



City of Franklin, Tennessee

FY 2018 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2015	2016	2017		2018	2017 v. 2018	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Expenditures	32,811	41,561	70,211	70,992	71,700	1,489	2.1%
Economic Development	32,811	41,561	70,211	70,992	71,700	1,489	2.1%

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.



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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].



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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	

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



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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
	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



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	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

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.



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Budget

	Actual 2015	Actual 2016	Budget 2017	Est 2017	Budget 2018	Difference	
						\$	%
Economic Development / Chamber Support	25,000	18,750	25,000	25,000	25,000	-	0.0%
Greater Nashville Regional Council	-	-	14,400	14,400	14,700	300	2.1%
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	-	15,000	20,000	20,000	20,000	-	0.0%
Total Expenditures	32,811	41,561	70,211	70,992	71,700	1,489	2.1%
Ending Fund Balance	32,811	41,561	70,211	70,992	71,700	1,489	2.1%

Notes & Objectives

Account	Label	Actual 2015	Actual 2016	Budget 2017	YTD@2/17/2017	Estd 2017	Budget 2018	Forecast 2019	Forecast 2020
	Operations								
+	87110 CONTRACTED SERVICES	32,811	67,277	70,211	42,342	70,992	71,700	72,000	72,300
1	Williamson Chamber of Commerce-Econ Dev	25,000	25,000	25,000	18,750	25,000	25,000	25,000	25,000
2	Greater Nashville Regional Council		14,466	14,400		14,400	14,700	15,000	15,300
3	Nashville Area Chamber of Commerce			3,000		3,000	3,000	3,000	3,000
4	Nashville Area Metropolitan Planning Org	7,811	7,811	7,811	8,592	8,592	9,000	9,000	9,000
5	Special Event Grant Expenditures								
6	Williamson Chamber Econ Dev - Business Retention Efforts		20,000	20,000	15,000	20,000	20,000	20,000	20,000
*	Amount missing from detail								
=	XAPP TOTAL APPROPRIATIONS	32,811	67,277	70,211	42,342	70,992	71,700	72,000	72,300
=	XOP TOTAL OPERATIONS	32,811	67,277	70,211	42,342	70,992	71,700	72,000	72,300
=	XTOT TOTAL EXPENDITURES	32,811	67,277	70,211	42,342	70,992	71,700	72,000	72,300