



City of Franklin, Tennessee

FY 2020 Operating Budget

Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2017 Actual	2018 Actual	2019		2020 Budget	2019 v. 2020	
			Budget	Estimated		\$	%
Personnel	994,343	1,016,116	1,050,696	1,067,808	1,054,868	4,172	0.4%
Operations	-732,517	-804,505	-716,556	-752,246	-783,837	-67,281	9.4%
Capital	0	0	0	0	0	0	0.0%
Total	261,826	211,611	334,140	315,562	271,030	-63,110	-18.9%

Departmental Summary

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

FY 2020 Outlook

While we will continue to work on providing excellent service to our customers in FY 2020, 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 2020 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	

Workload (Output) Measures

		2016	2017	2018	2019*	2020*
	Bills					
	Number of property tax bills issued	30,366	31,287	31,930	33,000	37,500
	Number of water & sewer bills issued	327,318	339,302	347,972	369,150	376,533
	New requests for service (Total)	2,857	2,492	2,500	2,500	2,550
	Water (Monthly Average)	\$ 45.07	\$ 47.60	\$ 48.18	\$ 50.75	\$ 51.77
	Sewer (Monthly Average)	\$ 50.48	\$ 53.29	\$ 55.29	\$ 58.61	\$ 62.12
	Irrigation (Monthly Average)	\$ 217.57	\$ 248.55	\$ 201.11	\$ 250.00	\$ 250.00
	Delinquent Notices	36,702	36,616	-	-	-
	Water Shutoffs	866	764	892	1,000	1,000
	Electronic					
	Web Pay	29,778	35,337	36,911	39,165	39,941
	ACH/RPPS	81,330	82,377	82,885	82,595	89,688
	Bank Draft	76,639	81,806	87,005	99,040	94,146
	Lock Box	93,216	93,191	88,412	82,625	95,669
	Paper					
	Drop Box (2nd Avenue) / Mail	16,686	16,292	14,342	15,420	15,519
	In-Person Transactions	18,624	16,882	16,067	16,725	17,386
	Total Transactions	316,273	325,885	325,622	335,570	352,349
	% of total transactions electronic	88.8%	89.8%	90.7%	90.4%	90.7%
	% of total transactions paper	5.3%	5.0%	4.4%	4.6%	4.4%
	% of total transactions in-person	5.9%	5.2%	4.9%	5.0%	4.9%

Efficiency Measures

		2016	2017	2018	2019*	2020*
	Cost of processing bills (mailing and printing)					
	Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.	4.50	4.50	4.50	4.50	4.50



City of Franklin, Tennessee

FY 2020 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

		2016	2017	2018	2019*	2020*
	Collection Rate(s)					
	Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.7%	99.4%	99.0%	99.0%	99.0%
	Tennessee Statewide Benchmarking Average	96.5%	90.0%	97.1%	TBD	TBD
	Utility Collections as a Percentage of Utilities Billed (first year)	96.7%	99.2%	96.0%	99.2%	99.2%
	Tennessee Statewide Benchmarking Average	97.0%	97.1%	97.5%	TBD	TBD
	Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	88.60%	89.82%	89.60%	90.00%	90.00%

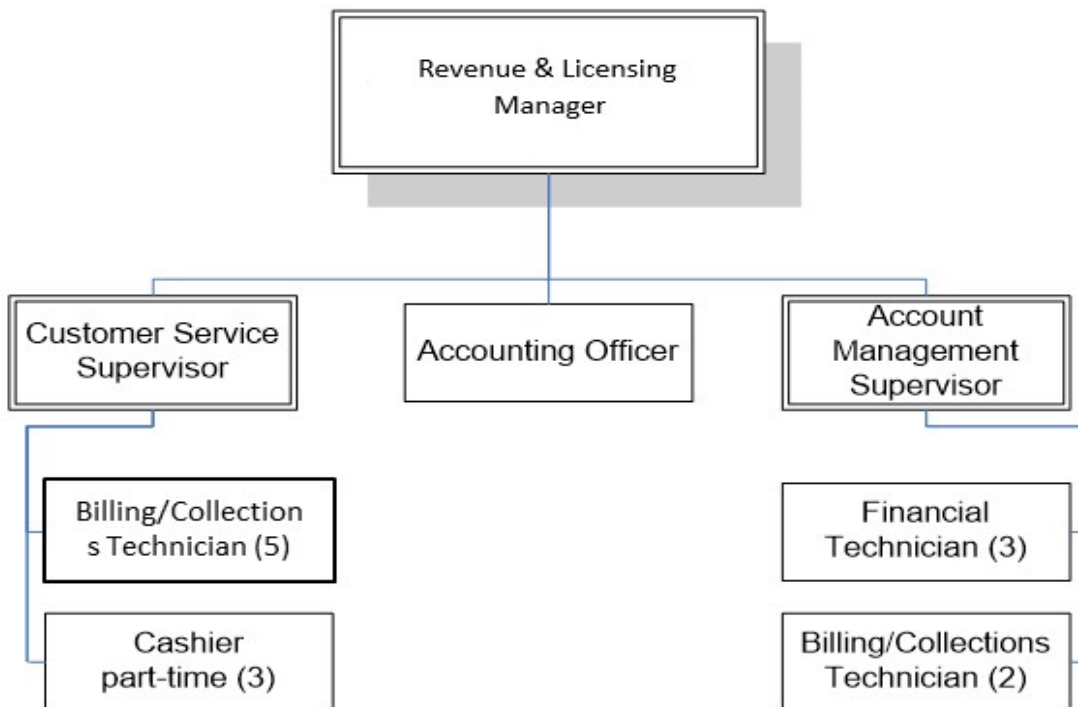
* 2017 and 2018 data estimated.

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 2020 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Revenue & Licensing Manager	Grade H	0	0	0	0	1	0	1	0	1	0
Asst City Recorder - Revenue Management	Grade G	1	0	1	0	0	0	0	0	0	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Accounting Officer	Grade F	1	0	1	0	1	0	1	0	1	0
Financial Technician I	Grade D	4	0	4	0	3	0	3	0	3	0
Billing/Collections Technician	Grade D	5	1	5	1	7	0	7	0	7	0
Cashier Part-Time	Grade B	0	5	0	5	0	3	0	3	0	3
TOTALS		13	6	13	6	14	3	14	3	14	3

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference	
						\$	%
Personnel							
Salaries & Wages	738,773	723,087	742,906	756,089	742,766	(140)	0.0%
Employee Benefits	255,570	293,029	307,790	311,719	312,101	4,311	1.4%
Total Personnel	994,343	1,016,116	1,050,696	1,067,808	1,054,868	4,172	0.4%
Operations							
Transportation Services	7,435	7,527	10,000	10,000	16,000	6,000	60.0%
Operating Services	1,230	2,212	1,300	1,300	1,300	-	0.0%
Notices, Subscriptions, etc.	1,376	735	2,500	2,000	2,000	(500)	-20.0%
Utilities	2,440	2,150	2,600	2,600	2,600	-	0.0%
Contractual Services	2,324	1,358	5,900	4,650	4,650	(1,250)	-21.2%
Repair & Maintenance Services	899	746	1,200	1,200	1,200	-	0.0%
Employee programs	-	56	2,000	2,000	3,000	1,000	50.0%
Professional Development/Travel	711	540	2,540	1,600	3,000	460	18.1%
Office Supplies	18,703	16,711	20,850	20,600	20,600	(250)	-1.2%
Operating Supplies	1,471	985	2,800	2,800	2,800	-	0.0%
Machinery & Equipment (<\$25,000)	7,887	6,890	13,500	13,500	13,500	-	0.0%
Property & Liability Costs	2,016	2,444	2,621	2,621	2,752	131	5.0%
Permits	20,887	15,331	24,000	24,000	24,000	-	0.0%
Financial Fees	358,392	359,381	447,750	415,000	400,000	(47,750)	-10.7%
Interfund Reimbursements	(1,158,288)	(1,221,571)	(1,256,117)	(1,256,117)	(1,281,239)	(25,122)	2.0%
Total Operations	(732,517)	(804,505)	(716,556)	(752,246)	(783,837)	(67,281)	9.4%
Capital						-	0.0%
Total Revenue Management	261,826	211,611	334,140	315,562	271,030	(63,110)	-18.9%

	Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@3/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
		Personnel								
=	81110	REGULAR PAY	717,009	706,067	767,584	466,231	749,576	766,597	804,927	845,174
	81120	OVERTIME PAY	21,764	17,020	3,000	3,986	6,513	3,000	3,000	3,000
	81199	VACANCY ADJUSTMENT			(27,678)			(26,831)	(28,172)	(29,581)
=	XWAGE	TOTAL WAGES	738,773	723,087	742,906	470,217	756,089	742,766	779,755	818,593
=	81410	FICA (EMPLOYER'S SHARE)	54,200	52,284	60,497	33,998	57,343	58,645	61,577	64,656
=	81420	MEDICAL PREMIUMS	153,648	188,804	186,750	79,676	191,064	178,039	195,843	215,427
=	81425	VISION PREMIUMS				534	1,267	1,041	1,145	1,260
=	81430	GROUP INSURANCE PREMIUMS	10,352	12,677	14,717	6,839	12,611	14,005	14,705	15,441
=	81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(32,223)	(41,090)	(39,378)	(25,751)	(41,717)	(38,779)	(42,657)	(46,923)
	81441	CONTRIBUTIONS TO HEALTH SAVINGS ACCOUNT		1,200						
!	81450	RETIREMENT CONTRIBUTIONS	54,684	62,886	68,841	49,685	68,841	75,725	83,298	91,627
	81455	DEFERRED COMP MATCH	14,407	15,915	15,988	13,595	21,931	23,028	24,179	25,388
	81470	WORKERS COMPENSATION PREMIUMS	211	353	375	379	379	398	418	439
	81475	WORKERS COMPENSATION CLAIMS	291							
=	XBEN	TOTAL BENEFITS	255,570	293,029	307,790	158,955	311,719	312,102	338,508	367,315
=	XPER	TOTAL PERSONNEL	994,343	1,016,116	1,050,696	629,172	1,067,808	1,054,868	1,118,263	1,185,908
		Operations								
+	82110	MAILING & OUTBOUND SHIPPING SERVICES	7,435	7,527	10,000	1,920	10,000	16,000	16,000	16,000
	1	Mailing (followup and notices)								
	2	Utility Billing Notices (changes coming)								
	3	Various	7,435	7,527	10,000	1,920	10,000	16,000	16,000	16,000
	*	Amount missing from detail								
	82120	FREIGHT FOR INBOUND PURCHASED ITEMS								
=	XTRC	TOTAL TRANSPORTATION CHARGES	7,435	7,527	10,000	1,920	10,000	16,000	16,000	16,000
	82210	PRINTING & COPYING SERVICES, OUTSOURCED	183	104	300		300	300	300	300
	82240	TRANSCRIPTION FEES		350		309				
	82250	TESTING & PHYSICALS	573	733	500	244	500	500	500	500
	82299	OTHER OPERATING SERVICES	474	1,025	500	194	500	500	500	500
=	XOPSV	TOTAL OPERATING SERVICES	1,230	2,212	1,300	747	1,300	1,300	1,300	1,300
	82310	LEGAL NOTICES	417	67	1,000		1,000	1,000	1,000	1,000
+	82350	DUES FOR MEMBERSHIPS	695	400	1,000	200	500	500	500	500
	1	Tn Assoc of Municipal Clerks (TAMCAR)								
	2	CMFO								
	3	Int Assoc of Municipal Clerks (IIMC)								
	4	Govt Finance Officers Assoc (GFOA)								
	5	Various	695	400	1,000	200	500	500	500	500
	*	Amount missing from detail								
	82390	PUBLICATIONS, NON-TRAINING	264	268	500	269	500	500	500	500
=	XNSP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	1,376	735	2,500	469	2,000	2,000	2,000	2,000
	82420	WATER & SEWER SERVICE								
	82450	TELEPHONE SERVICE	1,050	1,069	1,300	674	1,300	1,300	1,300	1,300

	Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@3/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
	82455	CELLULAR TELEPHONE SERVICE								
	82470	INTERNET & RELATED SERVICES	1,390	1,081	1,300	742	1,300	1,300	1,300	1,300
=	XUTIL	TOTAL UTILITIES	2,440	2,150	2,600	1,416	2,600	2,600	2,600	2,600
+	82510	COMPUTER SERVICES	1,929	1,160	2,650		2,650	2,650	2,650	2,650
	1	Impact Printer PM - Infoprint (IBM)								
	2	Various	1,929	1,160	2,650		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					
+	82599	OTHER CONTRACTUAL SERVICES	395	198	2,000	79	2,000	2,000	2,000	2,000
	1	Bad Debt Collections - Transworld								
	2	Bad Debt Collections - To be Determined	395	198	2,000		2,000	2,000	2,000	2,000
	4	Various								
	*	Amount missing from detail				79				
=	XCTS	TOTAL CONTRACTUAL SERVICES	2,324	1,358	5,900	79	4,650	4,650	4,650	4,650
	82610	VEHICLE REPAIR & MAINTENANCE SERVICES								
+	82620	EQUIPMENT REPAIR & MAINTENANCE SERVICES	899	746	1,200	1,194	1,200	1,200	1,200	1,200
	1	Copy Maintenance	899	746	1,200	1,194	1,200	1,200	1,200	1,200
	*	Amount missing from detail								
=	XRMSV	TOTAL REPAIR & MAINTENANCE SERVICES	899	746	1,200	1,194	1,200	1,200	1,200	1,200
	82750	EMPLOYEE RECOGNITION/RECEPTIONS			1,000		1,000	1,000	1,000	1,000
+	82780	TRAINING, OUTSIDE			1,000		400	500	500	500
	1	MTAS fees (16 at \$50)			1,000		400	500	500	500
	*	Amount missing from detail								
	82790	TRAINING, IN-HOUSE		56			600	1,500	1,500	1,500
=	XEPG	TOTAL EMPLOYEE PROGRAMS		56	2,000		2,000	3,000	3,000	3,000
+	82810	REGISTRATIONS	475	450	1,940	325	1,000	2,400	2,400	2,400
	1	MTAS fees			1,020			1,000	1,000	1,000
	2	Rotary			500		400	400	400	400
	3	TGFOA Fall Conference			400		400	400	400	400
	4	Various	475	450	20	325	200	600	600	600
	*	Amount missing from detail								
+	82820	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	236	70	200		200	200	200	200
	1	MTAS seminars/conferences								
	3	Various	236	70	200		200	200	200	200
	*	Amount missing from detail								
	82850	MEALS (OUTSIDE WILLIAMSON COUNTY)			200		200	200	200	200
	82890	OTHER TRAVEL EXPENSES		20	200		200	200	200	200
=	XPDT	TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	711	540	2,540	325	1,600	3,000	3,000	3,000
	83110	OFFICE SUPPLIES	17,946	15,531	18,250	3,785	18,000	18,000	18,000	18,000
	83120	OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)		119	1,000		1,000	1,000	1,000	1,000
	83130	EMPLOYEE BENEVOLENCE ITEMS	313	442	600	197	600	600	600	600
	83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	444	619	1,000		1,000	1,000	1,000	1,000
=	XOFS	TOTAL OFFICE SUPPLIES	18,703	16,711	20,850	3,982	20,600	20,600	20,600	20,600

	Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@3/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
	83250	SAFETY SUPPLIES			1,000					
	83260	UNIFORMS PURCHASED	1,471	985	1,800	554	1,800	1,800	1,800	1,800
=	XOPS	TOTAL OPERATING SUPPLIES	1,471	985	2,800	554	2,800	2,800	2,800	2,800
	83310	GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)		40		44				
=	XFUEL	TOTAL FUEL & MILEAGE		40		44				
+	83510	FURNITURE, FIXTURES (<\$25,000)	700		5,000		5,000	5,000	5,000	5,000
	1	Chairs	700		5,000		5,000	5,000	5,000	5,000
	2	Lighting								
	*	Amount missing from detail								
+	83530	MACHINERY & EQUIPMENT (<\$25,000)								
	1	Cash Drawers								
	2	Copy Machine								
	*	Amount missing from detail								
+	83540	COMPUTER HARDWARE (<\$25,000)	7,187	6,850	8,500		8,500	8,500	8,500	8,500
	1	Computers, monitors, keyboards								
	2	Printers								
	3	Scanners								
	4	Various	7,187	6,850	8,500		8,500	8,500	8,500	8,500
	*	Amount missing from detail								
	83550	COMPUTER SOFTWARE (<\$25,000)								
=	XMEU	TOTAL MACHINERY & EQUIPMENT (<\$25,000)	7,887	6,850	13,500		13,500	13,500	13,500	13,500
	83620	EQUIPMENT PARTS & SUPPLIES								
=	XRMS	TOTAL REPAIR & MAINTENANCE SUPPLIES								
	85110	PROPERTY INSURANCE	955	1,623	1,193	1,193	1,193	1,253	1,315	1,381
	85111	FRAUD INSURANCE		47	261	261	261	274	288	302
	85112	INLAND MARINE INSURANCE	30	30	32	29	32	34	35	37
	85113	AUTO PHYSICAL DAMAGE								
	85115	LIABILITY INSURANCE	769	186	280	280	280	294	309	324
	85116	E&O LIABILITY INSURANCE		402	614	614	614	645	677	711
	85119	UMBRELLA LIABILITY	145	156	241	241	241	253	266	279
	85120	PROPERTY DAMAGE COSTS								
	85140	SURETY/NOTARY BONDS	117							
=	XPLC	TOTAL PROPERTY & LIABILITY COSTS	2,016	2,444	2,621	2,618	2,621	2,753	2,890	3,034
+	85330	UTILITY DISTRICT FEES	20,887	15,331	24,000	8,000	24,000	24,000	24,000	24,000
	1	Milcrofton - Sewer								
	2	MVUD Data Fee	20,887	15,331	24,000	8,000	24,000	24,000	24,000	24,000
	3	Milcrofton - Solid Waste								
	4	Milcrofton - Stormwater								
	*	Amount missing from detail								
=	XPERM	TOTAL PERMITS	20,887	15,331	24,000	8,000	24,000	24,000	24,000	24,000
	85510	BANKING FEES	17,265	15,658	20,000	13,121	20,000	20,000	20,000	20,000
	85530	E-COMMERCE FEES								
+	85540	BILLING SERVICES	215,333	216,502	270,000	165,832	250,000	240,000	240,000	240,000
	1	Bill Presentment								

Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@3/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
3	EBill			40,000		20,000	10,000	10,000	10,000
5	Bill Presentment - Utility bills (310,000 @ \$0.62/unit)	215,333	216,502	230,000		230,000	230,000	230,000	230,000
6	Bill Presentment - Property Tax Notices (25,000 @ \$0.60/unit)								
*	Amount missing from detail				165,832				
85550	CASH SHORT/OVER		72						
85555	PROPERTY TAX BILLING SERVICES	121,464	125,148	150,000	127,720	140,000	135,000	140,000	150,000
85570	BAD DEBT EXPENSE (NET OF RECOVERIES)	4,330	2,001	7,750	172	5,000	5,000	5,000	5,000
85580	LATE CHARGES								
= XFLF	TOTAL FINANCIAL FEES	358,392	359,381	447,750	306,845	415,000	400,000	405,000	415,000
85990	MISCELLANEOUS				26	26			
= XOBE	TOTAL OTHER BUSINESS EXPENSES				26	26			
87510	REIMB OF INTERFUND SERVICES	(1,158,288)	(1,221,571)	(1,256,117)	(1,256,117)	(1,256,117)	(1,281,239)	(1,306,864)	(1,333,001)
= XREIMB	TOTAL INTERFUND SERVICES REIMBURSEMENTS	(1,158,288)	(1,221,571)	(1,256,117)	(1,256,117)	(1,256,117)	(1,281,239)	(1,306,864)	(1,333,001)
= XOP	TOTAL OPERATIONS	(732,517)	(804,505)	(716,556)	(927,898)	(752,220)	(783,836)	(804,324)	(820,317)
	Capital								
= XTOT	TOTAL EXPENDITURES	261,826	211,611	334,140	(298,726)	315,588	271,032	313,939	365,591