



City of Franklin, Tennessee

FY 2018 Operating Budget

Revenue Management

Lawrence Sullivan, Assistant City Recorder

Budget Summary

	2015 Actual	2016 Actual	2017		2018 Budget	2017 v. 2018	
			Budget	Estimated		\$	%
Personnel	860,216	908,625	915,996	967,129	988,298	72,302	7.9%
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	283,248	268,624	12,535	4.9%

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

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

Performance Measures

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

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



City of Franklin, Tennessee

FY 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	

Workload (Output) Measures

		2014	2015	2016	2017*	2018*
	Bills					
	Number of property tax bills issued	28,904	29,371	29,800	29,800	29,800
	Number of water & sewer bills issued	282,617	290,684	327,318	330,000	330,000
	New requests for Service (Total)	2,463	2,599	2,500	2,500	2,500
	Water (Monthly Average)	41.03	43.59	43.59	43.59	43.59
	Sewer (Monthly Average)	44.63	47.32	47.32	47.32	47.32
	Irrigation (Monthly Average)	156.61	189.76	189.76	189.76	189.76
	Delinquent Notices	38,138	37,964	38,000	38,000	38,000
	Water Shutoffs	1,432	812	900	900	900
	Electronic					
	Web Pay	18,594	21,434	20,536	20,536	20,536
	ACH/RPPS	68,575	69,650	69,000	69,000	69,000
	Bank Draft	63,739	65,846	64,500	64,500	64,500
	Lock Box	86,516	86,819	89,434	89,434	89,434
	Paper					
	Drop Box (2nd Avenue) / Mail	22,399	16,686	16,686	16,686	16,686
	In-Person Transactions	14,779	17,974	17,974	17,974	17,974
	Total Transactions	274,602	278,409	278,130	278,130	278,130
	% of total transactions electronic	86.5%	87.6%	87.5%	87.5%	87.5%
	% of total transactions paper	8.2%	6.0%	6.0%	6.0%	6.0%
	% of total transactions in-person	5.4%	6.5%	6.5%	6.5%	6.5%

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

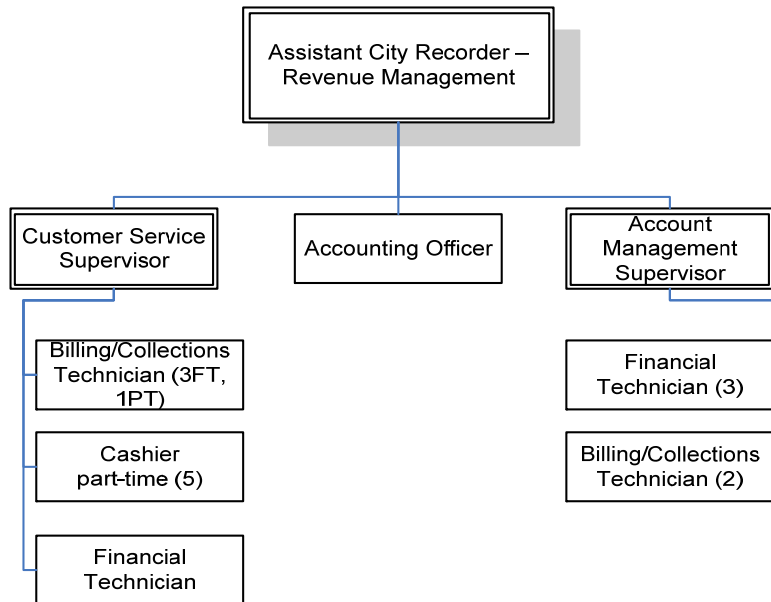
Performance Measures

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.

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	741,540	715,340	39,513	5.8%
Employee Benefits	198,182	213,293	240,169	225,589	272,958	32,789	13.7%
Total Personnel	860,216	908,625	915,996	967,129	988,298	72,302	7.9%
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	283,248	268,624	12,535	4.9%

Account	Label		Actual 2015	Actual 2016	Budget 2017	YTD@3/10/2017	Estid 2017	Budget 2018	Forecast 2019	Forecast 2020
	Personnel									
I= 81110	REGULAR PAY		659,687	686,202	696,080	467,763	715,402	735,958	765,396	796,012
81120	OVERTIME PAY		2,347	9,130	3,000	17,090	26,138	3,000	3,000	3,000
81199	VACANCY ADJUSTMENT				(23,253)			(23,618)	(26,789)	(27,860)
= XWAGE	TOTAL WAGES		662,034	695,332	675,827	484,853	741,540	715,340	741,607	771,152
= 81410	FICA (EMPLOYER'S SHARE)		49,024	51,380	50,824	35,581	54,418	56,301	58,553	60,895
= 81420	MEDICAL PREMIUMS		117,992	123,557	138,940	72,900	145,800	180,362	198,398	218,238
= 81430	GROUP INSURANCE PREMIUMS		9,978	10,145	10,117	5,675	11,350	11,240	11,802	12,392
= 81440	EMPLOYEE INSURANCE CONTRIBUTIONS		(23,717)	(26,069)	(28,089)	(21,062)	(42,124)	(37,694)	(41,463)	(45,610)
! 81450	RETIREMENT CONTRIBUTIONS		31,721	40,032	54,684	41,013	41,013	47,165	51,881	57,070
81455	DEFERRED COMP MATCH		12,874	13,534	13,350	9,482	14,502	15,227	15,988	16,788
81470	WORKERS COMPENSATION PREMIUMS		310	261	343	340	340	357	375	394
81475	WORKERS COMPENSATION CLAIMS			453		290	290			
= XBEN	TOTAL BENEFITS		198,182	213,293	240,169	144,219	225,589	272,958	295,534	320,167
= XPER	TOTAL PERSONNEL		860,216	908,625	915,996	629,072	967,129	988,298	1,037,141	1,091,319
	Operations									
+ 82210	MAILING & OUTBOUND SHIPPING SERVICES		8,393	9,847	11,750	3,654	8,000	11,750	11,750	11,750
1	Mailing (followup and notices)				11,750					
2	Utility Billing Notices (charges coming)									
3	Various		8,393	9,847		3,654	8,000	11,750	11,750	11,750
*	Amount missing from detail									
82120	FREIGHT FOR INBOUND PURCHASED ITEMS		6	23						
= XTRC	TOTAL TRANSPORTATION CHARGES		8,399	9,870	11,750	3,654	8,000	11,750	11,750	11,750
82210	PRINTING & COPYING SERVICES, OUTSOURCED			76	1,100	53	400	600	700	700
82240	TRANSCRIPTION FEES		2,020							
82250	TESTING & PHYSICALS		75	567	1,000	80	400	500	500	500
82260	OTHER OPERATING SERVICES			79		316	316			
= XOSV	TOTAL OPERATING SERVICES		2,095	722	2,100	449	1,116	1,100	1,200	1,200
82300	LEGAL NOTICES				2,525	417	400	1,000	1,000	1,000
+ 82310	DUES FOR MEMBERSHIPS		680	618	1,000	345	1,000	1,000	1,000	1,000
1	Tn Assoc of Municipal Clerks (TAMCAR)									
2	CMFO		680							
3	Int Assoc of Municipal Clerks (IIMC)									
4	Govt Finance Officers Assoc (GFOA)									
5	Various			618	1,000	345	1,000	1,000	1,000	1,000
*	Amount missing from detail									
82350	PUBLICATIONS, NON-TRAINING		281	264	525	264	525	525	525	525
= XNDP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY		961	882	4,050	1,026	1,925	2,525	2,525	2,525
82400	WATER & SEWER SERVICE		65							
82450	TELEPHONE SERVICE		1,111	1,029	1,300	631	1,100	1,300	1,300	1,300
82460	CELLULAR TELEPHONE SERVICE									

Account	Label	Actual 2015	Actual 2016	Budget 2017	YTD@3/10/2017	Estid 2017	Budget 2018	Forecast 2019	Forecast 2020
82470	INTERNET & RELATED SERVICES	1,012	1,006	1,580	770	1,200	1,300	1,300	1,300
=	XUTIL	2,188	2,035	2,880	1,401	2,300	2,600	2,600	2,600
+	COMPUTER SERVICES	2,328	2,568	2,650	1,549	2,650	2,650	2,650	2,650
1	Impact Printer PM - Infoprint (IBM)								
2	Various	2,328	2,568	2,650	1,549	2,650	2,650	2,650	2,650
5	Programming Support for Credit Cards								
6	Programming Support for PT import to Hansen								
7	Programming Support for BL interface								
*	Amount missing from detail								
82520	LEGAL SERVICES			1,250			1,250	1,250	1,250
+	OTHER CONTRACTUAL SERVICES		158	2,000	237	950	2,000	2,000	2,000
1	Bad Debt Collections - Transworld								
2	Bad Debt Collections - To be Determined			2,000	237	950	2,000	2,000	2,000
4	Various		158						
*	Amount missing from detail								
=	XCTS	2,328	2,726	5,900	1,786	3,600	5,900	5,900	5,900
82610	VEHICLE REPAIR & MAINTENANCE SERVICES		126						
+	EQUIPMENT REPAIR & MAINTENANCE SERVICES	1,057	375	600	568	1,200	1,200	1,200	1,200
1	Copy Maintenance	1,057	375	600	568	1,200	1,200	1,200	1,200
*	Amount missing from detail								
=	XRMSV	1,057	501	600	568	1,200	1,200	1,200	1,200
82750	EMPLOYEE RECOGNITION/RECEPTIONS			900		900	1,000	1,000	1,000
+	TRAINING, OUTSIDE			1,250		1,000	1,250	1,250	1,250
1	MTAS fees (16 at \$50)			1,250		1,000	1,250	1,250	1,250
*	Amount missing from detail								
82790	TRAINING, IN-HOUSE		135						
=	XEPG		135	2,150		1,900	2,250	2,250	2,250
+	REGISTRATIONS	350	880	2,100	425	1,690	2,120	2,120	2,120
1	MTAS fees			1,020			1,020	1,020	1,020
2	Rotary			680			680	680	680
3	TGFOA Fall Conference			400			400	400	400
4	Various	350	880		425	1,690	20	20	20
*	Amount missing from detail								
+	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)		249	200		200	200	200	200
1	MTAS seminars/conferences								
3	Various		249	200		200	200	200	200
*	Amount missing from detail								
82800	MEALS (OUTSIDE WILLIAMSON COUNTY)			200		200	200	200	200
82810	OTHER TRAVEL EXPENSES			200		200	200	200	200
=	XPT	350	1,129	2,700	425	2,290	2,720	2,720	2,720
83100	OFFICE SUPPLIES	15,443	14,921	17,500	9,577	15,000	17,750	18,000	18,250
83110	OFFICE DECOR ITEMS (OTHER THAN FURNITURE)	21							
83150	EMPLOYEE BENEVOLENCE ITEMS	316	434	550	241	550	550	550	550
83160	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	94	291	1,325	142	1,350	1,325	1,325	1,325
=	XONS	15,874	15,646	19,375	9,960	16,900	19,625	19,875	20,125
83200	SAFETY SUPPLIES			1,600		500	1,600	1,600	1,600

Account	Label		Actual 2015	Actual 2016	Budget 2017	YTD@3/10/2017	Estid 2017	Budget 2018	Forecast 2019	Forecast 2020
83260	UNIFORMS PURCHASED		1,039	1,537	1,660		1,660	1,660	1,660	1,660
=	XOPS	TOTAL OPERATING SUPPLIES	1,039	1,537	3,260		2,160	3,260	3,260	3,260
+										
83510	FURNITURE, FIXTURES (<\$25,000)		7,027	300	5,000	700	3,000			
1	Chairs		7,027	300	5,000	700	3,000			
2	Lighting									
*	Amount missing from detail									
+	MACHINERY & EQUIPMENT (<\$25,000)			1,355						
1	Cash Drawers			1,355						
2	Copy Machine									
*	Amount missing from detail									
+	COMPUTER HARDWARE (<\$25,000)		8,594	3,166	11,100	6,933	10,000	11,100	11,100	11,100
1	Computers, monitors, keyboards									
2	Printers									
3	Scanners									
4	Various		8,594	3,166	11,100	6,933	10,000	11,100	11,100	11,100
*	Amount missing from detail									
83550	COMPUTER SOFTWARE (<\$25,000)		252							
=	XMEU	TOTAL MACHINERY & EQUIPMENT (<\$25,000)	15,873	4,821	16,100	7,633	13,000	11,100	11,100	11,100
83620	EQUIPMENT PARTS & SUPPLIES		55	255						
=	XRMS	TOTAL REPAIR & MAINTENANCE SUPPLIES	55	255						
85110	PROPERTY INSURANCE		923	1,107	1,162	955	955	1,003	1,053	1,106
85111	FRAUD INSURANCE									
85112	INLAND MARINE INSURANCE		30			30	30	32	33	35
85113	AUTO PHYSICAL DAMAGE									
85115	LIABILITY INSURANCE		2,631	465	488	769	769	807	848	890
85116	E&O LIABILITY INSURANCE		1,136							
85119	UMBRELLA LIABILITY			110	116	145	145	152	160	168
85120	PROPERTY DAMAGE COSTS									
85140	SURETY/NOTARY BONDS					117	117	123	129	135
=	XPLC	TOTAL PROPERTY & LIABILITY COSTS	4,720	1,682	1,766	2,016	2,016	2,117	2,223	2,334
+			142,778	31,043	36,000	13,991	30,000	36,000	36,000	36,000
1	Microfton - Sewer			31,043						
2	MVUD Data Fee				36,000	13,991	30,000	36,000	36,000	36,000
3	Microfton - Solid Waste									
4	Microfton - Stormwater		142,778							
*	Amount missing from detail									
=	XPRM	TOTAL PERMITS	142,778	31,043	36,000	13,991	30,000	36,000	36,000	36,000
85520	BANKING FEES		16,329	17,616	20,000	10,067	20,000	20,000	20,000	20,000
85530	E-COMMERCE FEES		1							
+	85540	BILLING SERVICES	190,612	222,353	240,000	155,754	240,000	245,000	250,000	255,000
1	Bill Presentment			222,353						
3	EBill									
5	Bill Presentment - Utility bills (310,000 @ \$0.62/unit)		190,612		240,000	155,754	240,000	245,000	250,000	255,000
6	Bill Presentment - Property Tax Notices (25,000 @ \$0.60/unit)									

Account	Label	Actual 2015	Actual 2016	Budget 2017	YTD@3/10/2017	Estid 2017	Budget 2018	Forecast 2019	Forecast 2020
*	Amount missing from detail								
85550	CASH SHORT/OVER								
85555	PROPERTY TAX BILLING SERVICES	115,616	117,484	122,000	121,464	122,000	127,000	132,000	137,000
85570	BAD DEBT EXPENSE (NET OF RECOVERIES)	5,990	4,340	7,750	2,814	6,000	7,750	7,750	7,750
85580	LATE CHARGES	53							
=	XFLF TOTAL FINANCIAL FEES	328,601	361,793	389,750	290,099	388,000	399,750	409,750	419,750
87510	REIMB OF INTERFUND SERVICES	(1,176,156)	(1,150,444)	(1,158,288)	(868,716)	(1,158,288)	(1,221,571)	(1,246,002)	(1,270,922)
=	XREIMB TOTAL INTERFUND SERVICES REIMBURSEMENTS	(1,176,156)	(1,150,444)	(1,158,288)	(868,716)	(1,158,288)	(1,221,571)	(1,246,002)	(1,270,922)
=	XOP TOTAL OPERATIONS	(649,838)	(715,667)	(659,907)	(535,708)	(683,881)	(719,674)	(733,649)	(748,208)
	Capital								
=	XTOT TOTAL EXPENDITURES	210,378	192,958	256,089	93,364	283,248	268,624	303,492	343,111