31,112
2	Compost Facility Office Trailer	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ -
3	Equipment Operator Re-Classification	\$ 8,140	\$ -	\$ -	\$ 8,140	\$ 8,140
4	Clear Span Shelter	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000
5	Vibratory Roller	\$ -	\$ -	\$ 27,750	\$ 27,750	\$ -
6	Service Truck	\$ -	\$ -	\$ 57,250	\$ 57,250	\$ -
7	1-Ton Pickup	\$ -	\$ -	\$ 42,450	\$ 42,450	\$ -
Total		\$ 23,322	\$ 14,455	\$ 193,925	\$ 231,702	\$ 79,252

(+5 FTE)

(+5 FTE)

Streets - Traffic

1	Traffic Maintenance Supervisor	\$ 13,400	\$ -	\$ -	\$ 13,400	\$ 13,400
2	Replacement Bucket Truck	\$ -	\$ -	\$ 112,500	\$ 112,500	\$ 112,500
3	Downtown Streetlight Post Painting	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
Total		\$ 13,400	\$ -	\$ 137,500	\$ 150,900	\$ 150,900

Streets - Fleet



City of Franklin, Tennessee
FY 2018 Operating Budget Request

Appendix H - Overall Program Enhancement Summary

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
1	Upgrade Administrative Assistant	\$ 13,656	\$ 12,347	\$ -	\$ 26,003	\$ -
2	Re-classification Senior Fleet Tech	\$ 4,160	\$ -	\$ -	\$ 4,160	\$ 4,160
Total		\$ 13,656	\$ 12,347	\$ -	\$ 30,163	\$ 4,160

Parks

1	Parks Programming Specialist - Full Time	\$ 39,430	\$ 11,829	\$ 45,214	\$ 96,473	\$ 30,737
2	Urban Forestry Superintendent - Full Time	\$ 52,104	\$ 15,631	\$ 6,570	\$ 74,305	\$ 74,305
3	Reclassification: PT Parks Tree Worker- Full Time (1)	\$ 9,030	\$ 9,030	\$ 1,045	\$ 19,105	\$ 19,105
4	Replacement - Forestry Truck	-	-	\$ 189,900	\$ 189,900	\$ 189,900
5	Replacement: 300 Gallon Ground-Driven Turf Sprayer	-	-	\$ 48,800	\$ 48,800	\$ 48,800
6	Replacement: Fairway Reel Mower	-	-	\$ 58,000	\$ 58,000	\$ 58,000
7	Trimming Rotary Mower	-	-	\$ 32,000	\$ 32,000	\$ 32,000
8	Harlinsdale Irrigation & Stormwater Plan	-	-	\$ 15,000	\$ 15,000	\$ -
9	Fiber Connection to Maintenance Facility	-	-	\$ 22,000	\$ 22,000	\$ -
10	Security Cameras	-	-	\$ 15,000	\$ 15,000	\$ -
Total		\$ 100,564	\$ 36,490	\$ 433,529	\$ 570,583	\$ 452,847
<i>(+2.5 FTE)</i>						<i>(+2.5 FTE)</i>

Appropriations

	Various Additional Requests	\$ -	\$ -	\$ 68,885	\$ 68,885	\$ 27,321
Total		\$ -	\$ -	\$ 68,885	\$ 68,885	\$ 27,321

General Expenses

	Housing Initiatives	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 100,000
Total		\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 100,000

Transit

	Option 5 - Additional Service	\$ -	\$ -	\$ 308,404	\$ 308,404	\$ -
Total		\$ -	\$ -	\$ 308,404	\$ 308,404	\$ -

Total General Fund		\$ 1,129,127	\$ 297,557	\$ 8,459,021	\$ 9,899,865	\$ 5,392,906
<i>(+17.5 FTE)</i>						<i>(+5.5 FTE)</i>

Street Aid & Transportation Fund

Street Aid & Transportation Fund

1	Pavement Preservation	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 300,000
Total		\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 300,000

	Compensation	Benefits	Expenses	Total	
Total Street Aid Fund	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 300,000

Sanitation Fund

Sanitation and Environmental Services

1	ADD 2-way Mobile Radios	\$ -	\$ -	\$ 46,090	\$ 46,090	\$ 46,090
2	ADD 2-way Portable 800 MHz Radios	\$ -	\$ -	\$ 25,500	\$ 25,500	\$ 25,500
3	ADD SES Driver Operator 1 of 5	\$ 31,096	\$ 9,329	\$ 2,250	\$ 42,675	\$ -
4	ADD SES Driver Operator 2 of 5	\$ 31,096	\$ 9,329	\$ 2,250	\$ 42,675	\$ -
5	ADD SES Driver Operator 3 of 5	\$ 31,096	\$ 9,329	\$ 2,250	\$ 42,675	\$ -
6	ADD SES Driver Operator 4 of 5	\$ 31,096	\$ 9,329	\$ 2,250	\$ 42,675	\$ -
7	ADD SES Driver Operator 5 of 5	\$ 31,096	\$ 9,329	\$ 2,250	\$ 42,675	\$ -
8	REPLACE 136.REL with 25-yard Rear Load Collection Truck	\$ -	\$ -	\$ 200,020	\$ 200,020	\$ 200,020
9	ADD Full-time Administrative Assistant	\$ 38,069	\$ 11,421	\$ 825	\$ 50,315	\$ -
10	REPLACE 173.SL with Front-Load Collection Truck w/Curotto Can Attachment	\$ -	\$ -	\$ 335,020	\$ 335,020	\$ -
11	ADD 25-yard Rear Load Collection Truck	\$ -	\$ -	\$ 200,020	\$ 200,020	\$ -



City of Franklin, Tennessee
FY 2018 Operating Budget Request

Appendix H - Overall Program Enhancement Summary

<u>Priority</u>	<u>Request</u>	<u>Compensation</u>	<u>Benefits</u>	<u>Expenses</u>	<u>Total</u>	<u>Funded</u>
Total		\$ -	\$ -	\$ 510,570	\$ 510,570	\$ 259,500
Total Water & Wastewater Funds		\$ 118,501	\$ 31,485	\$ 511,444	\$ 661,430	\$ 364,445
Allocations by Fund						
		<u>Compensation</u>	<u>Benefits</u>	<u>Expenses</u>	<u>Total</u>	<u>Funded</u>
General		\$ 1,129,127	\$ 297,557	\$ 8,459,021	\$ 9,899,865	\$ 5,392,906
Street Aid		\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 300,000
Sanitation		\$ 193,549	\$ 58,066	\$ 4,133,770	\$ 4,385,385	\$ 1,091,610
Stormwater		\$ 92,114	\$ 25,400	\$ 260,980	\$ 378,494	\$ 98,459
Water & Sewer		\$ 118,501	\$ 31,485	\$ 511,444	\$ 661,430	\$ 364,445
Total Program Enhancements		\$ 1,533,291	\$ 412,508	\$ 13,765,215	\$ 15,725,174	\$ 7,247,420
		(+29.5 FTE)				(+8.5 FTE)
Possible Funding Allocations						
General						\$ 1,203,274
Capital Reserve						\$ 1,724,486
Buildings						\$ 218,261
Vehicles & Equipment						\$ 1,506,225
Facilities						\$ 1,220,000
Bond Proceeds						\$ 1,858,000
Drug Fund						\$ 187,146
Sanitation						\$ 291,610
Stormwater						\$ 98,459
Street Aid						\$ 300,000
Water						\$ 364,445
Total Program Enhancements						\$ 7,247,420
Traditional Allocations						
Personnel					\$ 2,095,903	\$ 695,082
Operations					\$ 4,138,327	\$ 878,511
Equipment					\$ 6,618,576	\$ 4,225,391
Capital					\$ 2,872,368	\$ 1,448,436
Total Program Enhancements		\$ -	\$ -	\$ -	\$ 15,725,174	\$ 7,247,420



City of Franklin, Tennessee

FY 2017-2018 Biennial Operating 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 decreased to 5.5% annually based on a cost of service study performed in FY 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 2018-2019 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
TOTALS		3	3	3	3	3

Water Distribution

Service Division Superintendent	I	1	1	1	1	1
Service Division 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
Utility Locate Technician	D	2	2	2	2	2
Equipment Operator	D	3	3	3	3	3
Utility Service Worker	C	4	4	4	4	4
Administrative Secretary	B	1	1	1	1	1
TOTALS		19	19	19	20	20

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	---	2	2	2	2	0
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	3	3	3	3	5
TOTALS		13	13	13	13	13

Water Section Totals

35 35 35 36 36

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
TOTALS		14	14	14	14	14



City of Franklin, Tennessee

FY 2018-2019 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.

Wastewater Collection						
Service Division Assistant Superintendent	G	1	1	1	1	1
Construction Supervisor	F	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	4	4	4	4	4
Sewer Equipment Technician	D	4	4	4	4	4
Utility Locate Technician	D	2	2	2	2	2
Utility Service Worker	C	5	5	5	5	5
TOTALS		26	26	26	26	26

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
TOTALS		19	19	19	19	19

WASTEWATER SECTION TOTALS		59	59	59	59	59
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Total All Employees, Water & Wastewater		94	94	94	95	95
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City of Franklin, Tennessee
FY 2017-2018 Biennial Operating Budget

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

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Water					
Revenues					
Interest Income	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 20,000
Rental Income	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Sale of Surplus Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	\$ 36,500	\$ 36,500	\$ 36,500	\$ 36,500	\$ 44,000
Customer Service	\$ 11,582,574	\$ 11,987,964	\$ 12,407,543	\$ 12,841,807	\$ 13,291,270
Inspection Fees	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Other Service Revenue	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
Customer Service	\$ 11,737,574	\$ 12,142,964	\$ 12,562,543	\$ 12,996,807	\$ 13,446,270
Available Funds	\$ 11,774,074	\$ 12,179,464	\$ 12,599,043	\$ 13,033,307	\$ 13,490,270
Expenses					
Personnel	\$ 2,316,241	\$ 2,437,188	\$ 2,567,379	\$ 2,696,590	\$ 2,845,563
Operations	\$ 7,885,403	\$ 8,060,470	\$ 8,244,577	\$ 8,455,977	\$ 8,670,574
Capital	\$ 1,567,000	\$ 1,717,500	\$ 1,670,000	\$ 1,670,000	\$ 1,745,000
Total Water	\$ 11,768,644	\$ 12,215,158	\$ 12,481,956	\$ 12,822,567	\$ 13,261,137
Surplus/(Deficit)	\$ 5,430	\$ (35,694)	\$ 117,086	\$ 210,739	\$ 229,133

Water Forecast

The five-year forecast for Water Services maintains current service levels and rate increases. 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). This amount will fund costs of the projects identified through the Integrated Water Resource Plan. Detail on rate funded capital can be found in the Appendices section.



City of Franklin, Tennessee

FY 2018-2019 Biennial Operating Budget

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

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Divisions					
Water Distribution	2,067,888	2,053,770	2,064,959	2,135,047	2,220,718
Water Treatment/Plant	5,617,680	5,841,978	6,070,159	6,292,120	6,518,277
Utility Billing	160,775	168,586	177,579	187,189	197,462
Water General	3,922,298	4,150,823	4,169,259	4,208,211	4,324,680
Total Water	11,768,644	12,215,157	12,481,957	12,822,567	13,261,137

Expense by Category					
Personnel					
Salaries & Wages	1,565,782	1,622,773	1,682,044	1,733,686	1,797,793
Employee Benefits	750,459	814,415	885,336	962,904	1,047,770
Total Personnel	2,316,241	2,437,188	2,567,380	2,696,590	2,845,563

Operations					
Transportation Services	3,175	3,075	3,075	3,075	3,075
Operating Services	26,600	26,600	26,600	26,600	26,600
Notices, Subscriptions, etc.	13,450	13,450	13,450	13,450	13,450
Utilities	213,550	218,475	223,450	229,408	235,520
Contractual Services	175,125	125,125	105,125	105,125	105,125
Repair & Maintenance Services	98,200	96,000	96,000	96,000	96,000
Employee programs	7,200	7,200	7,200	7,200	7,200
Professional Development/Travel	8,900	8,900	8,900	8,900	8,900
Office Supplies	4,400	4,400	4,400	4,400	4,400
Operating Supplies	321,550	331,550	341,550	351,550	361,550
Fuel & Mileage	37,775	39,726	41,753	43,858	46,046
Supplies for Resale	4,050,000	4,215,000	4,375,000	4,525,000	4,675,000
Machinery & Equipment (<\$25,000)	100,100	63,100	47,600	47,600	47,600
Repair & Maintenance Supplies	246,700	246,700	246,700	246,700	246,700
Operational Units	1,261,384	1,299,226	1,338,202	1,378,348	1,419,699
Property & Liability Costs	84,919	89,165	93,625	98,304	103,219
Rentals	2,000	2,000	2,000	2,000	2,000
Financial Fees	15,050	15,050	15,050	15,050	15,050
Permits	38,100	38,100	38,100	38,100	38,100
Debt Service and Lease Payments	1,177,225	1,217,628	1,216,799	1,215,309	1,215,341
Total Operations	7,885,403	8,060,470	8,244,578	8,455,977	8,670,574

Buildings	-	-	-	-	-
Improvements	1,300,000	1,500,000	1,500,000	1,500,000	1,575,000
Machinery & Equipment (>\$25,000)	267,000	217,500	170,000	170,000	170,000
Capital	1,567,000	1,717,500	1,670,000	1,670,000	1,745,000

Total Water Forecast	11,768,644	12,215,158	12,481,958	12,822,567	13,261,137
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City of Franklin, Tennessee
FY 2017-2018 Biennial Operating Budget

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

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Wastewater					
Revenues					
Interest Income	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Rental Income	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
Sale of Surplus Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Use of Money & Property	\$ 82,800	\$ 82,800	\$ 82,800	\$ 82,800	\$ 82,800
Customer Service	\$ 17,693,606	\$ 18,666,754	\$ 19,693,426	\$ 20,776,564	\$ 21,192,095
Inspection Fees	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Other Service Revenue	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Customer Service	\$ 17,808,606	\$ 18,781,754	\$ 19,808,426	\$ 20,891,564	\$ 21,307,095
Available Funds	\$ 17,891,406	\$ 18,864,554	\$ 19,891,226	\$ 20,974,364	\$ 21,389,895
Expenses					
Personnel	\$ 4,141,694	\$ 4,337,544	\$ 4,546,576	\$ 4,769,783	\$ 5,008,347
Operations	\$ 5,773,995	\$ 5,884,891	\$ 5,902,623	\$ 5,981,235	\$ 6,071,313
Capital	\$ 3,810,000	\$ 4,302,500	\$ 4,264,073	\$ 4,403,254	\$ 4,547,216
Total Wastewater	\$ 13,725,689	\$ 14,524,935	\$ 14,713,273	\$ 15,154,272	\$ 15,626,876
Surplus/(Deficit)	\$ 4,165,717	\$ 4,339,619	\$ 5,177,953	\$ 5,820,092	\$ 5,763,019

**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 2018-2019 Biennial Operating Budget

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

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Divisions					
Wastewater Collection	2,346,334	2,756,494	2,523,041	2,564,079	2,682,707
Wastewater Plant	4,092,713	4,213,052	4,339,920	4,483,052	4,630,755
Utility Administration	1,191,686	1,176,510	1,294,813	1,296,836	1,362,861
Wastewater General	6,094,954	6,378,879	6,555,498	6,810,304	6,950,554
Total Wastewater	13,725,689	14,524,935	14,713,273	15,154,272	15,626,876
Expense by Category					
Personnel					
Salaries & Wages	2,884,346	2,974,762	3,068,463	3,165,569	3,266,214
Employee Benefits	1,257,348	1,362,783	1,478,113	1,604,214	1,742,133
Total Personnel	4,141,694	4,337,544	4,546,576	4,769,783	5,008,347
Operations					
Transportation Services	4,850	3,300	3,300	3,300	3,300
Operating Services	460,760	467,760	475,760	496,065	514,080
Notices, Subscriptions, etc.	16,800	16,800	16,800	16,800	16,800
Utilities	1,294,721	1,350,277	1,405,949	1,461,455	1,517,087
Contractual Services	360,500	386,000	336,000	336,000	336,000
Repair & Maintenance Services	239,300	239,300	239,300	239,300	239,300
Employee programs	4,750	4,750	4,750	4,750	4,750
Professional Development/Travel	20,900	20,900	20,900	20,900	20,900
Office Supplies	6,650	6,650	6,650	6,650	6,650
Operating Supplies	287,850	292,850	297,850	302,850	307,850
Fuel & Mileage	69,100	72,470	75,992	79,749	83,718
Supplies for Resale	-	-	-	-	-
Machinery & Equipment (<\$25,000)	133,724	134,145	134,588	135,052	135,540
Repair & Maintenance Supplies	183,000	183,000	183,000	183,000	183,000
Operational Units	1,121,229	1,143,654	1,166,527	1,189,857	1,213,654
Property & Liability Costs	163,875	172,068	180,666	189,699	199,182
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	1,340,485	1,325,467	1,289,092	1,250,307	1,224,002
Total Operations	5,773,994	5,884,891	5,902,623	5,981,235	6,071,313
Capital					
Buildings	-	-	-	-	2,216
Improvements	3,100,000	3,350,000	3,589,073	3,858,254	4,000,000
Machinery & Equipment (>\$25,000)	710,000	952,500	675,000	545,000	545,000
Capital	3,810,000	4,302,500	4,264,073	4,403,254	4,547,216
Total Wastewater	13,725,689	14,524,935	14,713,273	15,154,272	15,626,876



City of Franklin, Tennessee
FY 2017-2018 Biennial Operating Budget

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

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Reclaimed Water					
Revenues					
Interest Income	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Use of Money & Property	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Customer Service	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Penalties	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Inspection Fees	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Other Service Revenue	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Customer Service	\$ 204,750	\$ 204,750	\$ 204,750	\$ 204,750	\$ 204,750
Available Funds	\$ 204,850	\$ 204,850	\$ 204,850	\$ 204,850	\$ 204,850
Expenses					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	\$ 206,075	\$ 209,075	\$ 212,075	\$ 148,100	\$ 150,100
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Total Reclaimed Water	\$ 206,075	\$ 209,075	\$ 212,075	\$ 148,100	\$ 150,100
Surplus/(Deficit)	\$ (1,225)	\$ (4,225)	\$ (7,225)	\$ 56,750	\$ 54,750

**More detail on Forecast years can be found in the Appendices 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 larger surpluses in FY 2021 and FY 2022.



City of Franklin, Tennessee
FY 2018-2019 Biennial Operating Budget

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

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Personnel					
Salaries & Wages					
Employee Benefits					
Total Personnel	-	-	-	-	-
Operations					
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	-	-
Total Operations	206,075	209,075	212,075	148,100	150,100
Capital	-	-	-	-	-
Total Reclaimed Water	206,075	209,075	212,075	148,100	150,100



City of Franklin, Tennessee
FY 2018 Operating Budget

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

Project	FY 18	FY 19	FY 20	FY 21	FY 22	TOTAL	Funding Source
Spencer Creek Sanitary Sewer Replacement	\$ 1,290,000	\$ 480,000	\$ -	\$ -	\$ -	\$ 1,770,000	Wastewater Renewal
Sewer Interceptor Point Repair Projects	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 2,000,000	Wastewater Renewal
James and Avondale Infrastructure Improvements	\$ 436,000	\$ -	\$ -	\$ -	\$ -	\$ 436,000	Wastewater Renewal
Forrest Crossing No1 forcemain rehab	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000	Wastewater Renewal
West End Circle Infrastructure Improvements	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	Wastewater Renewal
Thompson Alley Infrastructure Improvements	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	Wastewater Renewal
Frazier Drive Sanitary Sewer Rehabilitation	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	Wastewater Renewal
Adams Street Infrastructure Improvements	\$ -	\$ 810,000	\$ -	\$ -	\$ -	\$ 810,000	Wastewater Renewal
Evans Street Sewer Improvements	\$ -	\$ 452,500	\$ -	\$ -	\$ -	\$ 452,500	Wastewater Renewal
Holiday Court Lift Station Rehabilitation	\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ 460,000	Wastewater Renewal
West Main Infrastructure Improvements	\$ -	\$ 250,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ 3,250,000	Wastewater Renewal
Franklin Road Improvements & Streetscape	\$ -	\$ 78,000	\$ -	\$ -	\$ -	\$ 78,000	Wastewater Renewal
New Hope Academy Sewer Line Replacement	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	Wastewater Renewal
Church Street Infrastructure Improvements	\$ -	\$ 25,000	\$ 200,000	\$ -	\$ -	\$ 225,000	Wastewater Renewal
Berry Circle Sanitary Sewer Line	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	Wastewater Renewal
Mallory/N Royal Oaks & Liberty Intersection Imp.	\$ -	\$ -	\$ 112,600	\$ -	\$ -	\$ 112,600	Wastewater Renewal
S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ 642,960	\$ -	\$ 642,960	Wastewater Renewal
Gist Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	Wastewater Renewal
East McEwen Drive Improvements - Phase 4	\$ -	\$ -	\$ -	\$ 179,850	\$ 179,850	\$ 359,700	Wastewater Renewal
Beta Drive Extension	\$ -	\$ -	\$ -	\$ 36,000	\$ -	\$ 36,000	Wastewater Renewal
Eastview Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 20,000	\$ 212,500	\$ 232,500	Wastewater Renewal
South Prong Sanitary Sewer Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 1,225,000	\$ 1,225,000	Wastewater Renewal
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 217,500	\$ 217,500	Wastewater Renewal
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	Wastewater Renewal
Wastewater Improvements	\$ 3,481,000	\$ 2,670,500	\$ 2,812,600	\$ 2,128,810	\$ 1,954,850	\$ 13,047,760	
James and Avondale Infrastructure Improvements	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	Water Renewal
Old Carters Creek Pike Water Line	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ 480,000	Water Renewal
Bobby Drive Water Line Replacement	\$ 430,000	\$ 425,000	\$ -	\$ -	\$ -	\$ 855,000	Water Renewal
West End Circle Infrastructure Improvements	\$ 127,000	\$ -	\$ -	\$ -	\$ -	\$ 127,000	Water Renewal
16" Water Line Long Lane Connector	\$ 60,000	\$ 25,000	\$ 1,000,000	\$ -	\$ -	\$ 1,085,000	Water Renewal
Thompson Alley Infrastructure Improvements	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000	Water Renewal
Adams Street Infrastructure Improvements	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ 510,000	Water Renewal
Franklin Road Improvements & Streetscape	\$ -	\$ 155,650	\$ 155,650	\$ -	\$ -	\$ 311,300	Water Renewal
West Main Infrastructure Improvements	\$ -	\$ 150,000	\$ 1,500,000	\$ 1,000,000	\$ -	\$ 2,650,000	Water Renewal



City of Franklin, Tennessee
FY 2018 Operating Budget

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

Project	FY 18	FY 19	FY 20	FY 21	FY 22	TOTAL	Funding Source
Water Line from Fourth Ave S to Berry Circle	\$ -	\$ 93,000	\$ -	\$ -	\$ -	\$ 93,000	Water Renewal
Church Street Infrastructure Improvements	\$ -	\$ 25,000	\$ 275,000	\$ -	\$ -	\$ 300,000	Water Renewal
S. Margin Infrastructure Upgrades (1st - Columbia)	\$ -	\$ -	\$ -	\$ 294,690	\$ -	\$ 294,690	Water Renewal
Gist Street Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000	Water Renewal
Old Hillsboro Rd Water Line	\$ -	\$ -	\$ -	\$ 80,000	\$ 295,000	\$ 375,000	Water Renewal
Murfreesboro Rd Water line Replacement	\$ -	\$ -	\$ -	\$ 67,500	\$ 675,000	\$ 742,500	Water Renewal
Eastview Circle Infrastructure Improvements	\$ -	\$ -	\$ -	\$ 30,000	\$ 303,000	\$ 333,000	Water Renewal
Lee Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ 15,000	\$ 200,000	\$ 215,000	Water Renewal
Beta Drive Extension	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ 11,000	Water Renewal
Glass Lane Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 255,000	\$ 255,000	Water Renewal
Forrest Street Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ 145,000	Water Renewal
Lewisburg Pike Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000	Water Renewal
Alicia Drive Water Line Replacement	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	Water Renewal
Battle Avenue Infrastructure Replacement	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	Water Renewal
Buckworth Infrastructure Improvements	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	Water Renewal
Water Improvements	\$ 1,352,000	\$ 1,383,650	\$ 2,930,650	\$ 1,648,190	\$ 2,183,000	\$ 9,497,490	
Long Lane Reservoir Conversion from Potable Water to Reclaimed Water	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	Reclaimed Renewal
Reclaimed Improvements	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	



City of Franklin, Tennessee
FY 2018 Operating Budget

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City of Franklin, Tennessee
FY 2018 Operating Budget

Appendix J: Pay Scale - All Positions

as of July 2016

The following table provides the most current pay scale for all City of Franklin employees. (last updated for employees Amounts shown below are for annual salaries. 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			
1050	ASSIST CITY ADMIN-PUBLIC WORKS		N			
1033	CITY ATTORNEY	LEGAL	N			
1038	INVESTMENT OFFICER	FINANCE	N			
1812	CHIEF OF POLICE	POLICE	M	\$ 100,980	\$ 118,800	\$ 142,560
1042	CIP EXECUTIVE/CITY ENGINEER	ADM-CIP	M			
1406	FIRE CHIEF	FIRE	M			
1602	HUMAN RESOURCES DIRECTOR	HR	M			
1201	DIRECTOR OF ENGINEERING	ENG	L	\$ 89,760	\$ 105,600	\$ 126,720
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	L			
1025	INFORMATION TECHNOLOGY DIR.	IT	L			
1504	PARKS DIRECTOR	PARKS	L			
1701	PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	L			
1034	ASSISTANT CITY ATTORNEY	LEGAL	K	\$ 79,787	\$ 93,867	\$ 112,640
1606	ASSISTANT DIR HR	HR	K			
1203	ASSISTANT DIRECTOR OF ENGINEERING	ENG	K			
2400	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	IT	K			
1106	BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	K			
1313	COMPTROLLER	FINANCE	K			
1415	FIRE DEPUTY CHIEF	FIRE	K			
1816	POLICE DEPUTY CHIEF	POLICE	K			
1604	RISK/BENEFITS MANAGER	HR	K			
1909	SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	K			
2008	STREET DIRECTOR	STREET	K			
2408	APPLICATIONS PROJECT LEADER	IT	J	\$ 70,921	\$ 83,437	\$ 100,124
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	J			
2001	ASSISTANT STREET DIRECTOR	STREET	J			
1423	BATTALION CHIEF-TRAINING	FIRE	J			
2428	COMMUNICATION INFRASTRUCTURE MANAGER	IT	J			
2433	CUSTOMER SUPPORT/ANALYTICS MANAGER	IT	J			
1611	EMPLOYEE RELATIONS MANAGER	HR	J			
1401	FIRE BATTALION CHIEF	FIRE	J			
1424	FIRE CHIEF ASST-ADMINISTRATION	FIRE	J			
1420	FIRE CHIEF ASST-FIRE MARSHALL	FIRE	J			
2406	GIS MANAGER	IT	J			
2417	NETWORK MANAGER	IT	J			
1817	POLICE CAPTAIN	POLICE	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			
1314	BUDGET AND ANALYTICS MANAGER	FINANCE	I			
1118	BUILDING OFFICIAL	BNS	I			
1041	COMMUNICATIONS MANAGER	ADM-COMM	I			
2434	DATA CENTER ENGINEER	IT	I			
1613	EMPLOYEE RELATIONS MANAGER I	HR	I			



City of Franklin, Tennessee
FY 2018 Operating Budget

Appendix J: Pay Scale - All Positions

as of July 2016

The following table provides the most current pay scale for all City of Franklin employees. (last updated for employees Amounts shown below are for annual salaries. Passed by BOMA under Resolution 2013-54.

CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
1419	EMS OFFICER	FIRE	I			
1212	ENGINEERING SUPERVISOR	ENG	I			
1040	FACILITIES PROJECT MANAGER	ADM-FACILITIES	I			
1404	FIRE CAPTAIN	FIRE	I			
1411	FIRE CAPTAIN/TRAINING OFFICER	FIRE	I			
2427	NETWORK ENGINEER	IT	I			
1711	PLANNING SUPERVISOR	PLANNING	I			
1872	POLICE LIEUTENANT	POLICE	I			
1028	PURCHASING MANAGER	PURCHASING	I			
2430	SENIOR INFORMATION SYSTEMS ANALYST	IT	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			
1115	DEVELOPMENT COORDINATOR	BNS	H			
1516	FACILITIES SUPERINTENDENT	PARKS	H			
1311	FINANCIAL MANAGER	FINANCE	H			
1813	FISCAL AFFAIRS MANAGER	POLICE	H			
1414	FISCAL MANAGER	FIRE	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			
1874	POLICE SERGEANT - PIO	POLICE	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			
1114	ZONING ADMINISTRATOR	BNS	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			
2429	COMMUNICATION INFRASTRUCTURE TECHNICIAN II	IT	G			
1716	DEVELOPMENT SERVICES OPERATIONS ANALYST	ADM-PLANNING	G			
1614	EMPLOYEE RELATIONS SPECIALIST	HR	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			
2424	INFORMATION SYSTEMS ANALYST I	IT	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			



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Appendix J: Pay Scale - All Positions

as of July 2016

The following table provides the most current pay scale for all City of Franklin employees. (last updated for employees Amounts shown below are for annual salaries. Passed by BOMA under Resolution 2013-54.

CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
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			
2310	UTILITY INSPECTOR SENIOR	WATER-WA	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			
1029	ACCOUNT MANAGEMENT SUPERVISOR	REV-MGT	F	\$ 44,276	\$ 52,089	\$ 62,507
1507	ATHLETIC FOREMAN	PARKS	F			
1108	BUILDING INSPECTOR III	BNS	F			
1841	CRIME ANALYST	POLICE	F			
1032	CUSTOMER SERVICE SUPERVISOR	REV-MGT	F			
2432	DATA CENTER TECHNICIAN I	IT	F			
1884	DIGITAL RECORDS TECHNICIAN	POLICE	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			
1210	ITS SPECIALIST	ENG-TOC	F			
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			
1101	PERMITTING OPERATIONS SUPERVISOR	BNS	F			
1704	PLANNER	PLANNING	F			
1113	PLANS EXAMINER I	BNS	F			
1024	PURCHASING ANALYST	PURCHASING	F			
1508	RECREATION FOREMAN	PARKS	F			
2009	ROAD INSPECTOR	STREET	F			
0057	SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	F			
1023	SOCIAL AND DIGITAL MEDIA PRODUCER	ADM-COMM	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			
2105	WATER & WASTEWATER CONSTRUCTION SUPERVISOR	WATER-SC	F			
2421	WATER QUALITY SPECIALIST I	ENG - STMWTR	F			



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Appendix J: Pay Scale - All Positions

as of July 2016

The following table provides the most current pay scale for all City of Franklin employees. (last updated for employees Amounts shown below are for annual salaries. Passed by BOMA under Resolution 2013-54.

CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
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			
1211	ENGINEERING ASSOCIATE	ENG	E			
1031	EXECUTIVE ASSISTANT	ADM	E			
1301	FINANCIAL TECHNICIAN II	FINANCE	E			
1407	FIREFIGHTER	FIRE	E			
2404	GIS SPECIALIST	IT	E			
2407	GPS/GIS TECHNICIAN	IT	E			
1519	GROUNDS 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			
0055	MECHANIC	STREET-FM	E			
1110	NEIGHBORHOOD RESOURCES COORDINATOR	BNS	E			
1308	PAYROLL SPECIALIST	FINANCE	E			
1708	PLANNING ASSISTANT	PLANNING	E			
1870	POLICE OFFICER	POLICE	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			
2018	SIGN PRODUCTION SPECIALIST	STREET	E			
1824	SR. COMMUNICATIONS OFFICER	POLICE	E			
2011	STORM WATER SUPERVISOR	STMWTR - ST	E			
2007	STREET CREW CHIEF	STREET	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			
2305	UTILITIES LOCATOR SENIOR	WATER	E			
2206	WASTEWATER OPERATOR SENIOR	WATER-SP	E			
2205	WATER OPERATOR SR	WATER-WP	E			
1117	ZONING ENFORCEMENT OFFICER	BNS	E			
0016	ADMINISTRATIVE ASSISTANT	VARIOUS	D	\$ 34,983	\$ 41,156	\$ 49,387
1610	BENEFITS TECHNICIAN	HR	D			
1102	BUILDING INSPECTOR I	BNS	D			
1814	CHIEF'S ADMINISTRATIVE ASSISTANT	POLICE	D			
1820	COMMUNICATIONS OFFICER	POLICE	D			
1886	COMMUNICATIONS SUPPORT COORDINATOR	POLICE	D			
1904	CUSTOMER SERVICE TECHNICIAN	SANITATION & ENV SERV.	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			



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Appendix J: Pay Scale - All Positions

as of July 2016

The following table provides the most current pay scale for all City of Franklin employees. (last updated for employees Amounts shown below are for annual salaries. Passed by BOMA under Resolution 2013-54.

CODE	JOB TITLE	DEPT	NEW GRADE	ANNUAL PAY RANGE		
				Min	Mid	Max
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			
2304	UTILITIES LOCATOR	WATER	D			
2204	WASTEWATER OPERATOR	WATER-SP	D			
2203	WATER OPERATOR	WATER-WP	D			
1407T	FIRE CADET	FIRE	D (Tr)	\$18,269 at hire (40 hour week), then to \$40,000 after 1 year (on shift).		
1870T	POLICE OFFICER TRAINEE	POLICE	D (Tr)	\$18.27/hour at hire, 19.23/hour after 1 year probation to = \$40,000		
1509	ATHLETIC WORKER	PARKS	C	\$ 31,096	\$ 36,583	\$ 43,900
0022	BILLING/COLLECTIONS TECH	REV-MGT	C			
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			
2313	UTILITY SERVICE WORKER	WATER-WD				
			B	\$ 27,640	\$ 32,518	\$ 39,022
0014	ADMINISTRATIVE SECRETARY	VARIOUS	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			
1523	TREE WORKER	PARKS	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



City of Franklin, Tennessee
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APPENDICIES: Reference

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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Appendix K – Financial Indicators

The City of Franklin is working on building a series of Financial Indicators. These indicators are 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.

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.

The indicators have been developed by data 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.

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

These indicators are in draft form until we complete the budget process. For more information, please reference the City's Open Performance Website: <https://performance.franklintn.gov> and click on "Financial Indicators"



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Appendix L – **FranklinForward**: Strategic Plan

FranklinForward

Vision for 2033

Objectives for Developing a Strategic Plan

<https://performance.franklintn.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.



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

- 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 2018 Operating Budget**

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

- 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).

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

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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.



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

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 70th 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 2018 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.



City of Franklin, Tennessee **FY 2018 Operating Budget**

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

- 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.



City of Franklin, Tennessee FY 2018 Operating Budget

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

- 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).
- 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.



City of Franklin, Tennessee **FY 2018 Operating Budget**

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

- 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).
 - 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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Appendices: Appendix L – **FranklinForward**: Strategic Plan

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 3rd 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

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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.



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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 2018 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 2018 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 2018 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 2016 Comprehensive Annual Financial Report (CAFR).

More information can be found at the following locations:

Franklin Forward – the City’s Strategic Plan & Open Performance Website – <https://performance.franklintn.gov>

Williamson County Chamber Trends Report 2017 - http://www.williamsonchamber.com/WilliamsonInc_Trends2017_WebLowRes.pdf

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 Admin Fee (1% of City's 1/2 of tax)		Local Sales Tax Received by City	Percent of General Fund Revenue
		Rate (City & Williamson County)	Rate (City & Williamson County)		Less: County Portion (1/2 of tax)	Less: County Admin Fee (1% of City's 1/2 of tax)		
2016	\$ 2,811,166,510	2.25%	2.25%	\$ 63,251,246	\$ (31,625,623)	\$ (316,256)	\$ 31,309,367	49.3%
2015	\$ 2,598,787,340	2.25%	2.25%	\$ 58,472,715	\$ (29,236,358)	\$ (292,364)	\$ 28,943,994	50.3%
2014	2,447,114,882	2.25%	2.25%	55,060,085	(27,530,042)	(275,300)	27,254,742	47.9%
2013	2,334,072,548	2.25%	2.25%	52,516,632	(26,258,316)	(262,583)	25,995,733	49.4%
2012	2,172,607,228	2.25%	2.25%	48,883,663	(24,441,831)	(244,418)	24,197,413	47.5%
2011	2,040,014,905	2.25%	2.25%	45,900,335	(22,950,168)	(229,502)	22,720,666	44.8%
2010	1,882,812,211	2.25%	2.25%	42,363,275	(21,181,637)	(211,816)	20,969,821	45.4%
2009	1,899,219,214	2.25%	2.25%	42,732,432	(21,366,216)	(213,662)	21,152,554	42.3%
2008	2,081,744,916	2.25%	2.25%	46,839,261	(23,419,630)	(234,196)	23,185,434	42.3%
2007	2,144,580,382	2.25%	2.25%	48,253,059	(24,126,529)	(241,265)	23,885,264	45.1%

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. 2016 Comprehensive Annual Financial Report. Page 97.



City of Franklin, Tennessee

FY 2018 Operating Budget

Appendix N – Additional Demographic & Economic Information

City of Franklin, Tennessee												
Revenue Capacity Information - Assessed Value and Estimated Actual Value of Taxable Property												
FISCAL YEAR	Real Property Assessment			Personal Property Assessment			Public Utility Assessment			Taxable Assessed Value as a Percentage of Estimated Actual Value		
	Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment	State Assessment	Local Assessment	Total Taxable Assessed Value	Estimated Actual Taxable Value	Estimated Actual Value	Total Direct Rate
2016	\$ 1,686,264,015	\$ 1,675,073,222	\$ 157,978,412	\$ 84,526	\$ 57,576,973	\$ -	\$ -	\$ 3,576,977,148	\$ 11,591,451,146	\$ 11,591,451,146	30.86%	0.4065
2015	\$ 1,628,904,915	\$ 1,586,857,868	\$ 163,708,520	\$ 53,322	\$ 60,066,953	\$ 471,130	\$ 471,130	\$ 3,440,062,708	\$ 11,413,859,405	\$ 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	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	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	471,130	3,178,038,662	10,298,785,436	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	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	192,390	2,689,334,028	10,225,661,696	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	192,390	2,516,989,208	9,637,668,952	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	192,390	2,399,581,643	7,948,798,841	7,948,798,841	30.19%	0.4340
2007	1,130,759,300	967,302,320	116,376,596	-	45,208,630	221,540	221,540	2,259,868,386	7,433,188,531	7,433,188,531	30.40%	0.4340

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. 2016 Comprehensive Annual Financial Report. Page 98.



City of Franklin, Tennessee

FY 2018 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>	2007		2016	
	<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			\$ 139,674,600	3.90%
Galleria Associates (CBL Assoc.)	\$ 36,411,360	1.61%	82,445,900	2.30%
Highwoods Properties			70,146,200	1.96%
Boyle Investments			49,256,900	1.38%
Berkshire Communities			47,801,100	1.34%
LCFRE N'Ville Carothers			40,618,700	1.14%
Trammell Crow Investments			37,403,500	1.05%
SVT			35,194,300	0.98%
Mid-America Apts. LP			34,548,400	0.97%
Star Brentwood LLC			32,769,600	0.92%
Williams W. Fred Trust	16,366,760	0.72%		
Landings F C LP	15,861,235	0.70%		
Wyndchase LLC	14,784,000	0.65%		
Williamson County Farmers Coop	12,138,030	0.54%		
Franklin Cool Springs Corp	9,883,675	0.44%		
Alara Franklin Corp	9,600,000	0.42%		
Thoroughbred Village LLC	9,221,160	0.41%		
Noble Investments	8,792,520	0.39%		
Totals	<u>\$ 133,058,740</u>	<u>5.89%</u>	<u>\$ 569,859,200</u>	<u>15.93%</u>

* Total assessed valuation in 2007 (tax year 2006) was \$2,259,868,386.

** Total assessed valuation in 2016 (tax year 2015) is \$3,576,977,148.

Source: City of Franklin, Tennessee. 2016 Comprehensive Annual Financial Report. Page 100.



City of Franklin, Tennessee

FY 2018 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	2007			2016		
	Employees *	Rank	Percentage of Total County Employment	Employees **	Rank	Percentage of Total City Employment
Community Health Systems	800	4	1.68%	3,092	1	7.90%
Nissan North America				1,850	2	4.72%
Williamson Medical Center	1,300	3	2.72%	1,555	3	3.97%
Parallon Business Solutions				1,100	4	2.81%
Optum				1,000	5	2.55%
Verizon Wireless				950	6	2.43%
Ford Motor Credit				800	7	2.04%
Mars Petcare	375	9	0.79%	800	8	2.04%
Healthways				717	9	1.83%
Evicore Healthcare				625	10	1.60%
Lee Company	520	5	1.09%			
Cool Spring Galleria	3,500	1	7.34%			
Primus	1,500	2	3.14%			
Affinion Group	470	7	0.98%			
Civil Constructors, Inc.	500	6	1.05%			
MedSolutions	411	8	0.86%			
Lasko Metal Products	350	10	0.73%			
Total	<u>9,726</u>		<u>20.38%</u>	<u>12,489</u>		<u>31.89%</u>

* City's 2007 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 2016.

Source: City of Franklin, Tennessee. 2016 Comprehensive Annual Financial Report. Page 108.



City of Franklin, Tennessee

FY 2018 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 PROJECT 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.



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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).

COUNTY FACILITIES TAX FUND: A special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012. Funds are to be used for the purpose of providing public facilities.

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.



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EXPENDITURE: The outlay of or obligation to pay cash; a decrease in net financial resources.

FACILITIES TAX FUND: A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, 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.

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



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revenues are recognized when they are measurable and available (generally collected within 60 days).

MUNICIPAL CODE: A compilation of ordinances as adopted and approved by the Board of Mayor and Aldermen.

OPERATIONS: Category of expenditures for ongoing operations that includes:

- (a) mailing and shipping,
- (b) operating services such as printing and testing and physicals,
- (c) notices and subscriptions such as legal notices, citizens academies, dues for memberships, and publications,
- (d) utilities,
- (e) contractual services including consultants,
- (f) repair and maintenance services and supplies,
- (g) employee programs, including training and professional development,
- (h) office and operating supplies,
- (i) fuel,
- (j) supplies purchased for resale,
- (k) equipment under \$25,000 (which are not depreciated over time as capital assets in the City's annual financial report),
- (l) costs grouped within operations units such as K-9 operations,
- (m) property and liability costs,
- (n) rental costs,
- (o) permits and fees such as those paid to the State,
- (p) financial fees such as banking or investment fees,
- (q) other business expenses,
- (r) debt service,
- (s) appropriations to government and non-profit organizations,
- (t) reimbursements of expenditures, and
- (u) 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 \$0.4176 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.



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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.



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